

Clasificación: 76-2014

Fecha de Ingreso:

Nombre del Acuerdo: Memorandum of understanding between the General Secretariat of the Organization of American States, through the Executive Secretariat for Integral Development and Sustainable Travel International Concerning the Execution of Activities under the Project "Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity in the Caribbean and Central America".

Materia: regulatory framework with respect to the execution of activities related to the execution of an award category on Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity in the Caribbean and Central America.

Partes: SG OEA/ Sustainable Travel International.

Referencia: UPV

Fecha de Firma: June 19 th 2014.

Fecha de Inicio

Fecha de Terminación

Lugar de Firma: Valencia/ Washington D.C.

Unidad Encargada: Departamento de Desarrollo humano, Educación y Cultura.

Persona Encargada: María Levens.

Original

Claves

Cierres del proceso

MEMORANDUM OF UNDERSTANDING

BETWEEN

**THE GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES, THROUGH THE
EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT**

AND

SUSTAINABLE TRAVEL INTERNATIONAL

CONCERNING

**THE EXECUTION OF ACTIVITIES UNDER THE PROJECT
“INCREASING TOURISM COMPETITIVENESS THROUGH SUSTAINABLE DESTINATION
MANAGEMENT AND CAPACITY BUILDING IN THE CARIBBEAN AND CENTRAL AMERICA”**

MEMORANDUM OF UNDERSTANDING BETWEEN THE GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES, THROUGH THE EXECUTIVE SECRETARIAT FOR INTEGRAL DEVELOPMENT, AND SUSTAINABLE TRAVEL INTERNATIONAL CONCERNING THE EXECUTION OF ACTIVITIES UNDER THE PROJECT "INCREASING TOURISM COMPETITIVENESS THROUGH SUSTAINABLE DESTINATION MANAGEMENT AND CAPACITY BUILDING IN THE CARIBBEAN AND CENTRAL AMERICA"

The Parties to this Memorandum of Understanding (hereinafter "MOU"), the General Secretariat of the Organization of American States (hereinafter "GS/OAS"), a public international organization with headquarters in Washington, D.C., through its Executive Secretariat for Integral Development (hereinafter "OAS/SEDI"); and Sustainable Travel International (hereinafter "STI"), a non-profit organization with headquarters in White Salmon, Washington,

CONSIDERING:

That tourism has the potential to sustain or transform the economic fortunes of the countries of the Americas, and that it is a significant generator of employment, income and foreign exchange; and that further tourism is not only an economic activity that generates employment and foreign exchange, but is a catalyst for achieving other strategic objectives related to community development, cultural preservation, environmental management and social inclusion;

That sustainable destination management involves balancing the needs and demands of visitors, industry, community, and the natural environment through participatory planning and ongoing monitoring of key environmental and socio-economic indicators;

The important role and responsibilities that key tourism stakeholders including government, private sector NGOs and local communities have in promoting sustainable tourism at the destination level;

That the Sustainable Destinations Alliance for the Americas ("SDAA") comprising the Organization of American States ("OAS"), the Caribbean Tourism Organization, STI, Royal Caribbean Cruises Ltd., and the United States Government through the United States Permanent Mission to the OAS was launched in Barbados on March 27, 2014, to focus on destination sustainability in the Americas;

That the US Mission to the OAS approved the sum of USD 450,933.04 for the implementation of the project entitled "Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America";

That STI is a registered non-profit corporation in the USA that is dedicated to promoting responsible travel and tourism, supporting sustainable development and helping travelers and

travel providers protect the cultures and environments they visit through education and outreach;

That STI is organized to and desires to develop, market, and adopt standards for environmental business practices; and advocate for the implementation of said practices across the travel and tourism industry so that resource managers and travelers can easily identify authentic environmental travel and eco-tourism providers and that STI is also organized to increase and develop consumer demand and awareness of sustainable / environmental business practices across the travel and tourism industry, and to ensure environmental protection and sustainable development by helping tourism operators and destinations move towards more environmental and sustainable business practices;

That STI is recognized as an exempt organization under Section 501(c)(3) of the Internal Revenue Service to perform these activities that are charitable in promoting social welfare in helping the environment and that STI is a globally recognized non-profit organization that has more than 10 years of expertise in sustainable tourism project implementation in over 40 countries worldwide, a comprehensive portfolio of market-tested destination stewardship tools, and a network of active partnerships with leading travel companies, trade organizations, and governments in the Caribbean and Central America;

That GS/OAS is the central and permanent organ of the OAS and has the authority to establish and promote relations of cooperation in accordance with Article 112.h of the OAS Charter and OAS General Assembly Resolution AG/RES.57 (I-O/71);

The Parties desire to work together for institutionalization and capacity building to increase tourism competitiveness and strengthen development destination sustainability,

THE PARTIES HEREBY AGREE TO THE FOLLOWING:

ARTICLE I: PURPOSE

- 1.1 The purpose of this MOU is to establish a legally binding regulatory framework with respect to the execution of activities related to the execution of an award category on Increasing Tourism Competitiveness through Sustainable Destination Management and Capacity Building in the Caribbean and Central America (hereinafter the "Project").

ARTICLE II: NATURE OF THE PROJECT

- 2.1 The Project was prepared by a team from the Department of Economic and Social Development of OAS/SEDI, STI and the Caribbean Tourism Organization and it will be executed in cooperation with OAS member states.

ARTICLE III: STRUCTURE OF THE PROJECT

- 3.1 Within sixty (60) calendar days of the signing of this MOU, the Parties shall form a Project Management Committee ("PMC") to be made up of one representative of each Party. Each Party may replace its representative on the PMC by advanced written notice to the other Party.
- 3.2 The PMC shall discuss the Project planning and monitor the progress of the Project.
- 3.3 Details of activities financed by this agreement will be the subject of yearly work plans as specified in Article 6.1.b.ii of this MOU.

ARTICLE IV: FINANCIAL PROVISIONS

- 4.1 GS/OAS will transfer the amount of **US\$ 321,247.50** (the "GS/OAS Contribution") to STI according to the schedule outlined below:
 - 20% upon signing of this MOU
 - 20% upon approval of the Project Document by the US Permanent Mission to the OAS (expected to be one (1) month from execution of this MOU)
 - 20% after the first six months and upon approval by GS/OAS of the Project Document as set out in Article 5.2 below
 - 20% after the first 12 months and upon approval by GS/OAS of the Project Report set out in Article 5.2 below.
 - 20% upon completion of the Project and upon approval by GS/OAS of the Project Report set out in Article 5.2 below.

The GS/OAS contribution is detailed in Appendix I to this MOU.

- 4.2 Line items within the budget may be modified whenever deemed appropriate by the Project Manager, as long as they do not change the nature of the Project or total amount to be paid to STI, and as long as they have the prior written approval of OAS/SEDI.
- 4.3 Any savings to the GS/OAS Contribution incurred by the Parties in the execution of the Project may be re-allocated towards the purposes of the Project with prior written approval of OAS/SEDI Project Manager.
- 4.4 Any funds contributed by the GS/OAS under this MOU that are unused at the end of the Project shall be returned to the OAS/SEDI within 60 days thereafter.

ARTICLE V: STI RESPONSIBILITIES

- 5.1 STI shall serve as the executing institution for the Project. The purpose of the Project is to improve sustainable destination management in four (4) participating countries in the Caribbean and Central America. The Project aims to contribute to increasing tourism

- destination competitiveness in the Caribbean and Central America by promoting sustainable destination management.
- 5.2 STI shall provide written Project Reports in six month intervals to the OAS/SEDI Project Manager detailing the technical and financial progress of the Project commencing six months after approval by GS/OAS of the Project Document as set out in Article 4.1 above.
- 5.3 The timeline for execution of Project activities is 20 months starting July 1, 2014 and ending January 31, 2016. The timeline for Project activities is outlined below. Revisions to the timeline based on destination realities may be considered, documented and agreed to by STI and OAS/SEDI.
- 5.4 Main Project Outputs and Activities to be implemented by STI as executing institution are outlined below.

Output 1: Destination sustainability demonstration projects established in two (2) tourism destinations in the Caribbean and two (2) in Central America.

The objective of this component of work is to facilitate a focused evaluation of pilot destinations performance around the key elements of sustainable destination management. By the end of the Project execution period, a unified and comprehensive approach for destination sustainability will be tested in four (4) tourism destinations. The demonstration projects will help participating destinations to identify and monitor risks, establish priorities, and develop actionable plans and a path forward for destination sustainability.

Main deliverables:

- 1.1 A formal application announcement (invitation, application form) to be drafted for review and finalization by OAS/SEDI. The pilot destination selection criteria have been agreed to by all key parties.
- 1.2 A joint launch event and press release to be organized in collaboration with partners of the SDAA to announce the pilot destinations.
- 1.3 A draft MOU to be signed by pilot destinations outlining the agreed to counterpart commitment.
- 1.4 Desktop research to be conducted focused on identifying the geographic, economic, environmental and socio-cultural issues affecting pilot destinations.
- 1.5 A Rapid Sustainable Destination Diagnostic to be conducted that evaluates the destination's performance around key elements of sustainable destination management for four (4) tourism destinations.
- 1.6 A roundtable meeting to be facilitated in which stakeholders will validate the results of the Rapid Sustainable Destination Diagnostic and develop an action agenda.
- 1.7 A two-year destination sustainability action plan to be drafted for four (4) tourism destinations.
- 1.8 Four to eight (4-8) quick-win priority projects for improving destination sustainability to be launched in pilot destinations.
- 1.9 A multi-sectoral Destination Stewardship Council to be formed in four (4) pilot destinations to guide implementation of the destination action plans and sustain cooperation and collaboration beyond the time horizon of the Project.

Output 2: An on-line sustainable tourism course designed for micro, small, and medium-sized tourism enterprises (MSMEs), women entrepreneurs and tourism decision-makers from the private and public sectors on sustainable tourism practices launched on the OAS Educational Portal of the Americas.

The objective of this component of work is to build local capacity of MSMEs, women entrepreneurs, and tourism decision-makers from the public and private sectors to implement sustainability good practices and projects.

Main deliverables:

- 2.1 A document review will be conducted of existing studies and member surveys that can help define current capacity-building needs for sustainable tourism practices.
- 2.2 Concrete recommendations will be provided for development of educational modules.
- 2.3 Curriculum for nine course workbooks of the Sustainable Tourism Professional on-line course will be refined/updated in English and 1-2 new course workbooks will be developed.
- 2.4 Courses will be translated from English to Spanish.
- 2.5 The course will be launched as a single module on the OAS Portal of the Americas. STI will provide pointed support to the OAS/SEDI team.
- 2.6 At least 200 MSMEs and 120 tourism decision-makers from government and local tourism leaders will have completed the on-line Sustainable Tourism Professional course

Output 3: Destination sustainability good practices and experiences disseminated internationally to leverage market advantage and encourage wider buy-in.

The objective of this component of work is to help foster hemispheric and international dialogue about how sustainability can help to differentiate a tourism destination and enhance its competitiveness. Destination sustainability successful practices and experiences, and lessons learned, will be disseminated regionally and internationally to leverage market advantage and foster greater understanding about how to make sustainability actionable among destination decision-makers throughout OAS member states and globally.

Main deliverables:

- 3.1 Interactive destination stewardship panel discussions will be organized at the Inter-American Congress of Ministers and High-level Authorities of Tourism held annually to share results, destination experiences and lessons learned from demonstration projects.
- 3.2 At least eight (8) press releases for travel trade and international media, four (4) stories on pilot destinations and four (4) destination sustainability messaging templates distributed through destination- and regional-level marketing and promotion agencies.

Output 4: A destination sustainability monitoring framework for tracking key tourism and sustainability metrics and a learning system to enable destination decision-makers to record and track priority metrics developed and implemented in four (4) pilot destinations.

The objective of this component of work is to implement destination sustainability monitoring frameworks and build local capacity to enable biennial evaluation of the changes occurring in priority destination sustainability metrics. The monitoring system can help to improve destination management over time by recording and tracking changes occurring at a destination level over time. Indicators for measuring issues associated to gender in tourism will be included in the monitoring system.

Main deliverables:

- 4.1 A destination sustainability monitoring framework and guidance document for destinations developed and launched in each pilot destination.
- 4.2 Twenty (20) destination managers from pilot destination tourism authorities and Destination Stewardship Council representatives trained on recording and tracking key metrics through the destination sustainability monitoring framework.

ARTICLE VI: OAS/SEDI COMMITMENTS

6.1 OAS/SEDI undertakes to:

- a. Promote the Project and its results. Lead efforts to upload the on-line course on the OAS Educational Portal of the Americas.
- b. Make available to STI the GS/OAS Contribution pursuant to Article 4.1 of this MOU and as specified in Article VII of this MOU, once the following conditions have been met:
 - (i) STI has justified, to OAS/SEDI's satisfaction, their respective projected expenditures over the time horizon of the Project.
 - (ii) STI has complied with the financial requirements established in each of the approved work plans by OAS/SEDI.
- c. Appoint one member of the evaluation committee.
- d. Evaluate the narrative and financial reports submitted by STI. If OAS/SEDI should determine that execution of the Project is unsatisfactory on the basis of the reports and documents submitted, or if those reports and documents present problems that make it impossible to approve them, OAS/SEDI shall notify STI of its observations in writing. STI must respond to these observations within a period of time not to exceed fifteen (15) calendar days counting from the date of receipt of notification. OAS/SEDI shall suspend disbursements of the GS/OAS Contribution after such written notification if STI has not resolved the problems identified to OAS/SEDI's satisfaction within a reasonable timeframe for correction.

ARTICLE VII: CASH MANAGEMENT

- 7.1 Upon signature of this MOU, GS/OAS will make the first disbursement of the GS/OAS Contribution, in accordance with the schedule specified in Article 4.1 of this MOU. Subsequent disbursements will also be made in accordance with the schedule specified in Article 4.1.
- 7.2 STI shall authorize one person to serve as STI representative to request payments of the GS/OAS Contribution to be received by STI. Each Party may revoke this authorization and designate another representative upon provision of written notification to OAS/SEDI accompanied by an original sample of the new representative's signature. Such notification must be received by OAS/SEDI at least five (5) calendar days prior to a request for payment by the Party under its respective new representative's signature.
- 7.3 GS/OAS shall make the disbursements referred in Article 4.1 of this MOU by way of checks or electronic means, upon receipt of a written request by STI representatives and subject to the following conditions:
- a. That there are sufficient funds in the GS/OAS Contribution to cover the requested disbursement;
 - b. That the GS/OAS official in charge of issuing the disbursements has no knowledge of any specific written instruction from OAS/SEDI prohibiting him/her from making such payment;
 - c. That the request from the STI representative is signed by that person and the GS/OAS official issuing the disbursement, at his/her discretion, considers that there is no reason to believe that the signatures are not valid; and
 - d. That the request from STI is not less than US\$5.000 for each disbursement.
- 7.4 If, at the written request of the STI representatives, a portion or all of the GS/OAS Contribution is converted to or paid in a currency other than United States dollars, the Project shall bear any losses resulting from devaluation.
- 7.6 STI shall place the money received from GS/OAS in an interest bearing account. Interest accrued on the GS/OAS Contribution may not be used for purposes of the Project without prior written approval by GS/OAS. Otherwise, the interest must be returned to GS/OAS at the end of the Project.
- 7.7 STI shall disburse the GS/OAS Contribution as needed and shall account for disbursements made against these accounts in the Project Reports detailing the technical and financial progress presented to OAS/SEDI.

ARTICLE VIII: WARRANTIES AND LIABILITIES

- 8.1 Each Party shall be exclusively responsible for its own actions and omissions in relation to this MOU and the Project.
- 8.2 If, for any reason, a third party should file a claim against GS/OAS, either directly or through OAS/SEDI, in relation to this MOU and/or in relation to execution of the Project, each Party shall be considered as the principal vis-à-vis the claimant and as the sole party obligated to respond. STI further agrees to indemnify GS/OAS for any damages GS/OAS may suffer as a result of said claims to the extent that such claims or liabilities arise from the gross negligence or willful action or inaction of STI, including court costs and attorneys' fees, by reason of damage or inquiry proximately caused by it in connection with its own actions and omissions in relation to this MOU and the Project.

ARTICLE IX: PUBLICATIONS AND INTELLECTUAL PROPERTY

- 9.1 Every document published in regard to the Project must include the OAS logo and explicit mention and recognition of the fact that the Project has been executed and/or is in the process of being executed by the OAS/SEDI. At the same time, it must be clearly stated therein that the opinions expressed in those documents are not necessarily the opinions of the OAS, the GS/OAS and/or any of their organs, officers, employees, and agents, or of the OAS Member States.
- 9.2. STI shall not have any title, copyright, patent, or other proprietary rights in any associated Project Outputs furnished under this MOU, including all written, graphic, audio/visual and any other materials, applicable work product and product deliverables set out in Article V, including the Rapid Destination Diagnostic assessment reports, research, press releases, action plans, PowerPoint presentations, meeting agendas, and project reports. All such rights shall lie with GS/OAS. At the request of GS/OAS, STI shall assist in securing the intellectual property rights associated with the aforementioned Project Outputs produced under this Contract and in transferring them to GS/OAS. Unless otherwise agreed to in writing, STI shall retain all intellectual property rights associated with the tools previously developed by STI under this MOU, including the Rapid Sustainable Destination Diagnostic, Destination Monitoring System and framework, and Sustainable Tourism Professionals training course and curriculum, including all written, graphic, audio, visual and any other materials, contributions, applicable work product and production elements contained therein, whether on paper, disk, tape, digital file or any other media, (the "Intellectual Property"). STI's Intellectual Property will only be used for the Project Outputs and Activities set forth in Article V. STI's Intellectual Property may not be used without the prior written consent from STI beyond the Project Outputs and Activities set forth in Article V.

ARTICLE X: INSTITUTIONAL COORDINATION AND NOTICE

- 10.1 Within the GS/OAS, the dependency responsible for coordinating GS/OAS activities under this MOU is OAS/SEDI and the Coordinator is Richard Campbell. Notifications and communications should be directed to the Coordinator at the following street address, fax and electronic mail:

Within GS/OAS:
Richard Campbell
Chief, Culture and Tourism Section
Department of Economic and Social Development
Executive Secretariat for Integral Development
1889 F Street NW, Washington DC 20006
Tel. 202-370-9022 /
E-mail: rcampbell@oas.org

Within STI:
Sustainable Travel International
Brian Mullis, Founder and CEO
835 SW William Drive, White Salmon, WA 98672
Tel. 720-273-2975
E-mail: brianm@sustainabletravel.org

- 10.3. All communications and notifications under this MOU will be validly made only when they are sent by mail, facsimile, or electronic mail and are addressed to the Coordinators whose names are set out in Articles 10.1 and 10.2 of this MOU. When the communications and notifications are transmitted by electronic mail, they shall be valid if and when they are sent directly from the electronic address of the Coordinator of one of the Parties to the electronic address of the Coordinator of the other.
- 10.4. Either Party may change the responsible dependency, the designated Coordinator, the address, telephone, fax or electronic mail indicated by notifying the other Party in writing.

ARTICLE XI: DISPUTE RESOLUTION

- 11.1 Any dispute or complaint that may arise in conjunction with the fulfillment or interpretation of this MOU, including those that may arise in connection with the execution of the Project, shall, unless settled amicably through direct negotiations, be settled by arbitration pursuant to the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL), currently in effect. The place of arbitration shall be Washington, D.C. USA and the language of arbitration shall be English. The court of arbitration that is set up in accordance with those rules shall decide by friendly mediation or ex aequo et bono and its decision shall be final and binding.

ARTICLE XII: TERM, MODIFICATION AND TERMINATION

- 12.1 This MOU may be modified by written articles of amendment or exchange of letters signed by the duly authorized representatives of the Parties, dated, and attached hereto.
- 12.2 This MOU shall enter into force on the date it is signed by the duly authorized representatives of both Parties. It shall remain in force until December 31, 2015.
- 12.3 GS/OAS may terminate this MOU for justified reasons, by giving notice in writing to STI ten (10) calendar days in advance of the termination date. The following shall be considered as justified reasons for termination: noncompliance with any of the obligations assumed by STI under this MOU; the existence of irregularities in the management of GS/OAS Contribution; and bankruptcy by STI. In the event such notice is given, the GS/OAS shall not be obligated to pay for any work performed or expenses incurred after the Termination Date. STI shall stop work and take all reasonable steps to preserve and protect all work product produced to date and comply with instructions from the GS/OAS as to the disposition thereof. Upon termination, STI shall promptly submit to GS/OAS a final invoice and completed or partially completed deliverables that were not covered based on the schedule outlined in Article 4.1.
- 12.4 Either Party may terminate this MOU because of unforeseen circumstances by giving written notice to the other thirty (30) calendar days in advance of the termination date. Acts of God or cases of force majeure shall be considered as unforeseen circumstances.
- 12.5 Within fifteen (15) calendar days of the termination date, STI shall reimburse OAS/SEDI for the portion of GS/OAS Contribution that was not spent and/or was not irrevocably obligated to third parties prior to the applicable time period in Article 12.3 or 12.4 respectively. The reimbursement shall be made by a remittance in United States dollars payable to the order of OAS/SEDI.

ARTICLE XIII: PRIVILEGES AND IMMUNITIES

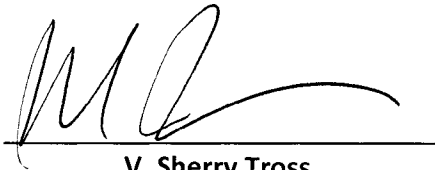
- 13.1 Nothing in this MOU constitutes an express or implied waiver of the privileges and immunities of the OAS or the GS/OAS, its personnel and its assets, in accordance with the OAS Charter, relevant agreements and pursuant to general principles and practices of international law.

ARTICLE XIV: MISCELLANEOUS

- 14.1 Appendices I and II are integral parts of the present MOU and may only be amended in writing by common accord of the Parties.

IN WITNESS WHERE OF, the Parties have executed this Memorandum of Understanding as of the day and year shown below.

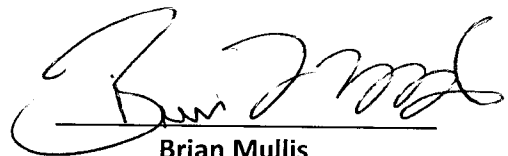
**For the General Secretariat of the
Organization of Organization of American
(GS/OAS)**



V. Sherry Tross
Executive Secretary
Executive Secretariat for Integral Development

2014-06-17
Date

**For Sustainable Travel International
(STI)**



Brian Mullis
Founder and CEO
Sustainable Travel International

2014-06-19
Date

APPENDIX I

The STI budget is outlined below.

STI Budget (USD)					
1.1 - OAS to select pilot destinations through an open and transparent application process carried out in close collaboration with CTO, MMO and SITCA.					
1.1.1 - STI Staff Executive	839.00	8.00	6,712.00	6,712.00	0.00
1.1.2 - STI Staff-VP	634.00	32.00	20,288.00	20,288.00	0.00
1.1.3 - STI Staff -	523.00	8.00	4,184.00	4,184.00	0.00
1.1.6 - Printed documents	1,000.00	1.00	1,000.00	1,000.00	0.00
1.2 - Sustainable Travel International will work with pilot destinations to identify change agents from key sectors—government, private sector and civil society—to form part of a multi-sectorial Destination Stewardship Council (DSC).					
1.2.1 - STI Staff -	634.00	6.00	3,804.00	1,902.00	1,902.00
1.3 - Sustainable Travel International will conduct a Rapid Sustainable Destination Diagnostic (RDD) in each pilot destination.					
1.3.1 - STI Staff - VP	634.00	40.00	25,360.00	12,680.00	12,680.00
1.3.2 - STI Staff - Executive (review of main outputs)	839.00	4.00	3,356.00	1,678.00	1,678.00
1.3.3 - STI Staff - Director	523.00	8.00	4,184.00	2,092.00	2,092.00
1.3.5 - Airline Tickets	1,495.00	4.00	5,980.00	2,990.00	2,990.00
1.3.6 - Terminal Expenses Travel -	50.00	8.00	400.00	200.00	200.00
1.3.7 - Local in-country ground	83.00	20.00	1,660.00	830.00	830.00
1.3.8 - Per diem	395.00	24.00	9,480.00	4,740.00	4,740.00
1.3.10 - Meeting Support Services	550.00	4.00	2,200.00	1,100.00	1,100.00
1.3.11 - Meeting Support Services (lunch and snacks)	35.00	240.00	8,400.00	4,200.00	4,200.00
1.3.12 - Meeting Support Services (meeting materials for 240 people)	6.00	240.00	1,440.00	720.00	720.00
1.3.13 - Meeting Support Services Translation services - English to Spanish	330.00	2.00	660.00	0.00	660.00
1.3.14 - Studies 4 Reports - design at \$308 each.	308.00	4.00	1,232.00	616.00	616.00
1.4 - Sustainable Travel International to design and facilitate a roundtable meeting in which stakeholders will validate the results of the RDD, establish priorities, develop the framework for an action plan that will outline strategies for tackling the priorities identified, and define 1-2 quick-win initiatives that can galvanize stakeholder commitments and demonstrate tangible results in the short-to near term.					
1.4.1 - STI Staff - VP at \$634 for 40 days	634.00	40.00	25,360.00	12,680.00	12,680.00
1.4.2 - STI Staff - Executive (review of main outputs)	839.00	4.00	3,356.00	1,678.00	1,678.00
1.4.3 - STI Staff - Director	523.00	8.00	4,184.00	2,092.00	2,092.00
1.4.5 - Airline Tickets (OAS)	1,495.00	4.00	5,980.00	2,990.00	2,990.00
1.4.6 - Terminal Expenses	50.00	8.00	400.00	200.00	200.00

Objectives/Activities	Unit Cost	Qty	2022	2023	2024
1.4.8 - Local Travel Travel - in-country ground	83.00	20.00	1,660.00	830.00	830.00
1.4.9 – Per diem	395.00	20.00	7,900.00	3,950.00	3,950.00
1.4.10 - Meeting Support Services venue and a/v equip	550.00	4.00	2,200.00	1,100.00	1,100.00
1.4.11 - Meeting Support Services - lunch and snacks	35.00	240.00	8,400.00	4,200.00	4,200.00
1.4.12 - Meeting Support Services - Meeting materials	6.00	240.00	1,440.00	720.00	720.00
1.4.13 - Meeting Support Services - translation services - English to Spanish for 2 documents	330.00	2.00	660.00	0.00	660.00
1.4.14 - Studies 4 Reports - design	308.00	4.00	1,232.00	616.00	616.00
1.5 - Sustainable Travel International to provide national authorities with pointed guidance that will help them to establish functional working groups responsible for implementing quick-win projects that address destination sustainability priorities.					
1.5.1 – STI Staff - VP	634.00	8.00	5,072.00	2,536.00	2,536.00
1.5.2 – STI Staff	500.00	2.00	1,000.00	500.00	500.00
2.1 - Sustainable Travel International to collaborate with OAS, CTO, SITCA and MMO to conduct a document review of their existing studies and member surveys that can help define current capacity-building needs for sustainable tourism practices. Sustainable Travel International to provide OAS with concrete recommendations for development of educational modules to help the region transform its tourism industry into an engine of economic growth and job creation through sustainable tourism.					
2.1.1 – STI Staff - Executive	839.00	1.00	839.00	839.00	0.00
2.1.2 – STI Staff - VP	634.00	9.00	5,706.00	5,706.00	0.00
2.1.3 – STI Staff - Director	523.00	8.00	4,184.00	4,184.00	0.00
2.1.5 - Airline Tickets	880.00	1.00	880.00	880.00	0.00
2.1.6 - Terminal Expenses	30.00	2.00	60.00	60.00	0.00
2.1.7 – Per Diem Travel - lodging	363.00	4.00	1,452.00	1,452.00	0.00
2.1.8 - Printed documents	1,000.00	1.00	1,000.00	1,000.00	0.00
2.2 - Sustainable Travel International to draft and finalize an overall programmatic framework that defines clear standards for the desired learning outcomes.					
2.2.1 – STI Staff - Executive	839.00	0.50	419.50	419.50	0.00
2.2.2 – STI Staff - VP	634.00	4.00	2,536.00	2,536.00	0.00
2.2.3 – STI Staff - Director	523.00	1.00	523.00	523.00	0.00
2.3 - Sustainable Travel International to revise its 12 existing Sustainable Tourism Professional course modules and develop a set of 1-2 new modules that will make up the course curriculum necessary to achieve the desired outcomes.					
2.3.1 – STI Staff - Executive	839.00	1.00	839.00	839.00	0.00
2.3.2 – STI Staff - VP	634.00	19.00	12,046.00	12,046.00	0.00
2.3.3 – STI Staff - Director	523.00	10.00	5,230.00	5,230.00	0.00
2.4 - Sustainable Travel International to translate course content from English into Spanish.					
2.4.1 – STI - Translation services for 12 documents	2,675.00	12.00	32,100.00	0.00	32,100.00
2.4.2 – STI Staff - VP	634.00	1.00	634.00	0.00	634.00

Outputs and Activities	Unit Cost	Qty	Total Cost	Year 1	Year 2
2.5 - OAS uploads the Sustainable Tourism Professional course on the OAS Educational Portal of the Americas.					
2.5.1 – STI Staff - Executive	839.00	2.00	1,678.00	1,678.00	0.00
2.5.2 – STI Staff - VP	650.00	4.00	2,600.00	2,600.00	0.00
2.5.3 – STI Staff - Director	523.00	2.00	1,046.00	1,046.00	0.00
2.5.6 - Airline Tickets	880.00	1.00	880.00	880.00	0.00
2.5.7 - Terminal Expenses	30.00	2.00	60.00	60.00	0.00
2.5.8 - Perdiem	363.00	4.00	1,452.00	1,452.00	0.00
2.6 - Tourism authorities from pilot destinations actively promote and secure high level of participation of MSME's, women entrepreneurs and tourism professionals from the private sector and government in on-line course.					
2.6.1 – STI Staff - Executive	650.00	8.00	5,200.00	2,600.00	2,600.00
3.1 - Sustainable Travel International and the OAS' Department of Economic Development, Trade and Tourism will design interactive destination stewardship panel discussions for the 2013-2015 Inter-American Congress of Ministers and High-level Authorities of Tourism in close collaboration with the host country					
3.1.1 – STI Staff - Executive	839.00	3.00	2,517.00	1,258.50	1,258.50
3.1.2 – STI Staff - VP	634.00	18.00	11,412.00	5,706.00	5,706.00
3.1.5 - Printed documents	1,885.00	1.00	1,885.00	1,885.00	0.00
3.2 - Sustainable Travel International will facilitate/moderate panel discussions on destination sustainability and competitiveness at the 2013-2015 Inter-American Congress of Ministers and High-level Authorities of Tourism.					
3.2.1 – STI Staff - VP	634.00	12.00	7,608.00	3,804.00	3,804.00
3.2.4 - Airline Tickets (OAS) Travel - airfare for 4 panelists + 1 STI coordinator each year at \$1495 for 2 years	1,495.00	10.00	14,950.00	7,475.00	7,475.00
3.2.5 - Terminal Expenses for 5 persons for 2 years (2 taxifares per person)	50.00	20.00	1,000.00	500.00	500.00
3.2.6 - Perdiem - lodging (3 nights for 10 persons)	395.00	30.00	11,850.00	5,925.00	5,925.00
3.3.1 – STI Staff - Executive	839.00	0.50	419.50	209.75	209.75
3.3.2 – STI Staff - VP	634.00	1.00	634.00	317.00	317.00
3.3.3 – STI Staff - Senior Director	523.00	2.00	1,046.00	523.00	523.00
3.4 - Sustainable Travel International's Marketing team to produce press releases and stories featuring pilot destinations, sustainability messaging templates for travel trade and international media.					
3.4.1 – STI Staff - Executive	839.00	0.50	419.50	209.75	209.75
3.4.2 – STI Staff - VP	634.00	1.00	634.00	317.00	317.00
3.4.3 – STI Staff - Senior Director Marketing	523.00	7.00	3,661.00	1,830.50	1,830.50
3.5 - Sustainable Travel International will collaborate with pilot destinations, OAS, CTO, SITCA, and MMO to disseminate public relations and communications content through their destination- and regional-level marketing and promotion agencies.					
3.5.1 – STI Staff - Executive	839.00	0.50	419.50	209.75	209.75
3.5.2 – STI Staff - VP	634.00	2.00	1,268.00	634.00	634.00
3.5.3 – STI Staff - Senior Director Marketing	523.00	4.00	2,092.00	1,046.00	1,046.00
4.1 - Sustainable Travel International to tailor its sustainability monitoring framework,					

Outputs and Activities	Unit Cost	Qty	Total (USD)	Year 1	Year 2
SMART, for tracking key tourism and sustainability metrics to the needs of pilot destinations.					
4.1.1 – STI Staff - VP	634.00	3.00	1,902.00	1,902.00	0.00
4.2 - Sustainable Travel International to develop a guidance document and accompanying training materials for destination decision-makers.					
4.2.1 – STI Staff - VP	634.00	2.00	1,268.00	1,268.00	0.00
4.2.2 – STI Staff - Senior Director	523.00	5.00	2,615.00	2,615.00	0.00
4.3 - Sustainable Travel International to organize webinars to train staff from destination tourism authorities assigned to maintain the monitoring system.					
4.3.1 – STI Staff - VP	634.00	2.00	1,268.00	634.00	634.00
4.3.2 – STI Staff - Senior Director	523.00	3.50	1,830.50	915.25	915.25
GRAND TOTAL			321,247.50		