



# Draft Design and Monitoring Framework

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## GMS: Sustainable Tourism Development Program

A design and monitoring framework is an active document, progressively updated and revised as necessary, particularly following any changes in project design and implementation. In accordance with ADB's public communications policy (2005), it is disclosed before appraisal of the project or program. This draft framework may change during processing of the project or program, and the revised version will be disclosed as an appendix to the report and recommendation of the President.

**Asian Development Bank**



## DESIGN AND MONITORING FRAMEWORK

Design Summary	Performance Targets	Monitoring Mechanisms	Risk/Assumptions
<p><b>Impact</b></p> <p>A sustainable, culturally and environmentally sound pro-poor tourism approach for the GMS developed</p> <p>Preservation of natural and cultural heritage</p>	<p>By 2016 in the GMS:</p> <ul style="list-style-type: none"> <li>• Receipts from international tourism increased from \$23 billion to \$55 billion.</li> <li>• 52 million International tourist arrivals in the GMS</li> <li>• 1.2 million new jobs in the tourism sector created</li> <li>• 50% of world heritage sites well preserved and 30% of tourism income from visitor site entry fees is re-invested in conservation and protection.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports and statistics from government agencies, development partners and nongovernmental organizations.</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Adequate human resources to implement environmental and cultural heritage protection laws, regulations and guidelines in place</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Adverse economic or social upheavals such as war, political instability or natural disasters occur</li> <li>• Governments are unable to mobilize public and private resources to implement strategic GMS projects</li> </ul>
<p><b>Outcome</b></p> <p>Sustainable tourism development that creates livelihood opportunities for the poor</p>	<p>By 2013 in the Project areas:</p> <ul style="list-style-type: none"> <li>• At least 60,000 people benefit directly and 350,000 indirectly from tourism, development of which at least 30% are women and 37% are poor</li> <li>• The number of international tourist arrivals at each Project site increases by 30% compared to 2008 levels</li> <li>• Tourist's average daily expenditure increases by 20%</li> <li>• International tourist's average length of stay is increased by 1 day at each Project site</li> </ul>	<ul style="list-style-type: none"> <li>• Review missions and bi-annual project steering committee meetings</li> <li>• Project survey reports</li> <li>• Performance monitoring and impact evaluation reports</li> <li>• Official government reports and statistics.</li> <li>• Reports of other bilateral and multilateral agencies</li> <li>• Project completion report</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Adequate planning mechanisms and regulation are in place and enforced</li> <li>• Tourists continue to demand sustainable tourism products.</li> </ul> <p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Uncontrolled tourism results in congestion, increased pollution and a deterioration of the destinations.</li> <li>• Over-commercialization of cultural traditions results in the degradation of the area's cultural heritage and the cultural identity of ethnic minorities.</li> </ul>
<p><b>Outputs</b></p> <p>1. Model sustainable tourism development projects protecting the environment and cultural heritage developed in 4 sites:</p> <p style="margin-left: 20px;">1.1. Siphandone Wetland (Lao PDR)</p> <p style="margin-left: 20px;">1.2. Vang Vieng Town environmental improvement</p>	<p>By 2013 for each site:</p> <ul style="list-style-type: none"> <li>• Protection and access infrastructure (access roads, markets, viewing points, walking trails and signage, information and visitor centers, access and parking, river piers, community lodges, sanitary facilities) installed, operated and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• Performance monitoring and evaluation reports</li> <li>• Monitoring of water quality, pollution levels, and levels of solid and liquid waste generation, treatment and disposal.</li> <li>• Environmental awareness surveys for community, and for residents and</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Site managers able to acquire necessary technical and management capacities.</li> <li>• Government authorities willing to cooperate with local communities living in the project areas.</li> </ul>

Design Summary	Performance Targets	Monitoring Mechanisms	Risk/Assumptions
<p>(Lao PDR)</p> <p>1.3. Phong Nha Ke Bang Protected National Park (Viet Nam)</p> <p>1.4. Ethnic Minorities Cultural Heritage Development in Bac Kan (Viet Nam)</p>	<ul style="list-style-type: none"> <li>• Site managers and operators trained on sustainable tourism practices.</li> <li>• Tourism master plans developed.</li> <li>• GMS manuals on nature-based, urban and ethnic minorities tourism in the GMS developed.</li> <li>• Gender-sensitive public awareness programs implemented.</li> </ul>	<p>businesses in core town areas.</p> <ul style="list-style-type: none"> <li>• Project completion report</li> </ul>	
<p>2. Pro-poor community-based and supply-chain tourism projects operational</p>	<p>Manual on CBT and tourism value chain development in the GMS produced</p> <p>For each of the 11 participating provinces:</p> <ul style="list-style-type: none"> <li>• At least 1 community based tourism tour circuit, 1 tourist site and 1 supply-chain subproject developed and operational</li> <li>• Gender-sensitive training program on environment, culture, and tourism for tour operators and guides developed and implemented.</li> <li>• Ethnic minority and gender participation program produced.</li> <li>• Guidebooks, brochures and website produced</li> <li>• Monitoring program established and annual report published.</li> <li>• At least 2,000 people trained in each province of which at least 30% are women</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly project progress reports</li> <li>• Review missions and bi-annual project steering committee meetings</li> <li>• Number of 'hits' each new CBT tour or destination generates on internet web-searches</li> <li>• Interviews with tourists, tour operators and guides, hotel and destination managers, merchants and communities</li> <li>• Performance monitoring and evaluation reports</li> <li>• Annual pro-poor monitoring report</li> <li>• Project completion report</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Local authorities committed to pro-poor tourism development</li> <li>• Planning and environmental controls, and enforcement measures in place</li> <li>• Communities willing and able to operate and maintain small tourism infrastructure facilities</li> <li>• The Government recruit qualified staff and consultants to perform management and coordination tasks</li> </ul>
<p>3. GMS tourism corridors developed</p>	<p>For each of the two economic corridors (North-South corridor in Lao PDR and, East-West corridor in Lao PDR and Viet Nam)</p> <ul style="list-style-type: none"> <li>• Infrastructure (access roads, signage, information booklets, viewing points) installed, operated and maintained in 5 sites</li> <li>• Tourism corridor management plan, with section on gender and</li> </ul>	<ul style="list-style-type: none"> <li>• Review missions and bi-annual project steering committee meetings</li> <li>• Interviews with tourists, tour operators and guides, hotel and destination managers, merchants and communities</li> <li>• Performance monitoring and evaluation reports</li> </ul>	<p><b>Assumptions</b></p> <ul style="list-style-type: none"> <li>• Communities willing and able to operate and maintain small infrastructure</li> <li>• Movement of tourists along economic corridors increase.</li> <li>• Countries are willing to cooperate to develop common approaches for tourism corridors</li> </ul>

Design Summary	Performance Targets	Monitoring Mechanisms	Risk/Assumptions
	<ul style="list-style-type: none"> <li>• ethnic groups produced</li> <li>• Guidebooks, brochures and website produced</li> <li>• Monitoring and evaluation program established and annual report published.</li> <li>• Manual on development of tourism corridors in the GMS produced ( combined)</li> <li>• At least 2,000 people trained in each province, of which at least 30% are women</li> </ul>	<ul style="list-style-type: none"> <li>• Annual destination monitoring report</li> <li>• Project completion report</li> </ul>	
4. Human resources in the tourism sector developed	<ul style="list-style-type: none"> <li>• At least 800 tourism officials, 40% of them women, have acquired the knowledge to plan and manage sustainable tourism projects</li> <li>• At least 400 trainers, and 180 master trainers are trained, 40% of which will be women.</li> <li>• 800 public officials have been trained in tourism planning and management.</li> </ul>	<ul style="list-style-type: none"> <li>• Post-training evaluations and reports, including student feedback and evaluations.</li> <li>• Performance monitoring and evaluation reports</li> <li>• Project completion report</li> </ul>	<b>Assumptions</b> <ul style="list-style-type: none"> <li>• Tourism officials attend the training sessions and apply the knowledge</li> <li>• Trainers are willing to conduct training sessions and apply acquired knowledge.</li> </ul>
5. Efficient project implementation services are operational	<ul style="list-style-type: none"> <li>• PCUs and PIUs fully staffed and operate efficiently</li> <li>• Provincial gender and ethnic participation plans are implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Post-training evaluations and reports, including student feedback and evaluations.</li> </ul>	The Government can recruit qualified staff and consultants to perform the variety of tasks envisioned under the project
<b>Activities with Milestones</b> Output 1: 1.1 Heritage-based tourism master plans, zoning and management plans (2009-2010) 1.2 Small tourism-related infrastructure such as access roads, boat landings, pathways and trails, and drainage and waste management systems (2010-2012) 1.3 Capacity development and livelihood support programs for local communities, especially women, youth and ethnic groups to develop and operate community-based tourism enterprises and revitalized cultural industries (2009-2011) 1.4 A gender and ethnic group/minorities development program (EGMDP) (2010) 1.5 A database and geographical information system (GIS) on cultural practices and indigenous knowledge of the area (2010) 1.6 A public awareness program for natural and cultural resources conservation and protection, respecting cultural heritage, trafficking of wildlife and antiquities, efficient waste management practices, HIV and AIDS, an other tourism-related awareness activities (2009-2010) 1.7 A marketing and promotion program and materials to promote sustainable tourism and cultural products (2011-2012)			<b>Inputs</b> <b>Project Cost:</b> \$21.981 million Lao PDR \$10.870 million Viet Nam \$11.110 million  <b>Funding Sources:</b> Lao PDR Component: ADB \$ 10.00 million ADF grant Lao PDR Government \$ 0.870  Viet Nam Component: ADB \$ 10.00 million ADF loan Viet Nam Government \$1.111 million

Activities with Milestones	Inputs
1.8 Institutional strengthening and capacity building of the agencies in charge of operating and maintaining the project facilities (2011-2012)	
1.9 Manuals to guide the preparation and implementation of future GMS tourism subprojects focused on wetlands, protected areas, urban sites, ethnic groups/minorities (2011-2013)	
1.10 A monitoring and evaluation program (2009-2013)	
Output 2:	
2.1 Development of community-based tourism tour products and services (2009-2010)	
2.2 A public awareness program for tourism-related activities (2009-2010)	
2.3 Identification and development of tourism-related supply chain initiatives (2009-2010)	
2.4 Capacity development of tourism-related SMEs and communities (2009-2011)	
2.5 Construction of small-scale tourism-related infrastructure (2010-2012)	
2.6 A gender and ethnic groups/minorities development program (2010)	
2.7 A marketing and promotion program (2011-2012)	
A joint manual to guide the preparation and implementation of pro-poor tourism initiatives in the GMS (coordinated between Lao PDR and Viet Nam) (2011-2013)	
2.8 A monitoring and evaluation program (2009-2013)	
Output 3:	
3.1 Preparation of tourism development and management plans for individual sites and for each economic corridor (2009-2010)	
3.2 Construction of tourism-related infrastructure along the corridors, including access roads, parking lots, ticket booths, information centers, walking trails, markets, interpretation and sanitary facilities (2010-2012)	
3.3 A community awareness and livelihood support program (2009-2011)	
3.4 Tourism management training for site managers and local tour-guide training program (2009-2011)	
3.5 A marketing and promotion program (2011-2012)	
3.6 A gender and ethnic minorities development program (2010)	
3.7 A public awareness program for HIV and AIDS, human trafficking and drug abuse and other tourism-related awareness activities (2009-2010)	
3.8 A joint manual on procedures and practices to develop GMS tourism corridors (coordinated between Lao PDR and Viet Nam) (2011-2013)	
3.9 A monitoring and evaluation program (2009-2013)	
Output 4:	
4.1 Review of the existing training needs assessment (TNA) for staff in tourism SMEs and public sector tourism officials (2009-2011)	
4.2 Revision or development of service standards for SME tourism and hospitality enterprises, and related training standards based upon ASEAN models and the TNA (2009-2011)	
4.3 Development of gender and ethnic sensitive and inclusive training kit and manuals, teacher training materials and case studies, best practices and lessons learned (2009-2011)	
4.4 Production of CD ROMs and web-based training materials	
4.5 Development and maintenance of a web-based "Knowledge Center" which will be accessible to all GMS countries (2009-2011)	
4.6 Translation of training manuals to Lao, Vietnamese and other ethnic languages (2009-2011)	
4.7 Support to the selected training institutions in each country (2009-2011)	
4.8 Training of master trainers, trainers and government officials (2010-2013)	
4.9 Monitoring and evaluation program (2009-2013)	
Output 5:	
5.1 International and national consulting services with expertise in tourism sector development, heritage preservation and development, financial accounting, social and gender development, resettlement, environment,	

Activities with Milestones	Inputs
civil engineering and supervision, project performance management system development, ecotourism, supply chains and human resource development (2009) 5.2 Support for overall project implementation and coordination (2009-2013) 5.3 Capacity development for the PCUs and PIUs (2009-2011) 5.4 External monitoring for resettlement (2010-2011) 5.5 Project auditing (2010-2013) 5.6 Intermittent monitoring and evaluation of the overall Project by an independent consultant or institution (2011-2013)	

EIA = environmental impact assessment, GMS = Greater Mekong Subregion, IEEs = initial environmental examination, PCU = project coordination unit, PIU = project implementation unit, SME = small or medium-sized enterprise