



EXECUTIVE SUMMARY

STRATEGIC PLAN FOR SUSTAINABLE TOURISM DEVELOPMENT (PEDTS) SICA REGION 2021-2025

CENTRAL AMERICAN TOURISM
COUNCIL (CCT)

Ocho países *Una sola Región*



SITCA

SECRETARÍA DE INTEGRACIÓN
TURÍSTICA CENTROAMERICANA



DRAFTING AND ESTIMATES: Mercedes De Mena

MANAGEMENT: Ilka Aguilar Valle

EXECUTIVE SUMMARY: Katherine Vado Rivera

- Participation of the staff of the Tourism authorities of the SICA member countries: Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, Dominican Republic, and the Federation of Chambers of Tourism of Central America and the Dominican Republic.

TRANSLATED BY MASSIEL PARRALES CAMPOS



Temple of the Great Jaguar - Guatemala



Xunantunich - Belize

ÍNDICE

GLOSARIO	01
CHAPTER 1	
Introduction	03
CHAPTER 2	
Background on Strategic Planning for the Central American Tourism Sector	06
CHAPTER 3	
Covid-19 Effects in the World and the SICA region	09
CHAPTER 4	
Development process of the PEDTS 2021-2025	12
CHAPTER 5	
Detail of Strategic Areas of the PEDTS 2021-2025	17
CHAPTER 6	
Available budget and possible sources of cooperation	24
CHAPTER 7	
Monitoring and Evaluation	27
APPENDIXES 1:	
Participatory process	29
APPENDIXES 2:	
Detailed implementation of strategies	30
AREA 1: Tourism Policy and Integration	
AREA 2: Promotion and marketing	
AREA 3: Quality and competitiveness	
AREA 4: Institutional strengthening, public-private articulation and coordination	

GLOSSARY

SA

Strategic Area

AEEMRRSICA *(Per it's spanish acronym)*

Agenda for the Economic Empowerment of Rural Women in the SICA countries

NTA

National Tourism Authorities

AECID

Spanish Agency for International Development Cooperation

CABEI

Central American Bank for Economic Integration

IDB

Inter-American Development Bank

C.A.

Central America

CAC

Central American Agricultural Council

CATA

Central American Tourism Agency

CATM

Central American Tourism Market

CCAD

Central American Commission for Environment and Development

CCASTUR *(Per it's spanish acronym)*

Central American Committee for Tourism Quality and Sustainability

CCT *(Per it's spanish acronym)*

Central American Tourism Council

CC-SICA

SICA Consultative Committee

CE-CCT

CCT Executive Committee

CELAC

Economic Commission for Latin America and the Caribbean

CEPREDENAC *(Per it's spanish acronym)*

Coordination Center for Natural Disaster Prevention in Central America and the Dominican Republic

CENPROMYPE *(Per it's spanish acronym)*

Foundation to Promote the Competitiveness of Micro and Small Enterprise in Central America

COMECATUR *(Per it's spanish acronym)*

Central American Tourism Marketing Committee

COMIECO *(Per it's spanish acronym)*

Council of Ministers for Economic Integration

COMMCA *(Per it's spanish acronym)*

Council of Ministers of Women's Affairs of Central America

TSA

Tourism Satellite Account

ICAP *(Per it's spanish acronym)*

Central American Institute of Public Administration

IHT *(Per it's spanish acronym)*

Honduran Institute of Tourism

II

Impact Indicator

MI

Management Indicator

GMI

General Management Indicator

IR

Result Indicator

E-COMMERCE

Electronic Commerce

FEDECATUR *(Per it's spanish acronym)*

Federation of Central American Chambers of Tourism

SWOT

Strengths, Weaknesses, Opportunities, and Threats

GDA

Global Development Alliance

GSTC

Global Sustainable Tourism Council

MSME

Micro, Small & Medium Enterprises

MOU

Memorandum of Understanding

M&E

Monitoring and Evaluation

OCAS

Organization of Central American States

OCAM *(Per it's spanish acronym)*

Central American Commission of Migration Authorities

GLOSSARY

OAS

Organization of American States

OITS

Organisation Internationale du Tourisme Social
(International Social Tourism Organisation ISTO)

UNWTO

World Tourism Organization

PEDTS

Strategic Plan For Sustainable Tourism
Development

SMEs

Small and Medium-sized Enterprises

UNDP

United Nations Development Programme

AOP

Annual Operating Plan

PRETUR *(Per it's spanish acronym)*

Regional Tourism Policy of the member countries
of the Central American Integration System

PROMITUR *(Per it's spanish acronym)*

Microcredit program for tourism MSMEs

SO

Strategic Objective

IOM

International Organization for Migration

OSPESCA *(Per it's spanish acronym)*

Central American Organization of the Fisheries
and Aquaculture Sector

RRECI *(Per it's spanish acronym)*

Regional Network of Tourism Cooperation
Officers

SECTUR *(Per it's spanish acronym)*

Mexican Secretary of Tourism

GS-SICA

SICA General Secretariat

SET *(Per it's spanish acronym)*

Tourism Statistics System

SICA *(Per it's spanish acronym)*

Central American Integration System

SICCS *(Per it's spanish acronym)*

The Central American Integrated System for
Tourism Quality and Sustainability

SIECA *(Per it's spanish acronym)*

Secretariat for Central American Economic
Integration

MIS

Market Intelligence System

SISCA *(Per it's spanish acronym)*

Secretariat of Central American Social Integration

SITCA *(Per it's spanish acronym)*

Secretariat for Central American Tourism
Integration

ICT

Information and Communication Technologies

TOURCOM *(Per it's spanish acronym)*

Network of Tourism Communicators

TTOO *(Per it's spanish acronym)*

Tour operators

EU

European Union

USAID

United States Agency for International
Development

WEF

World Economic Forum

CCASTUR *(per it's spanish acronym)*

Central American Committee for Tourism Quality
and Sustainability

ECLAC

Economic Commission for Latin America and the
Caribbean

CENPROMYPE *(Per it's spanish acronym)*

Center for the Promotion of Micro and Small
Enterprises in Central America.

COMECATUR *(Per it's spanish acronym)*

Central American Tourism Marketing Committee.
Technical support and advisory body to the CCT
made up of the marketing directors of the tourism
ministries for the Central American countries and
one member (president or executive director).



Granada Cathedral - Nicaragua

CHAPTER 1

Introduction

Chapter 1- Introduction

This document contains the "Strategic Plan for Sustainable Tourism Development (PEDTS) 2021-2025", elaborated by agreement of the Central American Tourism Council (CCT), formed by the Ministers of Tourism of the governments of Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama, and the Dominican Republic, conformed by the ministers of tourism of the countries that integrate the Central American Integration System (SICA), under the leadership of the Pro Tempore Presidency of Nicaragua, in the last quarter of the year 2020 and with the participation of the strategic instances and institutions that belong to the regional tourism integration scheme.

In recent years, the CCT, with the support of its Secretariat for Central American Tourism Integration (SITCA), has been following up on the Strategic Plan for Sustainable Tourism Development 2014-2018 and subsequent planning and consensus-building efforts. However, in 2020 and due to the impact of the Covid-19 pandemic and the challenges it implies, the need for a strategic plan has intensified, based on current and future priorities, to lead the way towards the recovery, reactivation, and consolidation of tourism in the region. For this reason, the CCT, through SITCA, determined the need to promote the development of the Strategic Plan 2021-2025.

It is expected that the Strategic Plan will contribute to increasing tourism activity, income, and employment generation, to reduce poverty and improve the quality of life of the inhabitants of the Central American Integration System (SICA) region through a competitive and differentiating offer that combines diverse multi-products, multi-destinations, and experiences, as well as the valuation and preservation of its natural and cultural heritage. Therefore, the Plan is focused on generating results intended to be measured through impact, results, and management indicators.

Undoubtedly, the global and regional tourism sector has been seriously impacted by this pandemic, which generated drastic measures of confinement and mandatory quarantine, as well as restrictions of mobilization for the population and businesses, causing the cancellation of tourist reservations, international air flights, closure of airports, seaports and land borders. These measures were also implemented in the Central American Integration System (SICA) region at different times. In Asia, Europe, and the United States of America, the impact of Covid-19 began at an earlier stage. Therefore, the impact on the tourism sector in the region was drastic and immediate because of the important participation of the North American, regional and European markets, in addition to the closure of companies in the sector, particularly airlines, tour operators, hotels, restaurants, ground transportation, and other related services companies.

Given this situation and the challenge and need to reactivate the country's economy, starting in 2021, it is fundamental to promote dynamic sectors and industries that generate jobs, income, and well-being for the urban and rural population. Tourism is an ideal industry for these purposes due to its high capacity to generate significant direct and indirect employment, decentralize development opportunities at the local level, and especially for the micro, small and medium-sized enterprise (MSME) sector through a broad chain of goods and services. Therefore, tourism is key to contributing to the process of growing and sustained economic and social recovery in the SICA region.



St. Francis of Assisi Church, Old Town - Panama

The above requires the urgency of having a framework of policies, strategies, and facilities that motivate and facilitate private investment, especially in the tourism MSME sector, and its multiplier effect for economic and social recovery, reactivation, and dynamization. To promote the reactivation and contribution of tourism to the purposes expressed above in the SICA region and contributed to recovering the levels reached in 2019, the support of the highest political level of the region, the Presidents and Heads of State of SICA, is of utmost importance. In this sense, it is required from the System's leaders, the "recognition of tourism as a strategic and relevant sector for the sustainable economic and social development of the region" and the approval of the "Regional Tourism Policy and its implementation."

The recognition of tourism at the highest level is fundamental to achieve the support of regional institutions to incorporate tourism in regional policies and strategies of the pillars of SICA, including in the priorities for the management of international and regional cooperation. In addition, it is a priority to promote the elimination of obstacles and barriers that affect the dynamism of the activity and its more significant economic and social contribution, such as the need to introduce measures for the facilitation of migration and customs, air, and land transportation, security, and biosecurity. The region's micro, small, and medium-sized tourism enterprises need to be strengthened through financing facilities under appropriate conditions to reactivate and operate their businesses; technical assistance, education and training for product development; and adaptation of supply to the new international and intraregional market demand. This new demand is oriented toward products and destinations that comply with biosafety, quality, and competitiveness approaches and with principles of equity for gender equality and environmental and cultural sustainability. In addition, support and resources are required for tourism promotion and marketing, focused on developing intraregional tourism, as a priority as of 2021 and for Europe and other strategic markets.

The above requirements for tourism development call for a Regional Tourism Policy that configures and promotes the framework for cooperation, coordination, articulation, and support with regional institutions linked to the pillars of SICA and other public and private institutions of the System and international collaboration.

¹<https://sitca.info/que-es-el-cct>

CHAPTER 2

Background on Strategic Planning for the Central American Tourism Sector



Colonial City of Santo Domingo – Dominican Republic

Synthesis of previous regional strategic plans

The CCT, as a leader in regional tourism integration and support of the Secretariat for Central American Tourism Integration (SITCA), has resolutely promoted a process of continuous and growing development, aimed at that end, in compliance with various presidential mandates and agreements of the CCT, under criteria agreed upon with the private tourism sector, represented by the Federation of Chambers of Tourism of Central America (FEDECATUR). This joint vision between the public and private sectors has been key to promoting, growing, and developing the sector, mainly in tourism promotion in the European market, through the Central American Tourism Promotion Agency.

Within the framework of the XXIII Summit of Presidents and Heads of State of SICA, held on December 13th, 2002, in San José, Costa Rica, the Presidents issued the Declaration of San José and the Plan of Action on Tourism, entrusting the CST with the elaboration of the multi-destination tourism promotion strategy and other aspects of regional policy applicable to tourism. This Declaration and Plan served as a frame of reference for planning and strengthening regional tourism integration, under the leadership of the CST, in coordination with the regional private tourism sector.

Based on the mandates of the Declaration of San José and its Plan of Action, the CST led the preparation of the first Strategic Plan for Central American Tourism Development (PEDTS) 2003-2008, the result of a joint effort between the region's public and private sectors, financed by Spanish cooperation through the Spanish Agency for International Development Cooperation (AECID). Este This Plan comprised five lines of action: a) Institutional strengthening, b) Marketing, c) Training of human resources,

d) Development of tourism products, and e) Integral programs. d) Development of tourism products and e) Integral programs. As a follow-up to this Plan, AECID supported its review, evaluation, and preparation of the PEDTS 2009-2013. Subsequently, within the framework of the 2nd Phase of the Spain SICA Fund, AECID supported the updating and analysis of the results of the PEDTS 2009-2013.

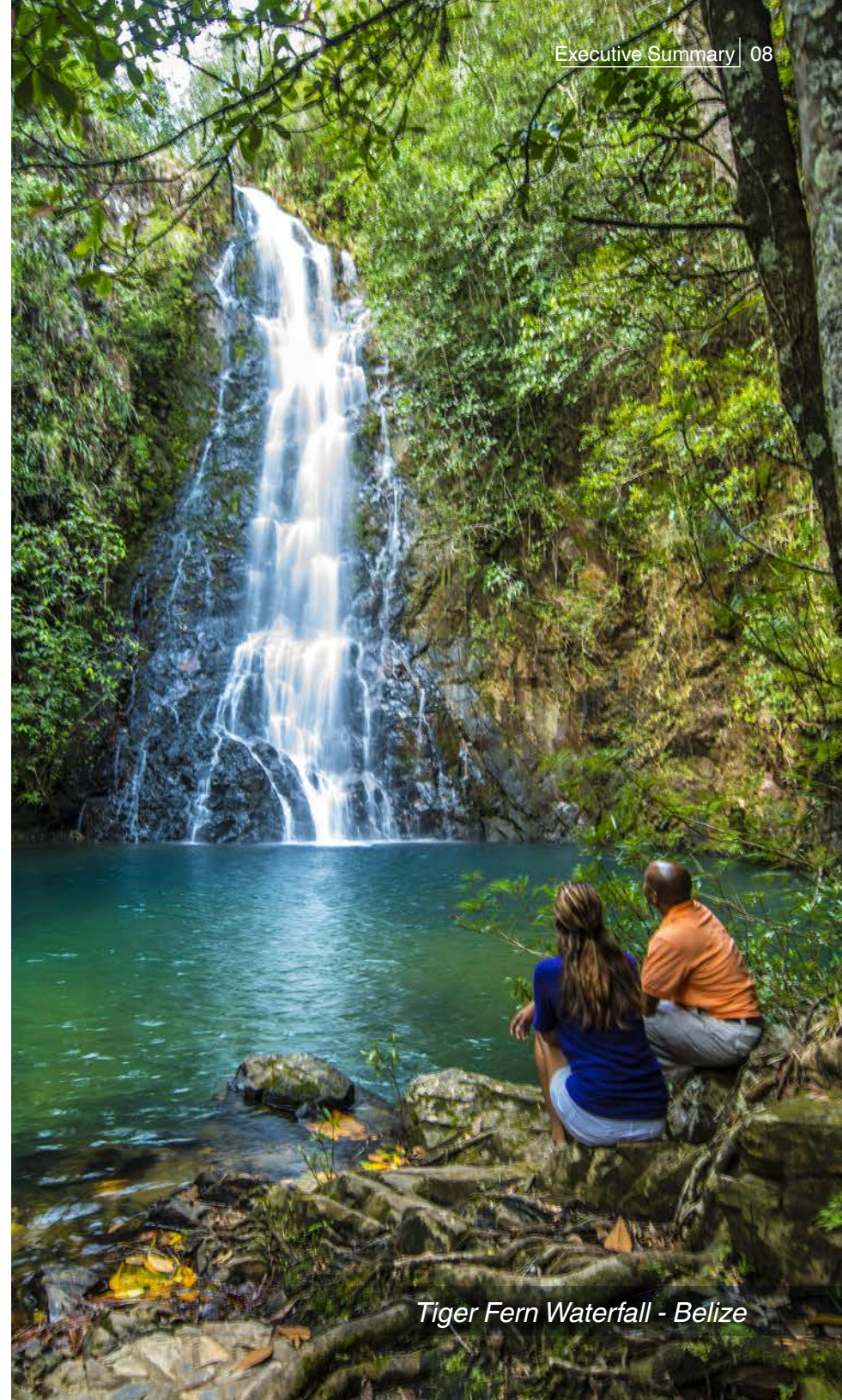
Strategic Plan for Sustainable Tourism Development (PEDTS) 2014-2018

As a result of the participatory analysis of the 2009-2013 PEDTS and to provide follow-up, AECID contributed to the design of the Strategic Plan for Sustainable Tourism Development in Central America PEDTS 2014-2018, focusing on three fundamental areas: policy, marketing, and promotion, quality and sustainability.

According to the evaluation report, the following evaluation criteria were met: relevance of the planning process, related to the quality of the design and sectoral articulation; efficiency, in terms of indicators achieved in the required time; effectiveness, in the optimization of resources and sectoral assessment of the impact generated by the actions. It is considered that these evaluation criteria should be used to evaluate the impact of the PEDTS 2021-2025; however, it will be necessary to strengthen instruments and methodology to be more precise, and therefore, monitoring, evaluation, and learning (ME&A) system will be required to measure more accurate impacts and results based on the Plan's indicators.

Among the main recommendations derived from the 2014-2018 PEDTS evaluation report conducted by SITCA in 2019, the following topics are mentioned:

- The need for a regulatory framework to position tourism in the political order is a key factor for supporting regional integration institutions and international cooperation.
- The importance of managing a general policy to guide tourism from a political, social, economic, environmental, and human development standpoint.
- Development of an intersectoral agenda through a project portfolio that allows access to assistance, support, and cooperation from SICA institutions and other cooperating partners.
- Design and implement an indicators measurement system to control, monitor, and evaluate progress, results, and impact, including social and other indicators applicable to the tourism policy.
- The updating of the Systems of Tourism Statistics (STS) includes the reactivation of the Marketing Intelligence System (SIM) and the implementation of each country's tourism satellite account. In 2019 and 2020, SITCA followed up on programs and projects contemplated in the PEDTS 2014-2018 and incorporated other initiatives and activities. Additionally, there were efforts and exercises to determine priorities and strategies as a frame of reference for the definition of programs and projects, which were considered in the elaboration of the present PEDTS.



Tiger Fern Waterfall - Belize



CHAPTER 3

Covid-19 Effects in the World
and the SIICA region.

Chapter 3: Covid-19 Effects in the World and the SICA region.

According to the International Monetary Fund (IMF), the so-called "Great Enclosure" includes the situation during and after the preventive quarantines declared by countries around the world to deal with the Covid-19 epidemic, which will have a lasting effect on the local economies of the SICA region, with diverse consequences at the sectoral level.²

In 2020, the world tourism activity was severely affected, due to the pandemic caused by Covid-19, as of the Public Health Emergency decree of international scope, issued on January 30th, 2020, surpassing the SARS outbreak of the early 2000s and becoming the worst pandemic of the 21st century to date. This situation generated total or partial quarantine measures, closure of border posts, cancellation of international air flights, closure of productive activities at different levels in each country. However, there is still uncertainty about the real impact generated at the global level and by sub-regions in 2020.³

In the international tourism field and according to the World Tourism Organization (UNWTO), "international arrivals fell 72% between January and October 2020, due to travel restrictions, low consumer confidence and the global struggle to contain COVID-19, being ranked as the worst year in the history of tourism. It implies a reduction of 900 million international tourists, compared to the same period in 2019 and, therefore, a loss of USD 935 billion in revenue, ten times greater than the one generated in 2009 by the global economic crisis. The Americas was the least affected region with a reduction of 69%, compared to the regions most affected by Covid-19: Asia and the Pacific with 84% and Africa with 75%.⁴

According to UNWTO⁵, by 2020, international tourists are estimated to decrease by 74%, with 1 billion fewer arrivals than in 2019, meaning a loss of USD1.3 trillion in export revenue and between 100 and 120 million jobs risk.⁶

² <https://www.imf.org/es/Publications/REO/WH/Issues/2020/10/13/regional-economic-outlook-western-hemisphere>

³ <https://www.unwto.org/es/taxonomy/term/347#:~:text=Las%20cifras%20de%20turistas%20internacionales,en%202020%2C%20informa%20la%20OMT&text=El%20turismo%20in ternacional%20se%20contrae,de%20d%C3%B3lares%20de%20los%20EE.>

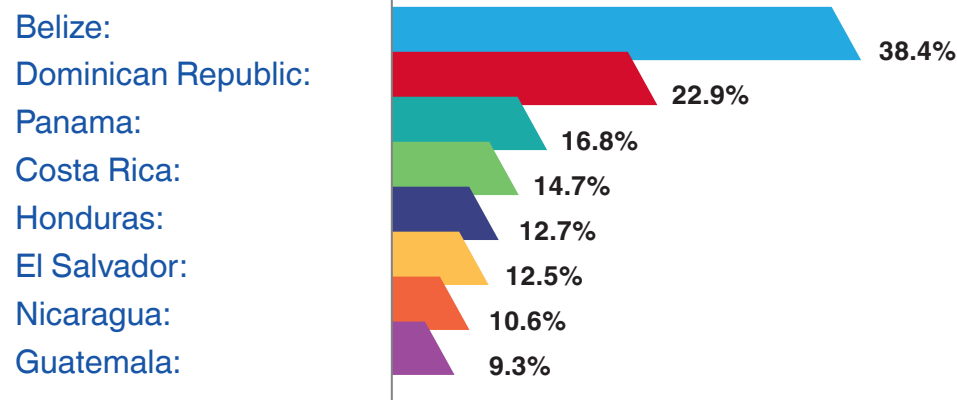
⁴ Idem 9/

⁵ <https://www.unwto.org/es/taxonomy/term/347#:~:text=Las%20cifras%20de%20turistas%20internacionales,en%202020%2C%20informa%20la%20OMT&text=El%20turismo%20in ternacional%20se%20contrae,UU.>

⁶ <https://www.unwto.org/es/taxonomy/term/347#:~:text=Las%20cifras%20de%20turistas%20internacionales,en%202020%2C%20informa%20la%20OMT&text=El%20turismo%20in ternacional%20se%20contrae,de%20d%C3%B3lares%20de%20los%20EE.>

Chapter 3: Covid-19 Effects in the World and the SICA region.

According to the study published by the IDB: "COVID19: Unprecedented shock to tourism in Latin America and the Caribbean"⁷, there is a high dependence of the countries of the SICA region on tourism, based on an indicator comprising the contribution of tourism to the total export revenues, GDP, and jobs of each country in the five years 2014-2018 (100 is the total dependence), being:



The 10 countries with the highest dependence are located in the Caribbean region.

In the study mentioned above, the IDB has analyzed three shock scenarios that reflect possible recovery paths for tourism demand and tourism flows to the region by 2020: the first quarter (Q1) of 2020 did not suffer significant disruptions, the second quarter (Q2) experienced a total loss of tourism activity.

Country	Scenario 1	Scenario 2	Scenario 3
Belize	6.5	8.4	10.3
Dominican Republic	2.4	3.0	3.7
Panama	2.6	3.3	4.1
Costa Rica	2.2	2.9	3.5
Honduras	2.4	3.1	3.8
El Salvador	1.8	2.3	2.8
Nicaragua	2.7	3.5	4.2
Guatemala	1.3	1.7	2.0

Scenario 1 assumes that tourism flows in the third quarter (Q3) are about 50% lower than average historical values, but with only a 25% loss of activity in the fourth quarter (Q4) relative to average values. The assumptions of Scenarios 2 and 3 are more pessimistic. Based on this method, the IDB has analyzed that in Scenario 1, the country in the SICA region most affected was Belize, with 6.5, and the least impacted was Guatemala, with 1.3; in scenario 2, Belize was more affected with a higher level of 8.4, and Guatemala continued with the lowest level of shock of 1.7, even though it increased concerning scenario 1. In scenario 3, Belize remained the most affected, with a higher level of 10.3, and Guatemala continued with the lowest effect of 2.0. The details of this analysis in the SICA region are presented below:

An unfavorable performance in the tourism sector has the potential to slow down other areas of the local economies, and through a greater precariousness of labor conditions, mainly through a lower inflow of foreign currency, in the tourism sector itself, resulting in a higher level of informality in the sector.

The first thing to be expected in the tourism sector is a gradual and progressive recovery of local tourism, to later experience a slow recovery of intra-regional visitors and long-distance (extra-regional) markets. The main reasons for the slow recovery of international arrivals in a post-2020 context is that, despite the free resumption of air travel, CoVid-19 paralyzed and in many cases redirected various investments in SICA countries to other markets and sectors, based on priorities and containment policies focused on health and pandemic mitigation, leaving tourism in a second political order of generalized priority. On the other hand, the extensions of quarantines in the European markets and, in this same line, the situations of high unemployment in the main extra-regional markets of origin of visitors such as the United States, suggest a lower number of visitors coming from those markets shortly.

⁷Fuente: BID <https://publications.iadb.org/publications/spanish/document/COVID-19-Shock-sin-precedentes-sobre-el-turismo-en-América-Latina-y-el-Caribe.pdf>

CHAPTER 4

Development process of the
PEDTS 2021-2025



Archaeological Site of Panama Viejo - Panama

Chapter 4: Development process of the PEDTS 2021-2025

4.1 Methodology and activities implemented

The development of the PEDTS 2021-2025 involved the following activities, with consultation and participation of the institutions that are part of the regional institutional framework of the tourism sector. The process of defining the strategic framework was based on the SWOT methodology. In contrast, the definition of the PEDTS 2021-2025 was based on the results-based management methodology, according to the following sequence.⁸

⁹

Among the main activities implemented, the following are included:

- Compilation and reading of background documents on planning processes and PEDTS 2014-2018, regional programs and projects, signed agreements and conventions, strategies, and other documentation.
- Ongoing consultations with the Presidency Pro-tempore of the CCT, SITCA, and CATA.
- 3 presentations made to the Central American Tourism Council (CCT).
- Development of presentations and meetings with key tourism integration institutions: SITCA, CATA, Executive Committee, COMECATUR, FEDECATUR, and CCASTUR.
- Holding meetings with Central American tourism integration bodies through a participatory process, integrating public and private stakeholders through consultations, meetings, workshops, and virtual planning sessions, due to the prevailing situation caused by Covid-19.
- Preparation of a summary or aide-memoire of each meeting held with regional institutions.

In conclusion, the ministries of tourism of the eight-member countries participated in ministerial and technical meetings (Executive Committee, COMECATUR, and CCASTUR), as did the national chambers of tourism belonging to FEDECATUR and the support bodies SITCA and CATA (see Annex 1).

⁸ https://www.minfin.gob.gt/images/downloads/leyes_manuales/manuales_dtp/guia_conceptual_gestion_resultados.pdf

⁹ <https://publications.iadb.org/publications/spanish/document/La-gesti%C3%B3n-para-resultados-en-el-desarrollo-Avances-y-desaf%C3%ADos-en-Am%C3%A9rica-Latina-y-el-Caribe.pdf>



4.2 Strategic framework of the PEDTS 2021-2025

-Vision, mission and values

The PEDTS 2014-2018 was based on the vision and mission of the CCT, being the following:

CCT Vision:

“The countries of the Central American Integration System conform an integrated, diverse, sustained, high quality and globally recognized multi-destination, with the transcendental leadership of the Central American Tourism Council and the effective work and collaboration of public, private, and social actors of the region, achieve an increase in tourism activity and income generation, offering a diversity of highly satisfactory and enriching experiences, through genuine, varied and competitive tourism products, contributing to improving the quality of life of its inhabitants and the valuation and preservation of its natural and cultural heritage”.¹⁰

CCT Mission:

The CCT is the governing body of tourism integration of the Central American Integration System, which facilitates and stimulates the sustainable development of tourism throughout the region through the following actions:

- The proposal or definition of policies, strategies, and action plans and the establishment of intersectoral and inter-institutional agendas on the topics of interest.
- Monitoring the efficient execution of the decisions adopted by the Meeting of Presidents in the area of tourism.
- The management before international organisms and entities of the regional institutionalism, for the support in areas of its competencies.
- The definition and implementation of the regional tourism marketing strategy.

At the virtual CCT meeting, as part of the process of drafting the PEDTS 2021-2025, on November 9th, 2020, it was suggested to formulate an improved vision, endorsed at the COMECATUR meeting, in the sense of incorporating sustainability issues and inclusiveness approach, showing the contribution of tourism to sustainable development and integration, especially in the face of the challenges of the post-Covid-19 recovery phase.

¹⁰PEDTS 2014-2018

PEDTS 2021-2025 Vision:

"To be a tourism model of regional integration, sustainable, consolidated and with high public-private participation, that generates jobs, income, and opportunities in the current host communities, without compromising the welfare of future generations, through the joint promotion of policies and strategies that promote integrated tourism development, based on the genuine experience of the multi-destination, complementary, competitive, diverse, high quality and satisfactory products in the intra-regional and global market."

PEDTS 2021-2025 Mission:

"To lead the sustainable development, integration, and positioning of regional and multi-destination tourism in target markets, based on cross-sectoral and multidimensional strategies."¹¹

Principles and values

The principles and values of the CCT were validated in sessions with the tourism integration bodies participating in the planning process of the PEDTS 2021-2025, proposing a complete descriptive concept of the principle of sustainability, as follows:

Integration of strategies and actions that contribute to achieving development objectives, in a cross-cutting manner, with an economic, social, environmental, and cultural approach, ensuring the balanced utilization of heritage resources and optimal results and benefits for local communities and current and future generations.

¹¹ Idem 20/

Principles and values

Authenticity: Respect for our customs and traditions; appreciation of native communities and ethnic groups.

Diversity: Recognition of tourism product variety

Integration: Response to common objectives, synergies and collaboration between sectors and actors.

Excellence: Exceeding expectations in the quality of tourism services and processes.

Responsibility: Efficient fulfillment of commitments and agreements; ownership and co-responsibility in the execution of tasks and the achievement of results; and responding according to our roles.

Innovation: Incorporation of innovative and creative tourism strategies and products that respond to a constantly changing world.

Ethics: Integrity, honesty, trustworthiness, and transparency in our actions.

Sustainability: Integration of strategies and actions that contribute to achieving development objectives, in a cross-cutting manner, with an economic, social, environmental, and cultural approach, ensuring the balanced utilization of heritage resources and optimal results and benefits for local communities, as well as for current and future generations.

- Strategic objectives of the Plan

As a result of the strategic analysis conducted with the various leaders and stakeholders of the regional tourism institutions, four priority problems were defined:

- Low visibility and support to the tourism sector in the context of SICA, due to the absence of a Regional Tourism Policy (PRETUR), to strengthen coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness towards the recovery of tourism.
- Limited position of the regional supply in target markets.
- Decrease in regional tourism supply and lack of adaptation of tourism MSMEs in the new COVID19 context.
- Need to strengthen the institutional, technical, and resource structure and management capacity of regional tourism sector organizations to promote tourism development.

Based on the problems mentioned above, four strategic areas of the Plan were determined, which seek to contribute to achieving the general objective and specific objectives of the Plan, as follows:

Strategic Area 1: Integration and Tourism Policy

Strategic Area 2: Promotion and Marketing

Strategic Area 3: Quality and Competitiveness

Strategic Area 4: Institutional strengthening, public-private articulation, and coordination

Each strategic area comprises the main problem, the main results to be achieved, their products, activities, responsible parties, indicators, and the year(s) it is expected to be executed. These elements are based on initiatives, proposals, and conclusions agreed upon and contributed by participants in the various planning sessions of the PEDTS 2021-2025. In addition, factors of interest have been taken into account, such as agreements and action plans signed by the CCT and SITCA with SICA entities and international cooperation partners for specific initiatives or topics.

The indicators for the strategic areas may be: a) results in indicators, which measure outputs, determining whether the objective was achieved, and b) management or process indicators, incorporating general management indicators (GMI) and specific management indicators (SMI, also abbreviated MI).



Punta Gorda - Belize

¹² <https://gestion.pensempos.com/indicadores-de-gestion-tipos-y-ejemplos>



Surf - El Salvador

CAPThER 5

Detail of Strategic Areas of
the PEDTS 2021-2025

Capther 5- Detail of Strategic Areas of the PEDTS 2021-2025

Strategic Area 1: Integration and Tourism Policy

This area is of utmost importance to strengthen the potential and dynamism of the tourism sector and responds to the need to improve the visibility and support to the sector in the context of SICA to improve coordination, articulation, and cooperation for the strengthening of tourism integration and competitiveness. In this sense, it is required to recognize tourism as a strategic sector at the national level, and significantly, the recognition at the regional level and as a State Policy, at the highest political level, within the framework of SICA.

Regarding PRETUR, it is considered that it should have a multidimensional approach, which implies articulation in the political, economic, social, environmental, and security context of SICA. Therefore, with the institutions that lead these areas within the SICA framework. Additionally, the Policy requires a multisectoral approach, prioritizing health, hygiene, sanitation, migration, transportation (air, maritime, land), and others. As cross-cutting approaches, priority should be given to biosafety and sustainability, quality and competitiveness, technology and innovation, and the principle of equity for gender equality and universal access. The management and application of PRETUR will require joining efforts and signing collaborative agreements with different regional and extra-regional entities for its implementation.

The PEDTS will comprise expected results, products, and activities aimed at facilitating the area of competencies related to PRETUR in the period 2021-2025, which, through the AOP, will direct specific activities to contribute to regional strategic issues.

To achieve the expected results, the following assumptions and premises are conceived:

- The support of the GS-SICA is provided to a) negotiate with the mandataries, b) support in negotiations with competent authorities to fulfill presidential mandates in the area of tourism, c) prioritize technical and financial cooperation for PRETUR and PEDTS 2021-2025.
- At the highest level, there is political will, the endorsement, and support of the leaders obtained to recognize tourism as a strategic sector, as a State Policy, and support for PRETUR.
- SIECA's backing and support are obtained as the governing body of the economic integration pillar.
- Commitments are reached with competent authorities to comply with presidential mandates in the area of tourism.
- Support is obtained from SICA's regional institutions for key issues of PRETUR and PEDTS 2021-2025.
- The support of the GS-SICA is available to manage cooperation for the sector with cooperating partners.
- There are opportunities for tourism within international and regional cooperation priorities for PRETUR and PEDTS.

Strategic area 2: Promotion and Marketing

The Promotion and Marketing area is highly relevant in the PEDTS 2021-2025. It is the key means for channeling tourism services and products to access and penetrate priority markets: intraregional, European, and other potential markets.

At the SICA level, tourism marketing and promotion have been developed in coordination between the private and public sectors, within the framework of promoting the "Central America... so small, so big..." brand. This has involved joint work between the National Tourism Administrations (NTA) and the respective national tourism chamber, as part of the Federation of Central American Tourist Chambers (FEDECATUR). Both sectors are integrated at the technical level, in the Central American Tourism Marketing Committee (COMECATUR) and the Executive Committee of the Central American Tourism Promotion Agency (CATA), and at the decision-making level in the Agency's Board of Directors.

However, there is a lack of a regional strategy based on market surveys or studies, especially in the new context in which demand has undergone changes caused by the impact of Covid-19 in terms of economics, biosafety, travel conditions, and characteristics of tourist preferences for destinations, products, and services. This will require, within the scope of the PEDTS 2021-2025, prioritizing activities to reinforce actions from 2021, given the tendency for intraregional tourism to become the main outbound market for the region, defining strategies, budgets, people in charge, and other key elements to strengthen the market presence and generate expected results.

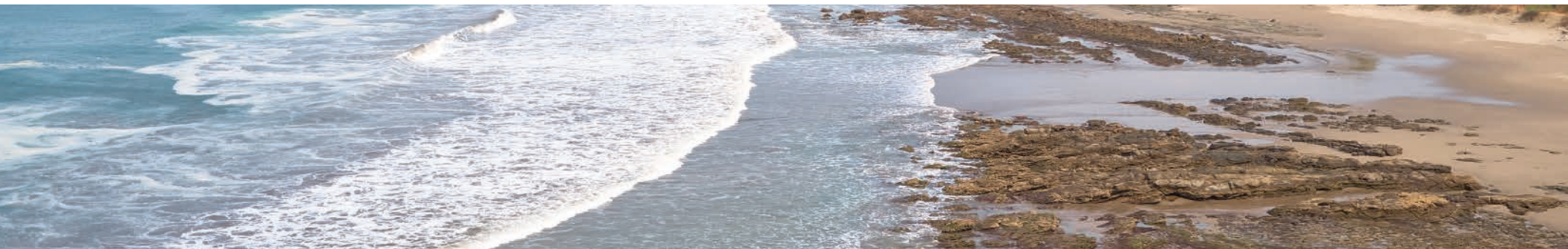
The CCT is the leading entity for the promotion and marketing strategy, under consultation and participation of the private sector, through FEDECATUR, particularly concerning the European market, through CATA, since its creation has been oriented towards the promotion of the multideestination in the European market.

The CATA Board of Directors, formed by the CCT and FEDECATUR, has approved the Tourism Promotion and Marketing Strategy for the SICA region and its Action Plan for the Mitigation and Recovery of the Region 2021-2023 before Covid-19 "A New Beginning after the Sunset," which comprises:

- **Mitigation** (2020- early 2021) "Reducing impact and preparing for recovery."
- **Recovery** (2021-2023) "Creating inspiration."
- **Rebuilding** (2022-2023) "becoming more resilient and sustainable."

As a result of the strategic planning sessions of the PEDTS 2021-2025, three main results were defined in this strategic area, with their respective products and activities:

- R1. Encouraged and developed intra-regional tourism.
- R2. Strengthened the positioning of the multideestination in European markets.
- R3. Promoted other markets of interest to the region.



Strategic area 3: Quality and Competitiveness

The Covid-19 pandemic has generated new realities and challenges for international demand, involving transformations and adaptations for the tourism offer, especially in terms of biosafety, sustainability criteria, types of products, length of stay, resilience, and others with quality and competitiveness criteria. Biosafety is nowadays a mandatory requirement for the movement of tourists in the world, and it is also a requirement of the tourists themselves, who are demanding measures to guarantee their health situation.

Sustainability in the tourism product or service is based on the new demand, which requires more natural tourist destinations and establishments. There are measures or policies for the adequate management of natural resources, environmental protection, and others, gender focus, and others. The new demand is oriented towards a preference for safe, non-crowded destinations with few tourists staying in establishments and consuming services offered by small and medium-sized enterprises, where there is more control and security regarding sanitary, health, environmental and social safety. In this area, the risk of natural or manufactured disasters is one of the greatest challenges facing the sustainability of tourism in Central America and anywhere else in the world. Tourism, the safety of a destination, and the image projected by the destination are intertwined phenomena. Security is considered the most important determinant in attracting a tourist destination (Boakye, 2012 Sönmez and Graefe, 1998).

Aware of the need for continuous quality improvement, since 2013, the SICCS has been under construction due to the Central American Tourism Service Quality Program, supported by the Spain SICA Fund, through SITCA. The Integrated Central American Quality and Sustainability System (SICCS) aims to continuously improve tourism MSMEs, which seeks to generate a business culture based on sustainable quality, long-term vision, perseverance, conviction, and commitment.

SICCS focuses on quality in three areas: a) Operational: resource management, safety, operations, organization and quality management, and marketing; b) Environmental: environmental management of infrastructure, operations, and activities; and c) Social: interaction with the local social environment, reduced effects on society, alignment with regional policies rejecting child sexual exploitation and prostitution. Five standards have been developed for the following categories: lodging, restaurants, tour operators, transportation companies and car rental companies, and adventure tourism.

Based on the planning sessions of the PEDTS 2021-2025, the main problems or constraints to tourism competitiveness were identified by representatives of the region's public and private tourism sectors, as follows:

- Low resilience in the tourism sector and low capacity to adapt to the new reality and demand.
- Low capacity of the MSME sector to invest in the recovery and innovation of their companies, the development of new products, and especially in joining the SICCS, due to the impact of Covid-19 on the national and international economic situation.
- The seal is not yet regional and lacks recognition and dissemination. There is little knowledge of the advantages and benefits of the SICCS seal.
- Lack of financing and motivational strategies and tangible incentives for MSMEs, given the investment they face.
- Lack of regional products that highlight natural heritage and biodiversity.

Strategic area 4: Institutional strengthening, public-private articulation, and coordination

It is of essential importance for the management of PRETUR and the execution and achievement of results of the PEDTS 2021-2025 and the AOPs, to strengthen the technical and private sector tourism integration bodies, particularly SITCA, CATA, and FEDECATUR, as well as coordination and communication among them. The importance of the CCASTUR is highlighted to support the implementation of the SICCS.

In addition, and considering the breadth of activities within each area and specializations required for more strong support, which in turn contributes to decentralize certain topics to specialists, the need arises for:

- ▶ Strengthen the articulation and coordination with technical support committees such as the EC-CCT, COMECATUR, and the CATA Executive Committee.
- ▶ Evaluate the relevance of creating, strengthening, and recovering certain regional committees.
- ▶ Define the roles and responsibilities of these bodies, as well as coordination and communication relationships.

These committees and networks consist of:

- Regional Technical Committee on Tourism Statistics, to support the System of Tourism Statistics (STS), which includes, in turn, the potential Regional Observatory project (subject to the feasibility of funds and technical assistance for its implementation), Compendium of statistics, and the Tourism Satellite Account (TSA). This Committee was created in the late 2000s to support the TSA.

- Assess the relevance of the following:
 - Regional Network of International Cooperation Officers for Tourism, for support in formulating projects and proposals for cooperation management, and follow-up on projects at the national and regional levels.
 - Network of Tourism Communicators (TOURCOM) for communications and dissemination support (evaluate the relevance and requirements of this network)

Among the main assumptions relevant to the PEDTS 2021-2025, applying to its various strategic areas, the following are cited: Regarding the four areas:
- The CCT is leading the implementation of the PEDTS 2021-2025 with the Council's technical committees and the private sector.
- We have financing, through our funds, to operate the regional bodies responsible for coordinating areas and management, as well as cooperation funds to execute the various programs, projects, and activities for their execution.
- The annual AOP is prepared, approved, and executed for the execution of the Plan, with its respective activities, products, responsible parties, indicators, funds, and sources of financing.
- The work is coordinated and integrated between the public and private sectors to support and comply with the PEDTS.

The general strategies, objectives, and respective performance indicators by area are detailed below¹³:

Problem	Strategic Objective	Results	Results Indicators
STRATEGIC AREA 1: Integration and Tourism Policy			
Low visibility and support for the tourism sector in the context of SICA, due to the absence of a regional tourism policy to strengthen coordination, articulation, and cooperation to reinforce tourism integration and competitiveness.	SO1: Strengthen the visibility and support for the tourism sector within the framework of SICA through the Regional Tourism Policy (PRETUR).	<p>R 1.1. The tourism sector recognized as a strategic priority in the SICA region.</p> <p>R 1.2. Regional Tourism Policy (PRETUR), approved and endorsed at the regional level.</p> <p>R 1.3. PEDTS 2021-2025 and Annual Operational Plans (POA) implemented.</p> <p>R 1.4. Agreements and conventions signed for tourism facilitation and sustainable tourism development.</p>	<p>IR 1.1.2: Declaration signed by the Presidents and Heads of State of SICA, recognizing tourism as a strategic sector and as a State Policy and the need for a Regional Tourism Policy.</p> <p>IR 1.2.2.1: Declaration of approval of PRETUR signed by the Presidents and Heads of State of SICA.</p> <p>IR 1.3.1: At least 80% compliance with PEDTS 2021-2025 indicators.</p> <p>IR 1.3.2: At least two cooperations obtained in support of PRETUR and PEDTS 2021-2025.</p> <p>IR 1.4.1: At least two agreements signed with institutions responsible for areas related to agreements and presidential mandates in support of tourism, with their respective action plan.</p>
STRATEGIC AREA 2: Promotion and Marketing			
Limited positioning of the regional supply in target markets	SO 2: Position the regional product in target markets of interest through a promotion and marketing strategy.	<p>R 2.1. Regional supply encouraged and promoted intraregional tourism.</p> <p>R 2.2. Strengthened positioning of the multideestination in European markets.</p> <p>R 2.3. Survey of other markets of interest to the region.</p>	<p>IR 2.1.1: 5.1. Millions of tourist arrivals from Central America and the Dominican Republic by 2025.</p> <p>IR 2.2.5: 1.6 Million tourist arrivals from the 6 European target markets by 2025.</p> <p>IR 2.3.1.: At least two new potential new markets identified (2022-2025).</p>
STRATEGIC AREA 3: Quality and Competitiveness			
Decrease in regional tourism supply and lack of adaptation of tourism MSMEs to the new context of COVID19 and post-Covid.	SO 3: Strengthen the competitiveness and resilience of tourism MSMEs at the regional level.	<p>R.3.1. . Quality and Competitiveness System (SICCS) operating at the regional level and with international recognition.</p> <p>R 3.2. Increased participation and commitment of regional MSMEs in the SICCS.</p> <p>R 3.3. Improved financial, entrepreneurial, and resilience capacities of MSMEs in the region.</p>	<p>IR 3.1.1: : Seal adopted and implemented in at least six countries in the region.</p> <p>IR 3.1.2: 1 Resolution of recognition of the SICCS seal issued by an international entity.</p> <p>IR 3.2.1: At least 2000 companies certified and recertified in the SICSS quality seal in the region.</p> <p>IR 3.3.1: At least 50% of tourism MSMEs certified at the regional level, benefiting from training and technical assistance activities.</p>

¹³ Please refer to the full report for more information on the strategic areas, their specific actions, and activities.

Problem	Strategic Objective	Results	Results Indicators
		R 3.3. . Improved financial, entrepreneurial, and resilience capacities of MSMEs in the region	IR 3.3.1 At least 50% of tourism MSMEs certified at the regional level, benefiting from training and technical assistance activities. IR 3.3.1.2: At least 550 tourism MSMEs integrated into the Value Chain Network (VCN).
STRATEGIC AREA 4: Institutional strengthening, public-private articulation, and coordination			
Low capacity and resources of regional institutions in the tourism sector	SO 4: Support the strengthening of strategic public and private institutions in the tourism sector in the SICA region.	R 4.1. Strengthened SITCA's management in technical areas, analysis, and sustainability. R 4.2. CATA's role and functions strengthened in terms of tourism promotion and marketing strategy R 4.3. Strengthened participation and linear cooperation between CATA, SITCA, and FEDECATUR. R 4.4. Regional and international cooperation managed and implemented to support the Regional Policy and PEDTS 2021-2025.	IR 4.1.1: At least three programs implemented for SITCA's technical and operational strengthening. IR 4.2.1: At least three programs implemented to strengthen CATA to promote and market intra-regional, European, and other tourism markets. IR 4.3.3: At least three programs implemented to strengthen cooperation between CATA, SITCA, and FEDECATUR. IR 4.3.4: : Approved document on a regional articulation, coordination, and communication scheme between tourism integration bodies. IR 4.4.1: At least two funds managed and approved.



CAPTER 6

Available budget and possible
sources of cooperation



The great blue hole - Belize

Capther 6- Available budget and possible sources of cooperation

Budget and available funds

The implementation of the PEDTS 2021-2025 requires human, technical, and financial resources for the operation and management of key tourism integration bodies, such as SITCA and CATA, as central bodies responsible for coordination, execution, and reporting of results, as well as for the execution of programs, projects and activities related to the four strategic areas that make up the Strategic Plan.

SITCA and CATA's regular annual budget is provided by the 8 NTAs comprising the CCT.

In the case of SITCA, the annual budget is financed through the annual contribution of each NTA, for USD 18,000.00, representing USD144,000.00 for the year, which is channeled entirely to fund salaries and benefits of the Secretariat staff, basic services, and office expenses in general, implying a total budget for the period 2021-2025 of USD 720,000.00. However, this contribution does not allow financing other program activities or projects included in the Plan, so it is necessary to seek international and regional technical and financial cooperation and form strategic alliances with regional institutions and other sources of support.

The CATA's operating and promotion budget is financed by the contributions of the 8 NTA members of the CCT, consisting of € 77,000.00 per year per country, implying a budget of € 616,000.00 per year and € 3,080,000.00 cumulatively for the 2020-2025 PEDTS period. However, it has been agreed by the CCT and approved by the CATA Board of Directors during 2020 that this annual contribution will be reduced by 50% only for 2021, due to the impact of Covid-19, which means that the amount of € 2,772,000.00 will be available for the five years.

For these reasons, in the case of programs and projects to be led and executed by SITCA and CATA, it is required to have more resources. Therefore, the management of alliances, regional and international cooperation becomes of fundamental importance.

Guidelines and general framework for the cooperation management plan

The following is a general proposal for the Strategic Plan for Regional and International Cooperation Management:

General Objective:

Contribute to the strengthening of tourism as a strategic and priority sector for sustainable economic and social development in the Central American Integration System (SICA) region through the generation of income, foreign exchange, and employment.

Specific Objectives:

- Contribute to the dissemination and implementation of the Regional Tourism Policy (PRETUR).
- Strengthen regional supply and the tourism MSME sector to improve access to priority markets through better promotion and marketing strategies.
- Contribute to the continuous improvement of the quality and sustainability of tourism services provided by MSMEs of the sector in the region.
- Support the strengthening of key tourism integration institutions' technical, operational, and programmatic capacities to comply with the Strategic Plan for Sustainable Tourism Development 2021-2025 and the Regional Tourism Policy

Priority topics for cooperation management:

- Strengthening access to priority markets for job and income generation.
- Strengthening the Value Chain Network for regional expansion.
- Continuous Quality and Competitiveness Improvement and SICCS regionalization.
- Strengthening tourism MSMEs in the face of the new reality caused by Covid-19
- Access for MSMEs to priority markets to strengthen jobs and income at the local level.
- Strengthening tourism integration.
- Monitoring and evaluation system.
- System of Tourism Statistics: Observatory, Tourism Satellite Account.

Main requirements and resources:

- CCT support for cooperation management through SITCA.
- Leadership of the CCT's PPT in regional and international cooperation efforts.
- Support, accompaniment, and monitoring of the GS-SICA to conduct regional and international cooperation efforts.
- Multi-year cooperation management plan, designed and executed with the support of the Cooperation Directorate of the GS-SICA.
- Support to SITCA from CATA, NTA, and FEDECATUR to formulate project proposals, depending on the nature and approach of the cooperating partner and the project.

Main activities:

Activities	In charge	2021	2022	2023	2024	2025
Manage support from the GS-SICA for cooperation management.	PPT CCT and SITCA					
Sign agreement with GS-SICA	PPT CCT and SITCA					
Manage support with SIECA for the inclusion of tourism in its programs and cooperation efforts.	SITCA					
Continue negotiations with SICA institutions having signed agreements or in the process: SIECA, CENPROMYPE, SISCA, COMMCA, CCAD, and CENPRENAC.	SITCA					
Mapping of supply and demand of cooperation for short, medium and long term management	SITCA and Cooperation Directorate GS-SICA					
Develop a multi-year cooperation plan focused on the PEDTS.	SITCA and Cooperation Directorate GS-SICA					
Identify key areas of cooperation for the sector.	SITCA and GS-SICA					
Execute a multi-year plan with support from GS-SICA	SITCA with support from the GS-SICA					
Conduct an annual forum for regional tourism cooperators	SITCA with support from the GS-SICA					
Participate in regional and international cooperation events.	PPT and SITCA (to be defined)					
Articulate arrangements between SICA institutions and cooperating partners.	SITCA					
Consult on cooperation priorities: Republic of China Taiwan, Spain Fund SICA						



La Bruja - Nicaragua

CHAPTER 7

Monitoring and Evaluation

Chapter 7: Monitoring and Evaluation

The process to monitor progress and results will be based on the implementation of indicators in each strategic area of the Plan, consisting of:

- Principles for the initial evaluation: Pertinence, efficiency, effectiveness, and feasibility in order to conduct evaluations, especially intermediate and final evaluations of the results of the PEDTS 2021-2025.
- Results or impact results (IR): Achievements based on products. They are detailed in the matrix of strategic objectives in which at least one result per area appears. These measure the trigger effect.
- General Management Indicator (GMI)
- Management indicator (MI): They reflect advances and progress towards the objective of each area and it is applied to each activity in the Plan.

For the monitoring and evaluation that permits to measure the results quantitatively, a main tool required is the monitoring, evaluation, and learning system (ME&A for its initials in Spanish) whose development requires specialized technical assistance in order to design the digital platform to enter and update data about the progress of indicators. If you want to see the total indicators, please refer to the extended version of this document.



Kuna indigenous woman selling Molas, Guna Yala, - Panama

APPENDIXES

APPENDIX 1: PARTICIPATORY PROCESS

Meeting/Workshop/Date	Participant	Results
Initial coordination meeting with the PPT and SITCA: Oct. 28 and 30, 2020	PPT and SITCA: 2 people	Definition of scopes, work methodology, activities and schedule of planning sessions: October 2020.
Meetings to plan presentations and content of meetings, October to December, 2020.	PPT and SITCA: 3 people	Presentations and agendas reviewed.
Meeting for strategic analysis with participation of SITCA, Nov. 5, 2020.	PPT, SITCA and CATA: 4 people	Vision and mission of CCT reviewed and SWOT, as a basis for planning sessions.
Meeting with tourism ministers and representatives: November 6, 2020.	2 ministers and 2 representatives: Nicaragua, El Salvador, Belize, and Panama; 2 SITCA and 1 PPT	Presentation of the concept of vision, mission, and principles, SWOT exercise and PEDTS strategic areas.
Meeting with the Executive Committee: November 17.	7 NTA: Nicaragua, Belize, Guatemala, El Salvador, Honduras, Costa Rica, and Panama	Review of strategic framework, SWOT, and strategic areas. Definition of Policy area and integration.
Meeting with the COMECATUR: November 19, 2020	4 NTA: Nicaragua, Guatemala, El Salvador, and Panama; 3 chambers: Nicaragua, Guatemala, and Costa Rica, CATA: 2 people and SITCA: 2 people	Review of strategic framework, SWOT, and strategic areas. Definition of Promotion and Marketing area.
Meeting with the CCASTUR: November 23, 2020	6 NTA: Nicaragua, Guatemala, El Salvador, Honduras, Costa Rica, and Panama 2 chambers: Belize, Honduras SITCA: 2 people	Focus on the area of Quality and Sustainability, indicators.
CCT meeting: Presentation of progress in the design of the PEDTS 2021-2025: December 9, 2020.	6 ministers and representatives, SITCA, and CATA	Report on progress.
Meeting with FEDECATUR: December 11, 2020.	7 chambers and 6 NTA SITCA	Presentation of the summary of the PEDTS development, including the strategic framework, SWOT. The requirements for strengthening FEDECATUR and tourism MSME's.
Meeting with CATA: December 15 and 21, 2020.	CATA: 2 people	Knowing the AOP, Post-Covid strategy and requirements.
Meetings to review progress reports with SITCA: December 2020 and January 2021.	SITCA	Consultations and review of indicators and activities under the PEDTS strategic areas, review preliminary and final versions of the Plan.
Meeting with the CCT Executive Committee, January 10, 2021	Executive Committee, SITCA	Presentation of the final document.
Presentation of the PEDTS 2021-25 final document to CCT, February 17, 2021	CCT and representatives of regional entities and institutions	Presentation of the final report summary.

APPENDIX 2: DETAILED IMPLEMENTATION OF STRATEGIES

• AREA 1 TOURISM POLICY AND INTEGRATION

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low visibility and support to the tourism sector in the SICA context due to the lack of a regional tourism policy that strengthens coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness.	SO 1: Strengthen the visibility and support to the tourism sector within SICA's framework through the Regional Tourism Policy (PRETUR).	R 1.1. Tourism sector recognized as a strategic priority in the SICA region	P 1.1.1. Proposal for public-private agreement on the recognition of the tourism sector, the need to have a Regional Policy and the institutional support	A 1.1.1.1. Meeting of the CCT with the private tourism sector. A1.1.1.2. Signing of the agreement between CCT and FEDECATUR. A 1.1.1.3. Dissemination of the agreement signing.	PPT of CCT, with support of SITCA CCT, FEDECATUR, and SITCA	IG: Agreement signed by CCT and FEDECATUR on the need for a Regional Policy and institutional support needed within the framework of SICA.	2021
			P 1.1.2. Declaration by SICA's member presidents about the recognition of tourism at regional level as a strategic sector and a Policy of State.	A 1.1.2.1. Processing of request to include the agenda item in the Summit of Presidents and Heads of State of SICA. A 1.1.2.2. Signing of Declaration by presidents. A.1.1.2.3. Dissemination of Declaration at regional and national level.	PPT of CCT, with support of SITCA Presidents SICA GS-SICA, SITCA, NTA, FEDECATUR	IR 1.1.2: Declaration signed by the Presidents and Heads of States of SICA, in recognition of tourism as a strategic sector and Policy of State and the need to have the Regional Tourism Policy.	2021
		R 1.2. Regional Tourism Policy (PRETUR) approved and backed up at regional level	P 1.2.1. Final Document on the Regional Tourism Policy	A 1.2.1.1. Design of the Policy, including the analysis of national policies, mapping of stakeholders, and others	SITCA and support by the Executive Committee (EC) of CCT NTA, FEDECATUR	IG: Proposal for the Regional Tourism Policy (PRETUR) designed.	2021
				A 1.2.1.2. Development of the consultation and comparison process of PRETUR at regional level with the institutionality of SICA, the private tourism sector, international cooperation, and others	PPT CCT, SITCA, and CE of CCT	IG: A consultation, comparison, and dissemination roadmap of PRETUR executed.	2021
				A 1.2.1.3. Formalization of agreements and covenants for support and cooperation around the la PRETUR.	SITCA, NTA and support to the EC of the CCT	IG: At least 8 agreements negotiated in support of the PRETUR.	
				A 1.2.1.4. Activities to disseminate the PRETUR at national and regional level with the public and private sectors.	NTA and FEDECATUR, and support to the EC of the CCT	IG: At least 3 dissemination activities conducted in the year.	2021-2025
				A 1.2.1.5. Campaign to disseminate the Policy at regional level.	CCT, SITCA, GS-SICA and FEDECATUR, CE CCT		
			P 1.2.2. Declaration of SICA's Presidents and Heads of States signed for approval and backup of the PRETUR	A 1.2.2.1. Negotiation to include the approval and backup of the PRETUR in the agenda of the Summit of SICA's Presidents and Heads of States	PPT of CCT with support by GS-SICA and SITCA	IR 1.2.2.1: Declaration of PRETUR's approval signed by SICA's Presidents and Heads of States. 2021-2025.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low visibility and support to the tourism sector in the SICA context due to the lack of a regional tourism policy that strengthens coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness.	SO 1: Strengthen the visibility and support to the tourism sector within SICA's framework through the Regional Tourism Policy (PRETUR).	R 1.3. PEDTS 2021-2025 and Annual Operation Plans (POA) Implemented.	P 1.3.1. Strategic Plans for Sustainable Tourism Development (PEDTS) 2021-2025.	<p>A 1.3.1.1. Approval of the PEDTS 2021-2025.</p> <p>A 1.3.1.2. Publication and dissemination of the PEDTS.</p> <p>A 1.3.1.3. Design of the Annual Operation Plans (AOP).</p> <p>A 1.3.1.4. Approval of the AOP 2021 al 2025.</p> <p>A 1.3.1.5. Execution of the AOP in the period.</p> <p>A 1.3.1.6. Measurement of results through the Monitoring and Evaluation System (M&E).</p> <p>A 1.3.1.7. Reporting of progress and results .</p>	<p>CCT SITCA SITCA, COMECATUR, EC</p> <p>CCT SITCA and regional tourism entities.</p> <p>SITCA and the EC of the CCT</p>	<p>IG: Agreement issued by the CCT about the approval of the PEDTS 2021-2025. IG: AOP approved and implemented.</p> <p>IR 1.3.1. At least 80% of compliance with the PEDTS 2021-2025 indicators</p>	2021-2025
			P 1.3.2. Multi-annual cooperation and international/regional cooperation management 2021-2025, to support the and rollout of the PEDTS and AOP 2021-2025.	<p>A 1.3.2.1. Design of a multi-annual international and regional cooperation plan</p> <p>A1.3.2.2. Execution of the multi-annual cooperation, which at least will include: a) Project Management with support by the GS-SICA and SIECA. b) Annual Forum of donors. c) Inclusion of tourism in mixed committees, regional and foreign missions. d) Incorporation of the CCT-SITCA in President's Summits that address matters linked to PRETUR. e) Others to be appointed. See activities in item 4. Institutional Strengthening.</p>	SITCA, with the support of GS-SICA	IR 1.3.2: At least 2 cooperation contributions obtained to support the PRETUR and PEDTS 2021-2025.	2021-2025
			P 1.4.1. Agreements signed for the coordination, articulation, and support of PRETUR and compliance with presidential mandates regarding tourism.		SITCA	IR 1.4.1: At least 2 agreements signed with institutions in charge of areas related to agreements and presidential mandates supporting tourism with respective action plans. IR1.1.4.2: 4 agreements signed supporting the PRETUR and PEDTS 2021-2025.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low visibility and support to the tourism sector in the SICA context due to the lack of a regional tourism policy that strengthens coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness.	SO 1: Strengthen the visibility and support to the tourism sector within SICA's framework through the Regional Tourism Policy (PRETUR).	R 1.3. PEDTS 2021-2025 and Annual Operation Plans (POA) Implemented.	P 1.4.1. Agreements signed for the coordination, articulation, and support of PRETUR and compliance with presidential mandates regarding tourism.	A 1.4.1.1. Obtaining support with the GS-SICA to enforce presidential mandates, support in international cooperation to include the tourism sector policies in regional programs. <ul style="list-style-type: none"> • Meetings with GS-SICA to determine support actions. • Coordination of the agreement to be signed. • Monitoring the agreement signed. 	PPT, with support by SITCA SITCA and SGSICA	IG: An agreement signed with GS-SICA to support presidential and PRETUR mandates with its respective action plan executed.	2021
				A 1.4.1.2. Negotiations with institutions in charge of the areas related to presidential in support of tourism: <ul style="list-style-type: none"> • Holding meetings and obtaining support from the Central American Migration Office-OCAM, for migration facilitation. • Holding meetings with Customs authorities and obtaining their support. • Meetings and request of support with air and land transportation authorities for connectivity and facilitation. 	SITCA	IG: Agreements signed with regards to compliance with presidential mandates in the area of tourism.	2021
				A 1.4.1.3. Negotiations with regional institutions governing the 4 pillars of SICA to support the PRETUR and PEDTS 2021-2025: Economic Integration, Social Integration, Climate Change, Risks Control, and Democratic Security <ul style="list-style-type: none"> • Holding meetings. • Identification of support priorities • Making proposals. • Signing agreements. • Making action plans. • Presentation of progress reports. 	SITCA, with support by GS-SICA.	IIG: 4 agreements signed to support PRETUR and PEDTS 2021-2025.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low visibility and support to the tourism sector in the SICA context due to the lack of a regional tourism policy that strengthens coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness.	SO 1: Strengthen the visibility and support to the tourism sector within SICA's framework through the Regional Tourism Policy (PRETUR).	R 1.3. PEDTS 2021-2025 and Annual Operation Plans (POA) Implemented.	Economic Integration Pillar				
			P 1.4.2 Inclusion of tourism in strategies, agendas, and programs of economic integration institutionality to strengthen the sector.	Agreements and covenants with institutions of the economic integration pillar to strengthen the tourism sector and the inclusion of the tourism sector in regional programs and projects	SITCA		2021-2025
				A 1.4.2.1. Negotiating the proposal for the inclusion of the tourism component in the Central American Strategy for the Facilitation and Competitiveness to speed up the passage of tourists along the land borders in the region and support the strengthening of the industry and the tourism MSMEs: <ul style="list-style-type: none"> • Meetings and talks with COMIECO and SIECA. • Design and process of an agreement/covenant with COMIECO and SIECA, as the entity governing economic integration, and with regional institutions in charge of key subjects for tourism facilitation. • Monitoring of the agreement and action plan. • Review of results. 	PPT with support by SITCA SITCA and SIECA	IG: 1 agreement signed with SIECA for the inclusion of tourism in the Strategy for the Commercial Facilitation and Competitiveness with its respective action plan.	2021-2025
				A 1.4.2.2. Coordination with SIECA to include tourism in the Regional Contingency Plan to face COVID-19: <ul style="list-style-type: none"> • Design of the work plan. • Monitoring and report of results 			
				A 1.4.2.3. Request for support to strengthen components and key areas of the sector under the PEDTS: <ul style="list-style-type: none"> • Negotiation with CENPROMYPE (observatory, MSMEs, RCV, etc.) BCIE (funding, observatory, studies, etc.), OSPESCA (blue economy) and others. • Definition of an action plan for each institution. • Execution of action plans. • Monitoring and report of progress. 	SITCA	IG: At least 2 agreements signed with economic integration institutions to support the PRETUR and PEDTS 2021-2025, with their respective action plan.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low visibility and support to the tourism sector in the SICA context due to the lack of a regional tourism policy that strengthens coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness.	OE 1: Strengthen the visibility and support to the tourism sector within SICA's framework through the Regional Tourism Policy (PRETUR).	R 1.3. . PEDTS 2021-2025 and Annual Operation Plans (POA) Implemented	Social integration Pillar				
			P 1.4.3. . Inclusion of tourism in strategies, agendas, programs of institutionality of social integration for strengthening the sector.	Steps for the inclusion of a social approach and biosafety measures within PRETUR in regional programs and projects.	SITCA		2022-2025
				A 1.4.3.1. Negotiations with SISCA to support PRETUR in relation to the social approach in tourism, biosafety, health, and related subjects. <ul style="list-style-type: none"> • Signing of agreement with SE-COMISCA for support in the areas of health, sanitation, and biosafety with the respective action plan. • Execution of the plan and reporting of results. 	SITCA	IIG: 1 letter of understanding signed with SISCA to incorporate tourism in social integration programs.	2021-2025
				A 1.4.3.2. Coordination to include the principle of equality and equity of gender in PRETUR and in regional programs and projects: <ul style="list-style-type: none"> • Design of an action plan within the framework of the Written Agreement signed with the COMMCA to be included in the agenda for the Economic Empowerment of Rural Women in the SICA (AEEMRRSICA) countries. • Execution of the action plan • Measure of results. 	SITCA	IG: 1 action plan to include in the agenda the Economic Empowerment of Women executed.	2021-2025
				A 1.4.3.3. Inclusion of the cultural-educational component in PRETUR and PEDTS: CECC <ul style="list-style-type: none"> • Steps to support cultural tourism with the Executive Secretary of CECC with regards to sustainability of heritage, resources management, and cultural potential to develop tourism products and others. • Definition of actions to carry out. • Execution and monitoring. 	SITCA	IIG: 1 agreement signed with its respective action plan	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low visibility and support to the tourism sector in the SICA context due to the lack of a regional tourism policy that strengthens coordination, articulation, and cooperation for the strengthening of integration and tourism competitiveness.	OE 1: Strengthen the visibility and support to the tourism sector within SICA's framework through the Regional Tourism Policy (PRETUR).	R 1.3. PEDTS 2021-2025 and Annual Operation Plans (POA) Implemented	Climate Change and Risk Control Pillar				
			P 1.4.4 Inclusion of tourism in strategies, agendas, programs of institutionality of climate change risk control to support tourism.	Agreements and covenants signed with institutions of the Risk Integrated Management Pillar to include the cross-cutting issue of environmental sustainability, risk management, and natural disasters.	SITCA		2021-2025
				A 1.4.4.1. Negotiations with the CCAD to support sustainable tourism with the CCAD. <ul style="list-style-type: none"> • Design of action plan • Execution and monitoring of the action plan. • Measurement of results. 	SITCA	IG; Collaboration agreement signed with CCAD, with its respective action plan.	2021
				A 1.4.4.2. Meetings with CEPREDENAC for cooperation regarding the environment sector and risk prevention as per MoU signed in September 2020. <ul style="list-style-type: none"> • Execution of action plan. • Monitoring of activities and results. 	SITCA	IG: Collaboration agreement signed with CEPREDENAC, with its respective action plan.	2021
			Democratic Security Pillar				
			P 1.4.5. Inclusion of tourism in strategies, agendas, programs of democratic security to strengthen tourism security in the region.	Inclusion of the security component as a presidential mandate of PRETUR in the regional programs and projects.	SITCA-SGSICA/ Council of Security and Interior Ministers Support to the EC of CCT	IIG: 1 letter of understanding signed with the authorities in charge of security matters.	2021-2025
				A 1.4.5.1. Arrange an inter-sectoral meeting with the Council of Security and Interior Ministers of SICA through the GS-SICA. <ul style="list-style-type: none"> • Definition of programs, activities, and measures. • Execution of action plan. • Reporting progress and results. 			

• AREA 2: PROMOTION AND MARKETING

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Limited positioning of the regional offer in target markets	OE 2: Position the regional product in target markets of interest through a promotion and marketing strategy	R 2.1. A regional offer stimulated and promoted for intra-regional tourism.	P 2.1.1. Urgent actions and strategy to promote intra-regional tourism.	A 2.1.1.1. Definition of urgent actions and budget for the promotion of intra-regional tourism.	CCT and CATA, with support by FEDECATUR	IG: Urgent actions to stimulate and promote intra-regional tourism.	2021
				A 2.1.1.2. Study of the Covid-19 impact on the level income and saving capacity of the demand as well as the profile of the new tourism demand, their preferences, expectations, and other variables. • Conduct a survey to know the impact on tourism demand consumers in target countries and the profile of the post-Covid tourist.	SITCA, with support by CATA	IG: Report of the survey's results.	2021
				A 2.1.1.3. Arrange technical support, funds and cooperation to conduct the intra-regional analysis and the execution of the strategy.	SITCA and CATA	IG: At least one cooperation obtained.	2021
				A 2.1.1.4. Design of the analysis and strategy to promote and market intra-regional tourism through specialized technical assistance. • Approval of strategy to promote and market intra-regional tourism. • Execution of the action plan. • Update of analysis. • Evaluation of results.	COMECATUR CATA CCT/Directive Council CATA COMECATUR/ CATA	IR 2.1.1. 5.1 million tourist arrivals coming from Central America and the Dominican Republic by 2025. IG: One strategy to promote and market intra-regional tourism and its action plan executed.	2021-2025
				A 2.1.1.5. Production of digital material and update of catalogs with offer/perk directed at the new intra-regional demand.	COMECATUR and CATA	IG: 1 promotional material kit, both digital and printed designed and disseminated in the	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Limited positioning of the regional offer in target markets	OE 2: Position the regional product in target markets of interest through a promotion and marketing strategy	R 2.1. A regional offer stimulated and promoted for intra-regional tourism.	P 2.1.1. Urgent actions and strategy to promote intra-regional tourism.	A 2.1.1.6. Hold a Central American Virtual Fair.	NTA and FEDECATUR, with the support by CATA	IIG: 1 virtual fair implemented with the participation of the 8 countries of the SICA	2021
				A 2.1.1.7 Design and execution of a regional digital campaign for tourism promotion. • Obtain funds for regional campaign based on funds attained. • Evaluation of results.	COMECATUR and CATA SITCA CATA COMECATUR and CATA	IG1: 1 intra-regional promotion campaign per year. IG2: At least one cooperation obtained for the regional campaign.	2021-2025
				A 2.1.1.8. Developing an intra-regional encounter CATM 2022 and 2024. • Monitoring. • Evaluation of results.	NTA and FEDECATUR/ COMECATUR and CATA COMECATUR and CATA	IG: 1 intra-regional encounter in each CATM fair (goal: 80 major enterprises and 80 tourism enterprises of the SICA region)	2022-2024
				A 2.1.1.9. Generation of content on the Web. • Continuous update of the content.	CATA	IG: At least 1 update of the Website in the year.	2021-2025
				A 2.1.1.10. Approach among MSMEs: workshops and other activities.	CATA and COMECATUR	IG: At least 2 annual activities of approach among tourism MSMEs conducted in the SICA region.	2021-2025
				A 2.1.1.11. Campaigns to promote Central America as a safe destination: • Design of campaign directed at TTOO and tourists (social networks, workshops, etc.) • Request support with SIECA. • Dissemination of campaign. • Measure of campaign results.	SITCA and CATA CATA SITCA CATA CATA	IG: 1 report on the campaign and its impact.	2021 2021-2023 2022-2023

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Limited positioning of the regional offer in target markets	OE 2: Position the regional product in target markets of interest through a promotion and marketing strategy	R 2.1. A regional offer stimulated and promoted for intra-regional tourism.	P 2.1.2. Action Plan for public-private alliances (PPA) to stimulate and promote intra-regional tourism designed and executed.	A 2.1.2.1. Design of a management plan for alliances and strategic actions. <ul style="list-style-type: none"> • Execution of the management plan: • Enterprises linked with tourism: airlines (Avianca and domestic airlines), land transport, car rentals, TTOO, hotel chains, etc. • Non-tourism service enterprises: banks, credit cards, telephone services, etc. • External partners such as Expedia, Tripadvisor/Viator, and others. • Promotion of signing of cooperation agreements and covenants. • Annual measure of results 	CATA SITCA CCT and FEDECATUR CATA CATA	IG: At least 1 agreement signed with partners to promote intra-regional tourism annually.	2021 2021-2025
				A. 2.1.2.2. . Development of bilateral campaigns among neighboring countries for special vacations, holidays, cultural exchanges, feasts, etc.	ANT and FEDECATUR	IIG: At least 2 annual campaigns with budget of each NTA (Easter Week, Christmas, national holidays, and others)	2021-2025
		R 2.2. Strengthening of the multi-destination in European markets			CATA		2021-2025
			P 2.2.1. Strategy for Tourism Promotion and Marketing in the SICA region directed at the European market and its action plan for Mitigation and Recovery of the region 2021-2023 facing Covid-19 executed.	A 2.1.1.1. Analysis/surveying of demand in target European countries in light of Covid-19 and post Covid. <ul style="list-style-type: none"> • Design of a strategy and an action plan. • Steps to obtain alliances, funding and cooperation for the Promotion Strategy. • Obtain support with a marketing chain in Europe (PR agency, major enterprises, European TTOO's, Iberia) 	CATA	IIG: 1 survey of the European market every two years. IG: 2 alliances obtained for the Strategy and the action plan for mitigation, recovery, reconstruction, and consolidation.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Limited positioning of the regional offer in target markets	OE 2: Position the regional product in target markets of interest through a promotion and marketing strategy		P 2.2.2. Mitigation Plan 2021-2022 updated and executed.	A 2.2.1.2. Update and execution of activities: <ul style="list-style-type: none"> • Identification and execution of key activities 2021, based on the budget available, to maintain links and public relations with outbound markets with more potential in Europe. • Execution of campaign: Communication plan to generate confidence and protect the Brand: press releases, newsletters, virtual webinars; design a marketing plan. • Obtain funds and alliances with: airlines, digital browsers, etc. • Execution of promotional priority actions in priority markets. • Measure the results. 	CATA	IG: Mitigation Plan 2021-2022 updated and executed.	2021-2025
			P 2.2.3. Recovery Plan Q4 2021-2022	A 2.2.3.1. Review and update of activities <ul style="list-style-type: none"> • Design of plan. • Obtain funds and alliances. • Implementation of activities in the recovery plan 2021-2022 • Measure the results 	CATA	IG: Recovery Plan 2021-2022 updated and executed.	Q4 2021-2022 2023
				A 2.2.3.2. . Relaunch of image and new offer in priority markets: <ul style="list-style-type: none"> • Pertinence evaluation of the relaunch. Content and information tools: <ul style="list-style-type: none"> • Update of the regional tourism offer map, creation of storytelling map to increase interaction. • Update of Web content, videos, and new content material. • Project to insert in platforms multi-destination packages. • Develop and disseminate technologies (apps, platforms, software) • Develop Chatbox apps. • Create augmented reality offer (3D models, virtual tours, immersion and highly interactive experiences). Study-Report on data analytics (big data)	CATA	IG: 6 tourism information tools implemented.	2021-2023

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Limited positioning of the regional offer in target markets	OE 2: Position the regional product in target markets of interest through a promotion and marketing strategy		P 2.2.4. Reconstruction Plan Q2 2022-2023	A 2.2.4.1. Review and update of activities. Design of the reconstruction plan and definition of new innovation products. <ul style="list-style-type: none"> • Obtain funds and alliances. • Execution of the reconstruction plan. • Measure the results 	CATA	IG: Reconstruction Plan 2022-2023 updated and executed.	Q2 2022-2023 2023-2024
			P 2.2.5. Consolidation Plan Q4 2023-2025	A 2.2.5.1. Design of the consolidation plan <ul style="list-style-type: none"> • Identification and development of products for the new tourist focused on communities, adventure, wellness tourism, and sustainable experiences. • Obtain funds and alliances. • Develop products for the Z generational segment and the Y generation (digital experience without physical contact). • Promote products for the new demand. • Define the consolidation plan. • Execution of activities. • Measure the results. 	CATA	IR 2.2.5. 1.6 million tourist arrivals from the 6 target European countries by 2025. IG: Consolidation Plan 2023-2025 designed and executed.	2022-2023 2022-2025 2022-2025 2024-2025
		R 2.3. Other interest markets for the region promoted	P 2.3.1. Marketing strategy for international market designed and developed.	A 2.3.1.1. Design of a strategy and an action plan for international markets: <ul style="list-style-type: none"> • Research of potential markets. • Identification and development for demand: i.e., short distance markets, specific products that are strong as a sub-regional effort (surf, specific routes, etc.) • Definition and execution of strategy and action plan. • Obtain funds for execution. • Measure the results. 	CATA	IG: 1 international markets analysis conducted annually. IG: Strategy to promote new markets designed and executed IR 2.3.1. At least 2 new markets identified (2022-2025).	2021-2022 2022-2023

• AREA 3: QUALITY AND COMPETITIVENESS

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Decrease in the regional tourism offer and lack of adaptation of tourism MSMEs to the new COVID-19 and post-Covid context	OE 3: Strengthen competitiveness and resilience of tourism MSMEs at regional level	R 3.1. Quality and Competitiveness System (SICCS) working at regional level with international recognition.	P 3.1.1. Action Plan to implement the SICCS at regional level.	A 3.1.1.1. Definition of indicators proposal for the PEDTS period regarding the seal and its adoption at regional level.	CCASTUR support by SITCA and the CCT's EC	IG: 1 table with indicators at regional and national level for the regional organization of the SCISS defined and approved by the countries.	2021
				A 3.1.1.2. Conduct activities to promote and disseminate the seal at regional level annually.	NTA and FEDECATUR/ support by CCASTUR and SITCA	IG: 1 promotion and dissemination plan executed in the 8 countries	2021-2025
				A 3.1.1.3. Approval of national seal: • Obtain approval by the SICCS and approval of the biosafety measures with each authority or national accreditation council.	NTA at national level and CCT with support by FEDECATUR	IR 3.1.1: Seal adopted and implemented in at least 6 countries.	2021-2023
				A 3.1.1.4. Obtain recognition of SITCA as a regional certifier: • Research on the regional certifying entity at SICA or others requirements. • Conduct the process to request recognition.	SITCA with support by CCASTUR	IG: Approval of SITCA's recognition as a regional certifier.	2021-2022
				A 3.1.1.5. Obtain international recognition by SCISS: • Research about the certifiers and requirements at international level (Global Sustainable Tourism Council-GSTC, ISO Covid 19, homologation from SICCS to ISOTC/228, etc.). • Arrange the incorporation of the seal into international certification. • Dissemination of the seal at regional and international level.	SITCA with support by CCASTUR	IR 3.1.2: One SICCS recognition resolution issued by an international entity. IG: Regional seal disseminated in the 7 countries and key markets.	2022-2023
				A 3.1.1.6. inclusion and dissemination of biosafety measures into the SICCS: • Design a training and dissemination plan. • Conduct a program to strengthen capacities in SICCS: work days, cross Audit, and exchange of experiences. • Hold an annual regional meeting to report progress in the national annual plans. • Monitoring of annual plans.	CCASTUR and SITCA	IG: 1 annual regional meeting held to report on the execution of annual plans.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Decrease in the regional tourism offer and lack of adaptation of tourism MSMEs to the new COVID-19 and post-Covid context	OE 3: Strengthen competitiveness and resilience of tourism MSMEs at regional level	R 3.1. Quality and Competitiveness System (SICCS) working at regional level with international recognition.	P 3.1.1. Action plan to implement the SICCS at regional level.	A 3.1.1.7. Update of the SICCS platform: <ul style="list-style-type: none"> • Hire a company specialized in software to update and make the SICCS platform operational. Training to use the platform. 	CCASTUR	IG: Platform redesigned and training reports.	2021-2025
				A 3.1.1.8. Campaign to raise awareness in social networks: <ul style="list-style-type: none"> • Hire a specialized company to design the campaign and design new pieces of the participant countries. • Approval of campaign and regional dissemination plan. • Execution of campaign. • Design of the monitoring report. 	SITCA, with support by CCASTUR and TOURCOM	IG: Report on the results of the awareness-raising campaign designed and disseminated.	2021-2025
				A 3.2.1.1 Definition of the awareness-raising campaign for MSMEs regarding the advantages of adopting the use of the Seal incorporating biosafety measures as a competitive advantage for MSMEs and the tourism offer.	NTA, FEDECATUR, with support by CCASTUR Y TOURCOM	IR 3.2.1. At least 2000 enterprises certified and recertified in SICSS in the region.	2021-2025
		R 3.2. Increased participation of regional MSMEs in the SICCS and its commitment.		A 3.2.1.2. Development of dissemination and promotion of the seal. <ul style="list-style-type: none"> • Identification of good practices per country and success stories. Exchanges of good national and regional good practices.	NTA, FEDECATUR, with support by CCASTUR Y TOURCOM	IIG: 1 Exchange of good regional practices done annually.	2021-2025
		R 3.3. Improved financial, resilience, and business capacities of the MSMEs in the region.		A 3.3.1.1. Design of the strategy to strengthen the MSMEs. <ul style="list-style-type: none"> • Survey the key needs of tourism MSMEs in the region by service area. • Obtain technical and financial support. • Definition of the strategy and the action plan • Execution of activities • Measure the results 	CATA and SITCA with support by FEDECATUR SITCA	IG: 1 Report on the survey's result. IR 3.3.1: At least 50% of tourism MSMEs at regional level benefited through training and technical assistance activities.	2022-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Decrease in the regional tourism offer and lack of adaptation of tourism MSMEs to the new COVID-19 and post-Covid context	OE 3: Strengthen competitiveness and resilience of tourism MSMEs at regional level	R 3.3. Improved financial, resilience, and business capacities of the MSMEs in the region	P 3.3.2. Proposal for the program of financial strengthening of tourism MSMEs in the SICA region	<p>A 3.3.2.1. Definition of proposal for financial strengthening:</p> <ul style="list-style-type: none"> • Identification and dissemination of the sources of support: BID, BID Lab, BM, commercial and regional banks; (SIECA, CENPROMYPE, etc.) • Obtain support for economic emergency plans in light of the tourism sector crisis. • Promotion of the economic emergency plans with the tourism sector. • Obtain financial resources (non-refundable and refundable) to support tourism MSMEs affected by the Covid-19. • Negotiations with the BCIE (review and adaptation of PROMITUR to the new reality created by the impact of Covid 19) • Design proposals and programs. • Promotion of programs. • Assessment of results. 	<p>CCT supported by FEDECATUR</p> <p>CCT and FEDECATUR</p> <p>PPT CCT SITCA and financial SITCA/FEDECATUR SITCA</p>	IG: 1 financial strengthening program obtained and promoted with tourism MSMEs of the region.	2021-2025
			P 3.3. Proposal for actions to strengthen development and innovation of products.	<p>A.3.3.1. Definition of proposal for the strengthening the development of products</p> <ul style="list-style-type: none"> • Identification of needs per country under the criteria: geographic vulnerability, technology, digital tools, innovation, etc. • Negotiations with technical support entities for areas required by MSMEs to develop and innovate products. • Carry out activities to develop products: technical assistance, training, exchanges, networking, etc. • Development of innovating products for the current demand in light of the new Covid and Post-Covid context. 	SITCA, NTAs with support by FEDECATUR	IG: At least 2 actions to strengthen MSMEs in the development and innovation of products conducted annually.	2021-2025
				<p>A 3.3.2. Execution of the Regional Value Change (RVC) in “Sun & Beach and Colonial tourism” (Nicaragua, Costa Rica, Panama, and the Dominican Republic).</p> <p>Activities to support the RVC (Fund Spain SICA):</p> <ul style="list-style-type: none"> • Design of governance through national tables and a regional table as spaces for dialogue. • Design of strategy, implementation plan, and governance method. <p>Hold a regional table with donors.</p> <ul style="list-style-type: none"> • Launching of the RVC. • Hiring technical assistance to implement the value chain. • Execution of the implementation plan. • Measure the results. 	SITCA	<p>IG: A Regional Value Chain implemented.</p> <p>IR 3.3.2: At least 550 tourism MSMEs integrated in the Value Chain Network (RVC).</p>	2021

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Decrease in the regional tourism offer and lack of adaptation of tourism MSMEs to the new COVID-19 and post-Covid context	OE 3: Strengthen competitiveness and resilience of tourism MSMEs at regional level	R 3.3. Improved financial, resilience, and business capacities of the MSMEs in the region	P 3.3. Proposal for actions to strengthen development and innovation of products.	A 3.3.3. Conduct activities in fair and responsible tourism, with the support of the International Social Tourism Organization (ISTO): <ul style="list-style-type: none"> • Diagnosis of good practices in the sector. • Design of manual. • Training in social tourism. • Advisory to include the subject in tourism strategies and products. 	SITCA	IG: 25 members of regional tourism institutions trained in fair and responsible tourism.	2021
				A 3.3.4. Strengthening the access of tourism MSMEs to the regional and international market: Programs and formative activities <ul style="list-style-type: none"> • Recovery of customers • Entrepreneurship • Funding • Quality and innovation • Formation of capacities • Development of new products, services, and technological adaptation for travel agents, hotels, Airlines, tour operators, restaurants, transportation, etc. 	SITCA and SIECA	IG: 1 annual training program for tourism MSMEs access to the regional and international market executed.	2021-2022
				A 3.3.5. Business and human resources development: <ul style="list-style-type: none"> • Teacher training to strengthen human talent in support to tourism MSMEs in light of COVID-19 and post pandemic times. • Advisory for articulation of resilience with governance, especially in destinations. • Design of a strategy to strengthen human resources and empowerment with enterprises. • Creation, dissemination, and execution of the regional system for strengthening, development, and conservation of human resources in MSMEs specialized in tourism. 	SITCA	IG: 1 program to develop human resources executed.	2021-2022
				A 3.3.6. Adoption and use of ICTs and e-commerce with support by the Community of Latin American and Caribbean States (CLACS): <ul style="list-style-type: none"> • Design and diagnosis of the current situation and challenges of e-commerce for the use of ICTs and e-commerce, and the participation of women. 	ANT y SITCA	IIG: 1 diagnosis of e-commerce completed. IG: 1 program in the use of e-commerce completed and executed.	2021-2022

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Decrease in the regional tourism offer and lack of adaptation of tourism MSMEs to the new COVID-19 and post-Covid context	OE 3: Strengthen competitiveness and resilience of tourism MSMEs at regional level	R 3.3. Improved financial, resilience, and business capacities of the MSMEs in the region	P 3.3. Proposal for actions to strengthen development and innovation of products.	<ul style="list-style-type: none"> • Definition of an action plan to improve public policies that promote electronic commerce of tourism MSMEs. • Design of a roadmap to support and give technical assistance to tourism MSMEs for intelligent adoption and use of e-commerce. • Toolbox for the effective use e-commerce by Central American tourism MSMEs: • Design a tool box for sales, reservations, and online payments. • Execution of innovation tools (big data) and monitoring of customers' interests in order to develop strategies per enterprise as per the trends of the new demand. • Exchange and adoption of good practices by enterprise. 			
				<p>A 3.3.7. Taking actions for marketing and association:</p> <ul style="list-style-type: none"> • Develop a communication and solidarity campaign to inject commitment and positive attitude to react and reactivate enterprises and operations. • Identify training priorities in subjects such as development of new products, intra-regional market, marketing, new technologies, biosafety protocols resilience, sustainability, digital conversion, technology, creation of content, etc. (virtual workshops, practical guidelines, webinars, good practices). • Develop technical support programs for tour operators in the SICA region to offer products as per the market's demand. 	CATA, with support by FEDECATUR	IG: 50% of tourism MSMEs trained and certified in marketing and association.	2021-2025

• AREA 4: INSTITUTIONAL STRENGTHENING, PUBLIC-PRIVATE ARTICULATION AND COORDINATION

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
		Área 4: Institutional strengthening, public-private articulation and coordination.			SITCA, CATA, and FEDECATUR		2021-2022
Low capacity and resources in regional institutions of the tourism sector	OE 4: Support the strengthening of public and private strategies in the tourism sector in the SICA region.	R 4.1. Strengthened management by SITCA in technical area, analysis, and institutional sustainability.	P 4.1.1. Proposal for technical and operational strengthening of SITCA.	A 4.1.1.1. Development of SITCA's technical strengthening: Definition of the strengthening plan in key areas: <ul style="list-style-type: none"> • Strengthening of human resources: <ul style="list-style-type: none"> a) Formation and training; b) Technical support in coordination and monitoring of regional projects and programs (cooperation funds). • Institutional Risk Mitigation Plan. • Statistical analysis of the sector: technical assistance, training, and software. • Monitoring and Evaluation System (M&E): technical assistance, training, and software. • Approval of proposal. • Obtain technical and financial support for the strengthening plan. • Implementation of proposal. • Measure the results. 	SITCA	IR 4.1.1: At least 3 programs in favor of SITCA's technical and operational strengthening executed.	2021-2022
			P 4.1.2. Tourism Statistics System.	Tourism Statistics System (SET)	CCT SITCA SITCA SITCA	IG: SITCA'S strengthening Plan executed.	
				A 4.1.2.1. Implementation of the SICA's statistical compilation on supply and demand in the tourism sector: <ul style="list-style-type: none"> • Obtain technical support in compilation and analysis of statistics in tourism activities and its infographic design. • Publication and dissemination of annual compilation. 	SITCA, supported by the Regional Committee of Tourism Statistics (CRET) and CCT's EC	IG: 1 annual regional statistics compilation published and disseminated.	2021-2022

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low capacity and resources in regional institutions of the tourism sector	OE 4: Support the strengthening of public and private strategies in the tourism sector in the SICA region.			A 4.1.2.2. Tourism Satellite Account (TSA): <ul style="list-style-type: none"> • Diagnosis of the situation and requirements to roll out the TSA by country. • Obtain technical assistance and cooperation from the WTO and other institutions. • Coordination with national links such as central Banks, statistics, and immigration authorities. • Conduct formative workshops and tools development to strengthen capacities, knowledge, and methodologies to apply the TSA. • Rollout of action plans. • Deliver national and regional reports. 	SITCA, in coordination with links in NTA and CCT's EC NTA SITCA SITCA and NTA	IG: Tourism Satellite Account implemented in at least 2 countries in the SICA region.	2021-2025
				A 4.1.2.3. Central American Tourism Observatory Project (to be evaluated): <ul style="list-style-type: none"> • Obtain support for technical advisory. • Design tools to implement manuals, guidelines, procedures, etc. • Definition of the observatory creation. 	SITCA, CCT's EC, RRET CCT	IIG: Proposal for the creation of the regional observatory	2021-2025
				A 4.1.2.4. Monitoring and Evaluation System (M&E) for progress and impact (See details in Chapter 8) <ul style="list-style-type: none"> • Creation of the system as a tool • Obtain technical assistance and cooperation. • Design and execution of the M&E. • Monitor the results. • Dissemination. 	SITCA and CCT's EC	IG: Tool designed in execution	2021-2025
				A 4.1.2.5. Communication Plan for social networks: <ul style="list-style-type: none"> • Design the communication plan • Update SITCA's corporative identity manual in line with SICA's regional manual approved by presidents • Implementation of the Networks Plan 	SITCA TOURCOM	IG: One annual communication plan executed and evaluated.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low capacity and resources in regional institutions of the tourism sector	OE 4: Support the strengthening of public and private strategies in the tourism sector in the SICA region.	R 4.2. Strengthened role and duties of CATA based on the tourism promotion and marketing strategy.	P 4.1.3. Proposal for support to contribute to SITCA's sustainability	A 4.1.3.1. Design a proposal for SITCA's sustainability, based on the implementation of programs and projects with potential to generate income such as information services, statistics, etc. <ul style="list-style-type: none"> • Approval of proposal. • Execution and promotion. • Evaluation of results. 	SITCA CCT's EC	IG: Proposal for SITCA's sustainability approved and executed.	2021-2025
			P 4.2.1. Strengthening of capacities and resources to cater to priority markets, new markets, and development of new products.	A 4.2.1.1. Strengthening of capacities and human resources: <ul style="list-style-type: none"> • Revision and definition of the new role and duties of CATA's, regulatory and normative framework. • Design the plan to improve capacities and operational support to cater to new markets and products with new roles and duties. • Obtain cooperation funds. Implementation of continuous improvement plan. 	CATA	IG: Bylaw on the new role of CATA approved.	2021-2025
				A 4.2.2.1. Promotion of strategic alliances and funds: <ul style="list-style-type: none"> • Identification of potential strategic partners. • Negotiation with the tourism sector: Airlines, land transport companies, and other tourism or non-tourism enterprises. • Obtain cooperation resources to strengthen CATA as an instrument of the strategy to promote the regional Brand at regional and international level. 	CATA's Directive Council and CATA's Secretariat SITCA and CATA	IG: At least one cooperation obtained to promote Central America in priority markets.	
			P 4.2.2. Action plan to obtain strategic alliances for CATA's strengthening.	A 4.2.2.2. Incorporating CATA in platforms: <ul style="list-style-type: none"> • Negotiate strategic alliances. • Develop platform services. • Execution of the promotion plan. • Induction and training for human resources. • Measure the results. 	CATA	IG: Annual reports on the execution and results of platform adoption.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low capacity and resources in regional institutions of the tourism sector	OE 4: Support the strengthening of public and private strategies in the tourism sector in the SICA region.			A 4.2.2.3. Platform of smart markets <ul style="list-style-type: none"> • Obtain technical and economic support. • Execution of the implementation plan. • Develop products and services • Produce and disseminate reports. • Measure the results. 	CATA SITCA and CATA CATA	IG: At least one annual market intelligence of priority markets report disseminated.	2021-2025
				A 4.2.2.4. Monitoring and Evaluation System for progress and impact (see description in chapter 8): <ul style="list-style-type: none"> • Obtain support. • Design and execution of the M&E system. • Tool results evaluation. 	CATA	IG: At least one annual M&E report delivered.	2021-2025
		R 4.3. Strengthened linear participation and cooperation among CATA, SITCA, and FEDECATUR	P.4.3.1. Strategy to strengthen FEDECATUR's participation in the regional setting.	A 4.3.1.1. FEDECATUR's participation in the regional context. <ul style="list-style-type: none"> • Obtain support to participate in intra-sectoral meetings at regional level as an observer (subject to viability and prior approval) • Participation coordination. 	CCT/ supported by SITCA SITCA	IG: Applications for FEDECATUR's participation in the regional setting sent.	2021-2025
				A 4.3.1.2. Obtain support to reactivate the Consultancy Committee of SICA (CCSICA) of FEDECATUR (subject to approval)	SITCA	IIG: Application sent to CCSICA requesting FEDECATUR's participation.	2021-
				A 4.3.1.3. Steps to obtain the participation of FEDECATUR in the Federations of Private Entities of Central America and Panama (FEDEPRICAP)	FEDECATUR	IG: Obtain participation in FEDEPRICAP.	2021
			P 4.3.2. Plan to strengthen FEDECATUR	A 4.3.2.1. FEDECATUR's strengthening plan execution: <ul style="list-style-type: none"> • Definition of FEDECATUR's areas of institutional strengthening. • Design the strengthening plan. • Obtain support and cooperation to execute the plan. • Execution of the plan. • Review of progress. 	FEDECATUR supported by SITCA and CATA	IG: FEDECATUR's strengthening plan designed and implemented	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low capacity and resources in regional institutions of the tourism sector	OE 4: Support the strengthening of public and private strategies in the tourism sector in the SICA region.		P 4.3.3. Strategy for coordination and communication among the 3 institutions.	A 4.3.3.1. Design and execution of communication and coordination actions among FEDECATUR, CATA, and SITCA.	FEDECATUR, CATA and SITCA	IR 4.3.3: At least 3 programs executed in favor of strengthening cooperation among CATA, SITCA, and FEDECATUR	2021-2025
			P 4.3.4. Mechanism of regional articulation and coordination among tourism integration entities approved and in execution	<p>A 4.3.4.1. Review of roles and faculties of the main technical entities of integration: CCT's EC, COMECATUR, CCASTUR, etc.</p> <p>A 4.3.4.2. Assessment of other committees to reinforce the strategic areas of PRETUR and PEDTS and definition and roles and competencies: Regional Network of people in charge of Tourism Statistics in Central America (RREET), Regional Network of People in charge of international cooperation (RRECI), and network of Tourism Spokespeople (TOURCOM). TOURCOM, etc.</p> <p>A.4.3.4.2. Actions to strengthen the capacities and scopes of technical institutions.</p> <p>A.3.4.4. Design of mechanisms of regional articulation and coordination among regional entities.</p> <ul style="list-style-type: none"> • Design of mechanism. • Approval by CCT of the mechanism. • Dissemination and rollout. 	SITCA and CCT's EC	IR 4.3.4. Document on the scheme of regional articulation and coordination among tourism integration entities approved.	2021-2025
		R 4.4 Regional and international cooperation to support the Regional Policy and PEDTS 2021-2015 Obtained and implemented	P 4.4.1. Diagnosis of cooperation supply and demand for the tourism sector.	A 4.4.1.1. Diagnosis of cooperation supply and demand.	SITCA, supported by GS-SICA.	IG: Cooperation management plan executed. IR 4.4.1. At least 2 funds obtained and approved	2021-2025
				A 4.4.1.2. Creation of a regional project's portfolio	SITCA and GS-SICA	IG: Project bank or portfolio created and updated.	2021-2025

Issue	Strategic Objective	Results	Products	Main activities	In charge	Indicator	Year
Low capacity and resources in regional institutions of the tourism sector	OE 4: Support the strengthening of public and private strategies in the tourism sector in the SICA region.		P 4.4.2. Plan and strategy to manage cooperation executed in support to the implementation of the Regional Policy and the PEDTS 2021-2025	A 4.4.2.1. Definition of the plan and strategy to manage cooperation with the support of GS-SICA, through the Cooperation Division to execute PRETUR and PEDTS 2021-2025.	SITCA, supported by GS-SICA CCT's EC	IG: Cooperation Management plan designed and executed	2021-2025
				A 4.4.2.2. Execution of activities of the Plan with support by GS-SICA: <ul style="list-style-type: none"> • Annual Donors Forum • Support request by SGSICA and the host country. • Conduct forums and monitoring. • Participation in visits to donors in the region and beyond; cooperation missions and committees. • Presentation of proposals and requests for calls and negotiations before donors. • Signing of agreements and covenants for projects approved. • Coordination, execution, and monitoring of projects. 	supported by GS-SICA SITCA/NTA		



COOPERACIÓN
REPÚBLICA DE
CHINA (TAIWÁN)

STRATEGIC PLAN FOR SUSTAINABLE TOURISM (PEDTS) IN THE (SICA) REGION

2021-2025

CENTRAL AMERICAN TOURISM
COUNCIL (CCT)