

# Caribbean Hotel Environmental Management Initiative

Contract no. LAG-I-00-99-00019-00; Task  
Order No. 810; April 14 –October 30,2004

Final Report

# Caribbean Hotel Environmental Management Initiative

Contract no. LAG-I-00-99-00019-00; Task  
Order No. 810; April 15, 2002 – October 30,  
2004

Final Report

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Prepared for:

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## ***FOREWORD***

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This document describes the activities implemented and the results achieved under the Small Hotel Support Services activity funded by the United States Agency for International Development (USAID)/Jamaica's Caribbean Regional Program under contract LAG-I-00-99-0019-00, Task Order 810. For implementation purposes, the project was known as the Caribbean Hotel Environmental Management Initiative – CHEMI. The period of performance for the project was April 15, 2002 to October 30, 2004<sup>1</sup> and the funded value was US\$1,855,957.88<sup>2</sup>.

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<sup>1</sup> The original end date of the project was March 31, 2004 but a modification in February 2004 and a no cost extension in September 2004, extended the end date to October 30, 2004.

<sup>2</sup> The original funded value of the contract was increased twice, in February and in July 2004.

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## **1. INTRODUCTION**

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### **1.1 PROJECT OBJECTIVES**

The primary objectives of CHEMI were as follows:

1. provide environmental support services designed to assist small, indigenously-owned visitor accommodations to improve their environmental management and their competitiveness in the marketplace;
2. develop greater awareness of the benefits of environmental management among Caribbean small hoteliers through the sharing of information;
3. upgrade the technical skills of management and staff who are expected to design and implement environmental management systems, working closely with the coaching, resource center, toolkit and web site systems being developed under STEP;
4. develop and market environmental certification programs for small hotels and for a pilot “ecodestination” certification program planned for Dominica; and
5. build the capabilities of the Caribbean Alliance for Sustainable Tourism (CAST) to support small hotel environmental management improvements.

### **1.2 GEOGRAPHIC COVERAGE**

The project was focused on CARICOM countries with special emphasis on the OECS countries. Therefore, two levels of country participation were identified for the project. The project technical assistance was focused primarily on the OECS and Barbados, however other CARICOM countries were invited to participate in any general project activities (e.g. training courses) and were recipients of some technical information via walk-in resource centers and via CAST.

#### **CHEMI Focus Countries**

Antigua/ Barbuda  
Barbados  
Dominica  
Grenada  
St. Lucia  
St. Kitts/Nevis  
St. Vincent & the Grenadines

### 1.3 INSTITUTIONAL ARRANGEMENTS

PA Government Services Inc. was the prime contractor for the implementation of CHEMI and the Caribbean Alliance for Sustainable Tourism (CAST) was the primary counterpart agency. However, for Task 3 of CHEMI, The Ministry of Tourism, Industry and Enterprise Development of Dominica served as the counterpart agency.

The key contacts were as follows:

USAID/Jamaica CRP Technical Contacts	Mansfield Blackwood, Cognizant Technical Officer <sup>3</sup> John Wilson, Program Development Specialist
Project Manager	Bill Meade, PA
Regional Project Coordinator	Jeannelle Blanchard, PA (based in Barbados)
CAST Coordinator/ Senior Environmental Specialist	Deirdre Shurland, CAST (based in Puerto Rico)

PA also collaborated with the following USAID funded activities in the implementation of CHEMI activities:

- Small Tourism Enterprises Project (STEP) implemented by the Organization of American States
- Environmental Audits for Sustainable Tourism Project (EAST) implemented by PA.
- Caribbean Environmental Communications Initiative (CECI) implemented by the University of New Orleans Foundation and Loyola University.

The STEP coordinators were used as one of the primary methods for disseminating information on CHEMI. They were the conduit for inquiries from hoteliers on environmental management and were be the key in coordinating the delivery of on-property technical assistance to hoteliers.

As prime contractor, PA Government Services was responsible for recruitment of international and local consultants, procurement of goods and services approved under the project, timely execution of tasks in this work plan, submission of progress reports and other deliverables, and overall implementation of CHEMI activities. The responsibilities of the counterpart agencies of the CAST and the Dominica Ministry of Tourism, Industry and Enterprise Development were outlined in signed Memoranda of Understanding that are enclosed in Appendix A.

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<sup>3</sup> USAID technical contacts only from December 2003. Previously it was Mr. Peter Weisel and Mr. Michael Taylor.

## **2. DELIVERABLES AND OUTPUTS**

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This section of the final report is organized by the tasks as identified in the task order and provides a summary of the implementation of the contract deliverables and outputs.

### **2.1 TASK 1: INCREASE ACCESS OF SMALL HOTELIERS TO BEST ENVIRONMENTAL MANAGEMENT PRACTICES**

#### **2.1.1 Output 1: Toolkits materials to communicate best environmental practices**

##### *Toolkits (6)*

PA produced six toolkits based on the format that was provided by STEP under the EAST project.<sup>4</sup> Each toolkit was about 4-8 pages long and provided basic information on the topic as related to the small hotelier. The toolkits were delivered to STEP in an electronic PDF format to enable posting on the STEP website. The toolkits were on the following topics: pool maintenance, composting, chemical safety, towel & linen reuse programs, utility monitoring and the 3 Rs: Reduce, Reuse, and Recycle.

#### **2.1.2 Output 2: Environmental Walk-throughs to alert small hoteliers to areas where they can achieve cost savings and improve environmental management systems**

##### *Environmental Walk-Throughs (200)*

PA working with CAST designed a process for conducting environmental walk-throughs in the region. It included an application form that the hotel completed which gathered some basic information on the hotel, the training that it had received and its level of environmental programs. Then an Acknowledgement letter was sent out from CAST with a Pre Environmental Walk-Through Data Collection form (PEWT) that requested occupancy and utility data and gave CAST information to assess the hotel's critical areas. When the PEWT was returned to CAST, the hotel was then sent a date confirmation form indicating date and time of the EWT and the name of assessor. At the completion of the Environmental Walk-Through, a Hotelier Feedback Form was left with the property for them to comment on the experience and the assessor's performance. Additionally, a CAST Environmental Management Toolkit, a CAST Green Wealth Video and a suite of the STEP environmental toolkits were left behind.

All material for the Environmental Walk-Through was designed to be fairly generic; to ensure that there was use for the material after the life of the project. The applications were accompanied by a targeted flyer indicating that the EWTs were being conducted through the CHEMI project in collaboration with STEP and with USAID funding and listed the hotel associations and the STEP coordinators as contacts for forms.

PA conducted the first 35 hotels in November 2002 and the remaining 165 were conducted in February – April 2003. The first set of 35 EWTs was enthusiastically received by the hoteliers.

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<sup>4</sup> PA prepared toolkits on energy conservation, waste management, water conservation, wastewater management and environmental management under the CRP modification of the EAST project. PA also provided comments on OAS toolkits for room upgrades, maintenance, and housekeeping.

However the interest level thereafter was generally low and CAST and PA did substantial promotions to engage the small hoteliers. The promotions involved:

1. 6 presentations at hotel association events (Barbados and St. Vincent)
2. Radio, television and newspaper interviews and press conferences (St. Vincent, Dominica, St. Kitts and Nevis)
3. Promotional visits to individual hotels (Bequia-St. Vincent, the islands of Antigua, Barbuda, St. Kitts and Nevis)

The low interest may be attributed to

1. Low level of importance placed on the environment by hoteliers
2. Several properties were either being renovated, sold or closed due to financial difficulties
3. The high tourist season made it a difficult period to accommodate consultants due to small staff
4. Lack of knowledge and understanding of the benefits of the environmental walk-through
5. Low visibility given to the program by the STEP coordinators and Hotel Associations in certain countries.
6. The operations of apartment hotels did not afford for substantial economic benefits to the management from an EWT
7. Suspicion over the motives of USAID in promoting environmental management to hotels.

Where the STEP coordinators and Hotel Associations were fully supportive and active in the dissemination of information, the sign-up for the EWTs was very high. Having the local contact was key for the dissemination of the related information.

After receiving the environmental walk-throughs, the hoteliers were generally enthused that they had signed on to the program and interested in implementing at least some of the environmental best practice recommendations. The issue of financing for implementation of the recommendations however continues to arise.

The list of the 200 recipients of the Environmental Walk-Thoroughs are contained in Appendix B.

### **2.1.3 Output 3: Environmental management materials for electronic and print dissemination.**

#### *Environmental Libraries in Walk-In resource centers (12)*

PA compiled environmental management and environmental best practice materials to add to the repository of information in the STEP walk-in resource center. The material includes videos, training manuals, case studies, EAST project materials, CAST publications and equipment samples and is listed below:

1. Green Wealth Environmental Treasure Hunt
2. The Green Partnership Guide: A Practical Guide to Greening your Hotel
3. Ecolabels in the Tourism Industry

4. Environmental Management Toolkit for Caribbean Hoteliers
5. Environmental Best Practice Case Studies: 1999 Caribbean Hotel Association/ American Express Green Hotel of the Year Awards
6. Waste Audit Manual for Caribbean Hotels and Resorts: A User's Manual
7. Environmental Management Systems for Hotels and Resorts
8. Environmental Technologies in Caribbean Hotels: Buying Specifications and Lessons of Experience
9. Environmental Best Practices Reference Guide
10. Conservation Signage samples
11. Going Green Makes Cent\$-"Environmental Management in Hotels" (Video Cassette)
12. Green Hotelier- Issues No 13-16; 18-26
13. Striving For Excellence: Communicating Environmental Quality in the Hotel Industry
14. Environmental Action Pack for Hotels
15. Environmental Management for Hotels-The Industry Guide To Best Practice, 2nd Edition
16. Greening your property, a Green Seal Guide
17. energy saving compact fluorescent bulb (1)
18. faucet aerator (1)
19. toilet tank bank (1)
20. water saving showerhead (1)
21. "Easy ways to SAVE WATER, MONEY & ENERGY at home" brochure
22. Bigboy Low Density Photo-Degradable Garbage bag (1)

The materials were sent to the STEP walk-in resource centers in Barbados, the 6 OECS countries and 5 sets were forwarded on directly to the OAS for dissemination to its other STEP walk-in resource centers in Bahamas, Belize, Guyana, Jamaica and Trinidad and Tobago. A partial set of materials was also sent to Nevis and Suriname at the request of the OAS. This material provides hoteliers in the region with information on environmental best practices. Additionally other users of the Resource Centers such as NGOs, government organizations and students now have access to environmental best practice information. The total value of the material purchased was US\$1000 per set.

## **2.2 TASK 2: DEVELOP AND IMPLEMENT A SMALL HOTEL ENVIRONMENTAL ASSESSMENT, COACHING AND CERTIFICATION PROGRAM**

### **2.2.1 Output 1: Pilot small hotel environmental assessments in selected locales and, after review and incorporating lessons learned, design and implementation of an environmental assessment program available in all participating countries.**

#### *Small Hotel Environmental Assessments (40)*

The Small Hotel Environmental Assessment (SHEA) protocol was developed and pilot tested by PA under the EAST project. The protocol provides for a comprehensive evaluation of a hotel's environmental performance, conducted by a team composed of two trained auditors (an engineering specialist and an operations specialist). The assessment of a typical small hotel of 75 rooms or less generally requires 2.5 – 3 days of on-site work. During this period of time the auditors evaluate the hotel's performance, facilities, equipment and operations; prepares the assessment report; discusses the assessment findings and key recommendations with the property's management team and staff; and delivers the

completed assessment report and supporting documents to the hotel. The SHEA report also contains a summary of energy and water use over the past 12-months to use as a baseline.

Information on the Small Hotel Environmental Assessments (SHEA) was sent out to 235<sup>5</sup> previous recipients of the Environmental Walk-Through. At the same time PA staff, CHEMI technical consultants and CAST personnel compiled a list of the top 60 hotels who had received the Environmental Walk-Throughs. Out of the hotels that applied and the top 60 list, 40 hotels were selected based on the following:

1. The property was recommended by its EWT assessor;
2. The property had the adequate staff needed to implement the follow-on from the SHEA, that is, to implement an Environmental Management System and comply with the requirements of Green Globe 21 in the timeframe of CHEMI;
3. The property had the adequate size, layout and facilities for a SHEA to be a value added option under CHEMI; and
4. The property had demonstrated the commitment necessary for the successful implementation of the SHEA recommendations.

The hotels were then sent a Memorandum of Agreement to be signed between CAST/CHEMI and the hotel, which asked for their commitment to the SHEA, EMS and Green Globe 21 certification process under CHEMI.

Upon completion of the assessment, all the hotels received a confidential report that summarized the findings of the assessment and associated recommendations as well as a copy of the *Environmental Best Practices Reference Guide*<sup>6</sup>.

#### List of Hotels that Received a SHEA

ANTIGUA/ BARBUDA	BARBADOS	DOMINICA	GRENADA	ST. KITTS/NEVIS	ST. LUCIA	ST. VINCENT
Curtain Bluff Resort	Settlers' Beach Club	The Garraway Hotel		Oualie Beach Resort, Spa & Watersports		
Dickenson Bay Cottages	Allamanda Beach Hotel	Papillote Wilderness Retreat	Flamboyant Hotel	Nisbet Plantation Beach Club	Rainbow Hotel	Palm Island Resort
Long Bay Hotel	Rainbow Reef Hotel	Fort Young Hotel	Rendezvous Beach Resort	The Golden Lemon Inn & Villas	Cara Suites	Villa Lodge Hotel & Breezeville

<sup>5</sup> This 235 includes the 35 recipients of the Environmental Walk-Through during the pilot program under the EAST project.

<sup>6</sup> This is a technical reference guide that was produced under the USAID/Jamaica funded Environmental Audits for Sustainable Tourism Project, Phase III.

ANTIGUA/ BARBUDA	BARBADOS	DOMINICA	GRENADA	ST. KITTS/NEVIS	ST. LUCIA	ST. VINCENT
						Apartments
Rex Blue Heron	Hotel PomMarine	Hummingbird Inn	Calabash Hotel	The Hermitage Plantation Inn	Tikaye Village	Mariner's Hotel
The Inn at English Harbour	Dover Beach Hotel	Picard Beach Cottage Resort	Coyaba Hotel	Ottley's Plantation Inn	Humming Bird Beach Resort	New Montrose Hotel
Trade Winds Hotel	Mango Bay Hotel and Beach Club	Tamarind Tree Hotel & Restaurant	Blue Horizons Cottage Hotel	Ocean Terrace Inn	Bay Gardens Hotel	Young Island Resort
	The Crane Hotel	Exotica				

## 2.2.2 Output 2: A network of support for environmental management services throughout the region

Small Hotels implementing EMS improvements (40)

PA worked with the hotels that received the SHEAs<sup>7</sup> to implement Environmental Management System Improvements. At a minimum, the 41 recipients of the SHEA, prepared a property wide environmental policy. However at least 32 of the hotels further designated a staff member as a Green Team Leader responsible for environmental affairs and at least 27 hotels implemented a full environmental management system on property.

Under this task the hotels received a series of training on Environmental Management Systems in order to assist with the improvements.

- a) Briefings on the benefits of EMS and Environmental Walk-Throughs, July/August 2002
- b) A ½ day Introductory session on EMS, July/August 2003
- c) A 2 day EMS training course for General Managers and Green Team Leaders, October 2003
- d) 4-one day on-property technical assistance visits as follows:
  - October 2003: Explanation of the EMS documentation and review of previous EMS homework.

<sup>7</sup> There was 1 hotel that did not receive the SHEA that was included in this group due to their commitment to the process, i.e., 3 Rivers Ecolodge of Dominica.

- December 2003: Review of EMS documentation.
- February 2004: Review of EMS documentation and Conduct of multiple hour-long on-property environmental management awareness training for staff. In the case of Hotel PomMarine - the Barbados Community College Hospitality Institute, six special environmental management awareness-training sessions were conducted for a mix of staff and students.
- April 2004: Review of EMS materials against the GREEN GLOBE 21 standard

#### EMS training courses (5)

PA conducted a total of 7 one-day training courses on Environmental Management Systems, one in each of the 7 CHEMI target countries. The training course included presentations on opportunities for improving environmental performance; organizing and owning the EMS process; environmental aspects and impacts; and documentation and monitoring. General Managers and Green Team Leaders from the 40 CHEMI hotels were in attendance as well as STEP coordinators, Ministry of Tourism and National Hotel Association personnel.

#### Training Videos (5)

PA, with the assistance of subcontractor The Media Centre, produced five training videos, 15-20 minutes in length on the topics of energy conservation, water conservation, solid waste management, environmental management and preventative maintenance across the various hotel departments. These training videos feature environmental best practices from various Caribbean hotels and are to be used regionally in training at hotels and hotel training schools and internationally as an example of best practices in the hospitality industry. The hotels were disseminated to the hotels featured, as well as to the STEP walk-in resource centers in the 7 CHEMI target countries. Further dissemination of the videos will be done through CAST where the videos will be sold for a small fee to cover shipping and handling costs.

### **2.2.3 Output 3: A green property certification system that is appropriate, affordable and realistically adapted to the special needs of the Caribbean visitor industry.**

#### Small hotels achieving green certification (20)

PA through CHEMI assisted CAST with a formal review of the Quality Tourism for Caribbean (QTC) standards and proposed certification scheme. QTC is one of CAST's major programs. A meeting was held in July 2002 in Jamaica and drew on a group of some 17 hoteliers for discussion. CHEMI funded the participation of 3 hoteliers. The participants included small and large hotels, and had representatives from Antigua, Aruba, the Bahamas, Barbados, BVI, Dominican Republic, Grenada, Jamaica, St. Lucia, St. Vincent & the Grenadines, Trinidad & Tobago. The hotels were selected based on their leadership in environmental management, including several that are Green Globe 21 certified. PA also contracted 5 technical specialists who reviewed each standard and Bob Toth, standards and certification programs specialist, who facilitated discussions around QTC's proposed certification program.

The results of this meeting were summarized in detailed notes and a draft industry position paper presented to CAST for finalization. Deirdre Shurland of CAST traveled to the Dominican Republic in October 2002 to participate in a QTC project planning meeting. The meeting took note of the varying comments from hoteliers about the differences and similarities of the QTC and Green Globe standards and discussed the ways in which these could be better harmonized for the benefit of the hotel sector. The meeting also agreed to revise the QTC standards in accordance with review comments received during the QTC Standards review meeting convened in earlier that year in Jamaica. The standards were to be simplified and made more user-friendly especially for small hotels.

The results of these meetings indicated that QTC as still a certification scheme still underdevelopment and would not a viable option as a certification program for the hotels under CHEMI. PA then selected the GREEN GLOBE 21 certification program for the travel and tourism industry as the certification system to be used for the hotels under CHEMI and as the certification system that CAST should continue to implement. GREEN GLOBE 21 is the only the global Benchmarking, Certification and improvement system for sustainable Travel & Tourism. It has been present in the Caribbean since 1998 when the 90 room Negril Cabins became the first hotel in the world to be Green Globe 21 Certified. Since then the Caribbean has consistently had the highest number of certified tourism businesses (hotels and attractions) in the world with Jamaica leading the list. Additionally with technical direction from PA under CHEMI, CAST signed an alliance agreement with Green Globe 21 to represent the program in the Caribbean.

PA provided technical assistance to twenty-seven hotels that were interested in pursuing GREEN GLOBE 21 benchmarking and certification. The technical assistance on Green Globe 21 was provided during 4-one day on-property technical assistance visits as follows:

- October 2003: introduction of the GREEN GLOBE 21 Standard and Sector Benchmarking Indicator Guides
- December 2003: establishment of tracking system for collection of data for GREEN GLOBE 21 benchmarking and
- February 2004: Review of data collection and review of review of Environmental Management System documentation
- April 2004: submission of data for Green Globe 21 benchmarking and Mock Green Globe certification assessment

Twenty-five hotels submitted data for Green Globe 21 benchmarking and 24 were successful. Of that number, twenty-four hotels were successful in achieving Green Globe 21 benchmarking indicating a 96% success rate.

Successful Green Globe 21 Benchmarking Hotels

Country	Hotel Name	Number of Rooms
Antigua	Dickenson Bay Cottages	12
Antigua	Trade Winds Hotel	46
Antigua	Long Bay Hotel	25
Antigua	The Inn at English Harbour	33
Barbados	Hotel PomMarine	22
Barbados	Allamanda Beach Hotel	48
Barbados	Rainbow Reef Hotel	44

Dominica	3 Rivers Eco-Resort	3
Dominica	Hummingbird Inn	10
Dominica	Tamarind Tree Hotel & Restaurant	9
Dominica	Fort Young Hotel	53
Dominica	The Garraway Hotel	30
Grenada	Calabash Hotel	30
Grenada	Flamboyant Hotel	60
Grenada	Blue Horizons Cottage Hotel	32
St. Kitts	Ocean Terrace Inn	78
St. Kitts	The Golden Lemon Inn & Villas	24
Nevis	Nisbet Plantation Beach Club	38
Nevis	Oualie Beach Resort	32
St. Lucia	Rainbow Hotel	76
St. Lucia	Cara Suites	40
St. Lucia	Bay Gardens Hotel	71
St. Vincent	Young Island Resort	30
St. Vincent	New Montrose Hotel	25

Of the twenty-four hotels that were successful in Green Globe 21 benchmarking, seventeen were assessed for Green Globe 21 certification by the independent 3<sup>rd</sup> party auditing firm of SGS Jamaica Limited. Of that seventeen, eleven have been recommended for certification and six have not been recommended indicating a 65% success rate.

#### Green Globe 21 Certified Hotels

Country	Hotel Name	Number of Rooms
Antigua	Dickenson Bay Cottages	12
Antigua	Trade Winds Hotel	46
Antigua	Long Bay Hotel	25
Barbados	Hotel PomMarine	22
Barbados	Allamanda Beach Hotel	48
Barbados	Rainbow Reef Hotel	44
Dominica	3 Rivers Eco-Resort	3
Dominica	Hummingbird Inn	10
Dominica	Tamarind Tree Hotel & Restaurant	9
Dominica	Fort Young Hotel	53
St. Lucia	Rainbow Hotel	76
St. Lucia	Bay Gardens Hotel	71

The reduction in the numbers under this task has been due to voluntary self-selection out of the process by the hotels. The reasons for that self-selection out included a) heavy documentation requirements of the EMS, b) lack of staff involvement and support of the program, c) lack of commitment from top management and d) unavailability of the hotel due to closures for summer, renovations or in the case of the Grenada hotels, damage from Hurricane Ivan. Additionally, the new Green Globe 21 requirement for successful benchmarking before certification placed was extremely challenging to achieve given the project time frame. Ideally, hotels should spend one year working towards benchmarking and one year working towards certification.

### 2.3 TASK 3: DEVELOP AND IMPLEMENT AN ECODESTINATION CERTIFICATION PROGRAM FOR DOMINICA TO SERVE AS A MODEL FOR OTHER CARIBBEAN NATIONS

### *Ecodestination certification strategy (1)*

In December 2002 in a meeting with representatives of USAID and the Dominica Ministry of Tourism, Industry and Enterprise Development, PA presented the two options that are available to Dominica in their pursuit of Ecodestination status. The Ministry indicated their preference of the Green Globe 21 certification program over the Costa Rica model. Based on this PA prepared the *Green Globe 21 Destination Program: Gap Analysis and Eco-Destination Strategy for Dominica*. The report presented the process for a destination to achieve Green Globe 21 certification against the Community Standard and determined how far Dominica stood from achieving that designation. It provided the following:

1. An overview of current conditions in Dominica;
2. An description of the Green Globe 21 destination certification program including requirements and the benefits of the program;
3. A Gap analysis of where Dominica stands relative to the Green Globe 21 benchmarking indicators;
4. A work plan and a timeline for achieving Green Globe 21 Successfully Benchmarked Community status, and subsequent certification.

The analysis revealed that Dominica was not far off from satisfying the requirements to get benchmarked and then certified. This analysis and strategy was presented at a ½ day workshop in June 2003. The workshop had about thirty people in attendance from both the public and private sector and included remarks by the Minister of Tourism, the Honorable Charles Savarin and the Acting Prime Minister, the Honorable Osborne Rivière. There was also a presentation by Ian Challenger of the Kaikoura District Council of New Zealand. Kaikoura at the time was one of three Green Globe 21 benchmarked communities in the world.

### *Certification Initiatives implemented (3)*

Based on the completed ecodestination strategy, PA selected the following three-certification initiatives to be implemented that are part of the process towards pursuing Green Globe 21 benchmarking and certification.

#### 1) Establishment of the Community Authority

PA prepared a write-up on the Community Authority that was used as basis of a paper that was presented to the Cabinet of Ministers. In August 2004, the Community Authority was formally constituted with the following members:

- National Development Corporation Division of Tourism
- Environmental Coordinating Unit
- Environmental Health Department
- Forestry Wildlife and Parks Division
- Dominica Hotel and Tourism Association
- A benchmarked hotel to be identified by the Ministry of Tourism
- Ministry of Community Development
- Dominica Association of Local Authorities
- An NGO to be identified by the Ministry of Tourism

The Chief Technical Officer of the Ministry serves as the Chairperson of the Authority

#### 2) Preparation of the Environmental & Social Sustainability Policy

The Environmental and Social Sustainability Policy was drafted in early 2003 and formally approved and adopted by the Community Authority in September 2004.

3) Preparation of the Sustainability Action Plan

A Sustainability Action Plan was prepared and presented to the Community Authority for review and finalization.

*Environmental Assessment and EMS for 3 attractions (3)*

In May 2004, PA conducted 3-day environmental assessments at the 3 selected Dominica attractions: The Rain Forest Aerial Tram, Trafalgar Falls and Emerald Pools. As part of the assessment, the attractions received a report that summarized findings and presented recommendations and they also received a copy of the *Environmental Best Practices Reference Guide*.

The assessments were followed by a one and a half day “EMS Training Course for Green Team Leaders and Attraction Managers” in June 2004. A total of 22 persons participated in the training course, consisting of:

- 1) management and staff from the Forestry and National Parks Service in the Ministry of Agriculture and the Environment and the Ministry of Tourism, the two government departments who have joint responsibility for the Emerald Pools and Trafalgar Falls;
- 2) concessionaires who operate at the two public attractions;
- 3) the management and staff of the Rainforest Aerial Tram; and
- 4) 2 representatives from the STEP program operated from within the NDC.

According to the trainers, the participants expressed a high level of satisfaction with the content, delivery of the program and resource material received, however they felt the course should be a full two days. The participants received electronic templates and guidance materials that they will use to develop their EMS documentation and begin the data collection for Green Globe 21 benchmarking. The three attractions were then formally registered with GREEN GLOBE 21 for benchmarking, received their GREEN GLOBE 21 benchmarking CD and received multiple technical assistance visits during which the EMS documentation was reviewed and a data collection system for benchmarking was established. To date, the attractions are moving at a much slower pace than the hotels and will have to submit their benchmarking and organize for their certification visits on their own after the end of the project.

*Benchmarking Report (1) and Application for Green Globe 21 Benchmarking (1)*

PA formally registered Dominica for Green Globe 21 benchmarking by paying the US\$6000 fee and submitting a country description to GREEN GLOBE. The required data was then collected and submitted to Green Globe On October 6, 2004 in a report entitled *Green Globe 21 Benchmarking Report of the Commonwealth of Dominica*. On October 22, 2004, GREEN GLOBE reported that Dominica had been successfully benchmarked. The Benchmarking designation is good for one year and it makes Dominica the first Green Globe 21 benchmarked country in the world.

*Promotions Plan (1)*

After reviewing Dominica's current marketing plan and the marketing strategy being developed by the EU funded Eco-Tourism Development Program for possible areas of collaboration, PA developed a plan for the promotion of Dominica's achievement of eco-destination status that includes:

- summary of Dominica's eco-destination activities
- formulation of an internet promotional strategy;
- identification of key international trade fairs to market Dominica's achievement;
- research on US specialty markets;
- identification of key media for the promotion of Dominica's achievement; and
- distribution channels strategy for collateral materials in the US.

#### *Stakeholder Bulletins (4)*

PA developed a stakeholder bulletin template entitled "*Dominica Towards Green Globe 21 Certification*" in order to keep stakeholders informed on the program. PA prepared 4 stakeholder bulletins as follows:

- Issue 1, February 2004: Introduction to the Green Globe 21 program and Results of the Gap Analysis
- Issue 2, April 2004: Dominica's Earth Day Celebration, Coverage of a Washington Post article on Dominica, Dominica presented at a case study at the Green Globe conference in New Zealand
- Issue 3, July 2004: Coverage on the five hotels that have been successfully Green Globe 21 benchmarked
- Issue 4, October 2004: Coverage of the closeout workshop

The bulletin was disseminated to over 100 persons and organizations in Dominica both electronically and hard copy, include private sector, public sector and civil society. It is expected that the Ministry of Tourism will continue production of the bulletins.

#### *Data Collection System (1)*

PA prepared the *Green Globe 21 Data Collection Report of the Commonwealth of Dominica*, which serves as a tool to be used by the Community Authority and the Lead Agency of the Commonwealth of Dominica as they continue their efforts to improve environmental management under the Green Globe 21 Benchmarking and Certification Initiative for Dominica. The report details the sort and source of data that needs to be collected for each indicator as part of the Green Globe 21 benchmarking process.

#### *Closeout Workshop (1)*

PA convened a closeout workshop in Dominica on October 22, 2004 during which the Green Globe 21 program was officially transferred from PA to the Ministry of Tourism. The workshop included presentations as follows:

- by PA highlighting the achievements in Dominica under CHEMI
- by Ms. Cathy Parsons, Global Manager for Green Globe 21, providing an overview of Green Globe 21 and its programs, delivering the certificates for Green Globe 21 certification to the 4 certified Dominican hotels and announcing for the first time that Dominica had been successfully Green Globe 21 benchmarked.

USAID and the Ministry also made remarks and the public awareness campaign for the program was officially launched. There was also a technical session with the Community Authority .

*Public awareness pieces: informational bulletin (1), radio public service announcement (1), newspaper announcement (1)*

PA, with the assistance of subcontractor, Link International Production, produced the following public awareness pieces to communicate to the Dominica public the link between a clean environment, the tourism industry and a sustainable economy as well as to inform them about the Dominica Green Globe 21 program.

The public awareness pieces were:

- An 8-page media quick guide providing details on Green Globe 21 in general and specifically on the program in the Caribbean and in Dominica.
- A newspaper banner strip on the front page of the Dominica Chronicle, running from October 2004 to January 2005 presenting every week a different positive achievement by Dominica in the area of environmental management or sustainable tourism.
- A 30 second Radio public service announcement in Creole and English airing 6 times weekly from October 2004 through to January 2005.
- A 2 minute television public service announcement in a mix of Creole and English to be aired free of charge on the Government Information System. The TV PSA focused mainly on the issue of solid waste disposal and featured typical scenarios showing the direct and profound effects of individual actions on the natural environment and on tourism. The scenarios depicted children observing and commenting on bad local habits, reflecting on the end-results of these bad habits, and then deciding to take actions that will make a positive difference. Although the TV PSA was not a deliverable, PA felt that it would perhaps be the most effective and have the biggest effect on the public consciousness.

All the public awareness pieces featured the message of *“Dominica striving to be the first Green Globe 21 benchmarked and certified country in the World, Play your Part!”*

*Monthly meetings (6)*

Since the Community Authority was not constituted until August 2004, PA was only able to convene 3 meetings; two in September 2004 and one in October 2005.

#### **2.4 TASK 4: BUILD THE CAPABILITIES OF THE CARIBBEAN ALLIANCE FOR SUSTAINABLE TOURISM (CAST) TO PROVIDE SERVICES IN SUPPORT OF SMALL HOTEL ENVIRONMENTAL MANAGEMENT IMPROVEMENTS**

*Environmental Services and Sustainability Plan (1)*

PA began its work in July 2002 following the resignation of the CAST director. PA used the resignation as an opportunity to collect extensive data on CAST programs, survey CAST

constituent groups and review past needs assessments. In November 2002, PA presented to the CAST and CHA hierarchy first draft of the CAST Sustainability plan. The daylong presentation focused on a review of the situation analysis of CAST and the selection of the priority items for attention at CAST. Based on feedback received in that meeting, the situation analysis was further revised and in December 2002, PA presented the results to the CAST Governing Council. The situational analysis was further refined and became the basis of a business for CAST for 2003 – 2007. The final version of the business plan and budget was accepted by the CAST Governing Council at its annual general meeting in March 2003. The plan is focused on standardizing CAST programs and introducing 3 new fundraising programs.

*Priority CAST Organizational Development Improvements (3)*

Over the period April 2003 to March 2004, PA assisted CAST with the implementation of the following improvements:

1. Designing an information management system for hard copy and electronic information.
2. Standardizing the process for the CAST Technical Service Affiliates (TSA) program and re-launching it in Barbados during the SHEA auditor training course.
3. Assisting CAST with its presence at CHIC
4. Developing and launching its Friends of CAST fundraising program at Caribbean Hotel Industry Conference (CHIC)
5. Developing and running a focus group on its HELP – Hotel Environmental Leadership Program at CHIC
6. Reviewing new agreements for its Governing Council members
7. Designing its program for Environmental Walk-Throughs that are not part of CHEMI, i.e. those to be delivered by CAST on a commercial basis
8. Continuing to refine the Hotel Environmental Leadership Program (HELP)
9. Recruiting Conservation International – a leading environmental organization – as a new CAST Governing Council
10. Designing the new format for the CAST BroadCast and the new CAST stationery.
11. Recruiting a second CAST staff person – a program manager
12. Continuing the establishment of an information management system including the set-up and program design of Goldmine Database software.
13. Organizing a Jamaica in-country promotion of CAST and its new programs
14. Working on an agreement with Project Planet - line reuse cards that bears CAST name and the Caribbean Cares Logo.

15. Advising on a new agreement between Green Globe 21 and CAST.
16. Co-organizing the first Green Globe 21 ABC proficiency course in Barbados under the auspices of CAST.
17. Assisting with the redesign and relaunch of the CAST website.

*Database for hotel environmental performance monitoring (1)*

The hotel environmental performance-monitoring database is an information database that tracks the results from the Environmental Walk-Through, the Small Hotel Environmental Assessment and the Green Globe 21 benchmarking process. From this database which has been created in Excel, CAST can make conclusions and identify trends as to the performance of Caribbean hotels.

*Database for small hotel environmental, products, sources and resources (1)*

Instead of creating a static manual of suppliers, CAST and PA opted for a more dynamic Internet based system. The Green Marketplace runs off the CAST website and allows green suppliers to register their companies, place their logo and a link to back to their website and describe their offerings. This will be expanded to environmental resources such as organizations in the near future.

*Environmental Consultants Registry & Quality Assurance Program (1)*

PA assisted CAST in streamlining its Technical Service Affiliate (TSA) program. The program is a registry of consultants who have been selected by CAST based on various technical criteria and experience in the hotel sector in the region. The expectation is that these regional consultants or TSAs will serve as CAST representatives in the deployment of its environmental services such as the Environmental Walk-Throughs and the Environmental Assessments. The new program consists of a formal written agreement between the TSA and CAST that lays out the responsibilities of each party and the goals and objectives of the program. As part of the program, the TSAs are expected to continuously update their skills by participating in training courses and technical conferences. PA facilitated the first TSA meeting in June 2003 in Barbados where CAST had an opportunity to present the details of the program and solicit feedback from the TSAs. That meeting was held as part of the training course on the Small Hotel Environmental Assessment.

## **2.5 OTHER SUPPORTING ACTIVITIES**

The following supporting activities were undertaken in the implementation of this project:

1. PA representative, along with other STEP representatives, traveled to St. Kitts, on May 19-22 to present the STEP project and its components at the OECS Hotel and Tourism Development conference.

2. PA representatives traveled to Puerto Rico, May 14 – 22 to attend the Caribbean Hotel and Industry Conference. While at the conference, PA conducted a review session on the QTC program and made presentations at CHA Small Hotels Committee, the CHA Industry Standards Committee, Small Hoteliers breakfast and at the Caribbean Society of Hotel Association Executives meeting. Additionally, PA ran a session on “Steps to Greening your Bottomline” which was well attended. The initiative was highlighted at the CHA press conference and PA was interviewed on the project by Starcom news of Barbados.
3. PA and CAST traveled to Jamaica, July 23-29 to participate in the “Educators Symposium on Sustainable Tourism” and “First Annual Green Hotels Conference and Exhibition”, funded by USAID under its EAST project. The conference was a success and CAST and CHEMI got high visibility. There was a call for the Green Hotel Conference to become an annual event that is organized by CAST.
4. PA traveled to Grenada October 23 2002 to conduct a demonstration of an Environmental Walk-Through for a team of visiting USAID representatives. The demonstration took place at the Blue Horizons Cottage Hotel.
5. CAST traveled to Barbados to participate in the USAID Semi-Annual Results meeting where CAST and PA made a 15-minute presentation to the meeting.
6. PA in November 22<sup>nd</sup> 2002 met with representatives of Eenergy International Corporation in their capacity as contractors to the CARICOM Caribbean Renewable Energy Development Project. They were requesting information on potential deal flow in the hotel sector for renewable energy projects. PA shared the 2 previous reports that PA had prepared for USAID/Jamaica on financing for environmental improvements and informed them about the STEP Investment Fund and USAID renewable energy work.
7. CAST and PA in December 2002 met with the Small Grants Coordinator at the United Nations Development Program to investigate ways that CAST programs can be funded by the GEF Small Grants program. There was discussion of the possibility that the joint CAST-Caribbean Conservation Association-Caribbean Tourism Organization Blue Flag program could qualify for GEF funding but more research needs to be done on the matter.
8. PA and CAST attended a presentation by the CARICOM Caribbean Renewable Energy Development Project (CREDB) at the Caribbean Development Bank where presentations were made on the potential for renewable energy projects in the region and the proposed establishment of CREDB. PA also had subsequent meetings with a Mr. Christoph Menke from Projekt Consult, a contractor under CREDP to discuss potential hotelier interest in such a project and potential deal flow. PA also attended the opening ceremony of Project Steering Committee meeting of CREDB in March 2003.
9. PA met with Margaret Harris who was hired by The PANOS Institute to compile a guide for regional journalists on environmental issues in the tourism industry. This work is being conducted under the Caribbean Environmental Communications Initiative (CECI) also funded by USAID.

10. PA and CAST traveled to Jamaica in August 2003 to participate in the launching of the 4<sup>th</sup> phase of the USAID/Jamaica funded Environmental Audits for Sustainable Tourism. This opportunity was used to meet with the EAST project staff to plan for continued collaboration between EAST, CHEMI and CAST. CAST also used the time in Jamaica to travel to key tourism centers of Montego Bay, Negril and Ocho Rios to brief hoteliers on the new CAST programs.
11. PA attended a workshop in September organized by the Barbados Private Sector Trade Team that focused on providing the tourism sector with a basic understanding of the issues and the potential impact that on-going trade liberalization will have on the sector in the region.
12. PA participated in a USAID stakeholder meeting to review and comment on the USAID draft strategy 2005-2009.
13. CAST participated with CHEMI's assistance in the Barbados Green Expo in October 2003. The booth focused on demonstrating environmental best practices in action based on the Environmental Walk-Throughs that were conducted under the project.
14. PA traveled to New Zealand to present on the CHEMI experience at the Green Globe 21 Sustainable Tourism Conference in March 2004. The presentations were well received and were on the following: "Destination Management in the Commonwealth of Dominica- the experience of applying the Green Globe Community Standard to a nation" and "Sustainable Tourism in the Caribbean: The Experience of Small Hotels Implementing EMS".
15. PA attended a seminar on ISO 9000 Quality in Tourism Services and Hotels in March 2004. This seminar will provide further reinforcement in the implementation of EMS at the CHEMI hotels.
16. PA organized for 6 CHEMI hoteliers from the OECS to attend the USAID EAST project funded Green Hotels Conference and Educational Symposium held in Jamaica July 21-24, 2004. The funding for their participation was through the C-Tradecom Project funded by USAID/Jamaica CRP and implemented by CARANA Corporation.
17. PA met with the following persons during the life of the project to brief them on CHEMI and its activities:
  - a. Theresa Bradley, World Bank
  - b. Sustainable Tourism course led by Janice Cumberbatch at the Natural Resource Management Unit, Center for Resource Management and Environmental Studies, UWI
  - c. William Phelps, C-Tradecom project, Carana Corporation\
  - d. Cecil Miller, George Vincent, Kim Osborne, STEP, OAS
  - e. Lloyd Gardener, Megan Huth; Chemonics
  - f. Tom Wilbanks, Oak Ridge National Laboratory
  - g. Jeffery Miller, Regional Forestry/Environmental Advisor, USDA
  - h. Terrance Richards, International Catastrophe Solutions
  - i. Alison Saunders- Franklyn, Alison Saunders- Franklyn and Associates
  - j. Jocelyne Rankin, McGill University/Bellairs Institute

- k. Christoph Menke, Gerard Allen, GTZ
- l. Jeffery Miller, Regional Forestry/Environmental Advisor, USD
- m. Students from the Barbados Community College and Queens College

### 3. **PERFORMANCE MONITORING**

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The CHEMI activity contributes primarily to CRP Regional Strategic Objective for the Environment (RSO2) that is to improve environmental management by public and private agencies. The activity impacts primarily at the first two Intermediate Results and to the Indicators of accomplishment of those results, as described below:

<b>Intended Result</b>	<b>Indicator</b>
RSO2: Improved Environmental Management by Public and Private Entities	Number of organizations adopting best practices
<u>Intermediate Result #1</u> Increased Access to Best Environmental Management Practices	Number of organizations exposed to environmental information in the region
<u>Intermediate Result #2</u> Implementation of Improved Environmental Policies and Standards	Index of key policy and standards initiatives rating their progress toward implementation
<u>Intermediate Result #3</u> Strengthened Organizational Capacity to Finance Environmental Improvements	Number of organizations independently securing finance for environmental management activities.

PA has established targets and achieved results for each Intermediate Result (IR) relating to the strategic objective RSO2 as laid out in the table below. The table also links related project activities to each IR and means of verification. CHEMI has an impact only on IR1 and IR2 while STEP impacts on IR3 and hence is not reported in the table. The numbers reflected are primarily for the project target countries of Antigua & Barbuda, Barbados, Dominica, Grenada, St. Kitts & Nevis, St. Lucia, and St. Vincent and the Grenadines.

The baseline in the table below is based on either existing data that was verifiable or based on numbers that PA obtained during the pilot phase of this program (June 2001 – March 2002) under the Caribbean Regional Program buy in to the Environmental Audits for Sustainable Tourism (EAST) project. The data is based on CHEMI project activities only and does not include any data from the STEP coordinators due to lack of submitted data.

Intermediate Result	Performance Indicator	Related Project Activity	Baseline	2002 Results	2003 Results	2004 Results	Cumulative Results	Means of Verification
RS02: Improved Environmental Management by Public and Private Entities	Number of organizations adopting (at least one) best practices	Environmental Walk-Thoroughs	15	20	55	0	90	Completed environmental walk-through checklists
		Small Hotel Environmental Assessments	0	0	41	3	44	SHEA reports
		CAST Capacity-building	15	15	24	16	70	CAST membership inquiries and Green Hotel Award applicants
		<b>TOTAL</b>	<b>30</b>	<b>35</b>	<b>119</b>	<b>16</b>	<b>201</b>	
Intermediate Result #1: Increased Access to Best Environmental Management Practices	Number of organizations exposed to environmental information in the region	Toolkits	15	92	165	0	272	Toolkits distributed via completed Environmental Walk-Thoroughs
		STEP Resource centers/libraries	0	29	0	0	29	List of hoteliers using environmental libraries at the walk-in resource center
		Training Videos	0	0	240	65	305	CAST Green Wealth training video shown during on-property training; Distribution of CHEMI training videos
		EMS Training Courses	10	29	99	47	185	Participant list from 1 EMS course; on-property technical assistance
		Environmental Walk-Through	25	35	165	0	225	Hotels receiving CHEMI Walk-Thoroughs
		Small hotel Environmental Assessments	0	0	41	3	44	Hotels receiving CHEMI SHEAs

Intermediate Result	Performance Indicator	Related Project Activity	Baseline	2002 Results	2003 Results	2004 Results	Cumulative Results	Means of Verification
		CHEMI Project Briefings	0	122	356	0	478	Estimated numbers from CHIC, Green Expo, On-property site visits, project phone call briefings
		<b>TOTAL</b>	<b>45</b>	<b>225</b>	<b>1065</b>	<b>170</b>	<b>1538</b>	
Intermediate Result #2 Implementation of Improved Environmental Policies and Standards	Number of properties implementing an environmental policy and standard	Small hotels implementing EMS improvements & green certification	3	0	20	28	51	CHEMI properties working towards Green Globe 21 certification
			0	0	0	0	0	Properties working towards QTC certification
			0	0	2	1	3	Other properties working towards certification on their own but participating in some CHEMI EMS training
			<b>3</b>	<b>0</b>	<b>22</b>	<b>29</b>	<b>54</b>	
	Index of key policy and standards initiatives rating their progress toward implementation.	Hotel Adoption of Environmental Standards and Eco-destination certification initiatives	10%	15%	25%	100%	100%	An index based on completion of the following milestones outlined below.*

*Policy 1 - Adoption of environmental standards by small tourism enterprises to meet international market objectives and regional environmental certification objectives*  
Milestone 1 - Model environmental walk-through program tested in OECS countries and Barbados  
Milestone 2 - Model environmental management systems (EMS) assistance program developed for small tourism enterprises  
Milestone 3 - Environmental certification program for small hotels adopted by certifying institutions  
Milestone 4 - Model environmental standards adopted by small tourism enterprises  
*Policy 1 - Development of model ecodestination certification program for Caribbean (Dominica)*  
Milestone 1 - strategy for meeting defined environmental policy objectives of Dominica and certifying institution  
Milestone 2 - Donor and regional strategy for cooperation adopted  
Milestone 3 - "State of Environment" reporting system for Dominica established

#### 4. **INTERNATIONAL TRAVEL**

Below is a summary of international travel during the implementation of CHEMI.

	<b>Start Date</b>	<b>End Date</b>	<b>Consultant (s) Name</b>	<b>Purpose of Travel</b>
<i>2002 Travel</i>				
April 17	April 20	Barbados	Bill Meade Jeannelle Blanchard Jasmin Garraway Deirdre Shurland	Work planning & STEP Technical Team meeting
May 3	N/A	Barbados	Jeannelle Blanchard	Mobilization
May 19	May 23	St. Kitts	Jeannelle Blanchard	Presentation at the OECS Hotel and Tourism Development Conference
June 7	N/A	Puerto Rico	Deirdre Shurland	Mobilization
June 14	June 21	Puerto Rico	Jeannelle Blanchard Bill Meade	Presentation at the Caribbean Hotel and Industry Conference QTC Standards Review Meeting
June 28	June 30	Dominican Republic	Bill Meade	Presentation at the CAST Governing Council Meeting
July 8	July 19	Barbados St. Lucia St. Kitts/Nevis Grenada Antigua/Barbuda Dominica St. Vincent	Jeannelle Blanchard Deirdre Shurland	Walk-through briefings
July 23	July 29	Jamaica	Jeannelle Blanchard Deirdre Shurland	Presentations at the Green Hotels Conference, QTC review meeting
July 24	July 29	Jamaica	Andre Escalante, Peter Hurd, Bob Toth, Royston Hopkin, Berthia Parle, Leroy Lewis, Linda Harris, Richard Luperinacci	QTC review meeting
October 3	October 5	Dominican Republic	Deirdre Shurland	QTC meeting
October 10	October 11	Dominica	Jeannelle Blanchard	Task 3
October 23	October 24	Grenada	Jeannelle Blanchard	Environmental Walk-Through Demonstration
November 10	November 13	Barbados	Ezekiel Trimmingham, Ivor Jackson, Adelle Blair, Marie-Jose Edwards, heather Crawford, Deirdre Shurland, Paul Crawford, Andre Escalante, Frances Lum Young,	EWT Training Course

			Adolphus Small, Arlette St. Ville, Wendy Elliot, Edward Niles	
November 20	November 22	Puerto Rico	Jeannelle Balnchard, Bill Meade, Royston Hopkin,	CAST Sustainability Plan review meeting
November 24	December 1	St. Lucia, Antigua, St. Kitts/Nevis, St. Vincent, Grenada	Paul Crawford Wendy Walker- Drakes Melanie Brathwaite	First round of EWTS
December 2	December 4	Dominican Republic	Jeannelle Blanchard Bill Meade	Presentations at CAST governing Council meeting
December 8	December 11	Barbados	Deirdre Shurland Alex Titcombe	SAR Meeting
December 12	December 14	Dominica	Jeannelle Blanchard Bill Meade	Task 3: Meeting with the PS
<i>2003 Travel</i>				
January 14	January 18	Barbados	Deirdre Shurland	Work planning
January 16	January 17	Puerto Rico	Bill Meade	CAST Executive Committee meeting
February 2	February 9	Antigua	Heather Crawford	Second Round of EWTS
February 2	February 8	St. Lucia	Wendy Walker- Drakes	Second Round of EWTS
February 10	February 21	Grenada	Racquel Brown	Second Round of EWTS
February 4	February 5	St. Vincent & the Grenadines	Jeannelle Blanchard	EWT Promotions
February 9	February 12	St. Kitts and Nevis	Jeannelle Blanchard	EWT Promotions
February 12	February 14	Antigua and Barbuda	Jeannelle Blanchard	EWT Promotions
February 19	February 23	Puerto Rico	Jeannelle Blanchard	Task 4
March 3	March 16	St. Vincent & the Grenadines	Racquel Brown	Second and Third Rounds of EWTS
March 3	March 25	St. Kitts and Nevis Antigua and Barbuda	Paul Crawford	Second Round EWT, St. Kitts and Nevis Third Round EWT, Antigua and Barbuda
March 11	March 13	Dominica	Jeannelle Blanchard	EWT Promotions Meeting with the PS
March 19	March 21	Puerto Rico	William Meade Royston Hopkin	Presentation of updated draft of CAST business plan and budget
March 17	March 25	St. Lucia	Wendy Walker- Drakes	Third Round of EWTS
March 25	April 3	Grenada	Wendy Walker- Drakes	Third Round Of EWTS
March 28	March 30	Grenada	William Meade Jeannelle Blanchard	CAST Governing Council Meeting – Presentation of CAST business plan and budget

April 11	April 16	Puerto Rico	Jeannelle Blanchard	Task 4
April 22	April 26	St. Kitts and Nevis	Jeannelle Blanchard	CTO Sustainable Tourism Conference
April 29	May 9	Dominica	Miguel Baca	Task 3
May 1	May 3	Dominica	Jeannelle Blanchard	Task 3
May 4	May 8	Barbados	Hugh Cresser	Development of the 5 training videos identified in task order
June 3	June 13	Barbados	Patricio Gonzalez	Instructor for SHEA Auditor's Training Course
June 3	June 14	Barbados	Racquel Brown	Instructor for SHEA Auditor's Training Course
June 8	June 10	Barbados	Alyssa Johnson R. Danielle Knowles	CAST Technical Services Affiliate Meeting
June 8	June 12	Barbados	Ivor Jackson Andre Escalante Frances Lum Young Adolphus Small Daniilo Carranza	SHEA Auditor's Training Course/ CAST TSA Meeting
June 8	June 13	Barbados	Paul Crawford Thomas Meller	SHEA Auditor's Training Course/ CAST TSA Meeting
June 8	June 14	Barbados	Hugh Cresser Marie Jose Edwards Deirdre Shurland	SHEA Auditor's Training Course/ CAST TSA Meeting/ EMS Meeting
June 21	June 25	Dominican Republic	William Meade	CHIC
June 21	June 26	Dominican Republic	Jeannelle Blanchard Danielle Lorde	CHIC
June 27	July 3	Dominica	Ian Challenger	GG GAP Analysis/ Ecodestination Strategy – Task 3
June 28	July 2	Dominica	Miguel Baca	GG GAP Analysis/ Ecodestination Strategy – Task 3
June 29	July 2	Dominica	Jeannelle Blanchard William Meade	GG GAP Analysis/ Ecodestination Strategy – Task 3
July 6	July 24	Grenada	Racquel Brown Andre Escalante	SHEA
July 6	July 24	St. Kitts & Nevis	Paul Crawford Wendy Walker-Drakes	SHEA
July 6	July 24	Dominica	Melanie Brathwaite-Inniss	SHEA
July 6 July 9 July 13 July 16	July 9 July 12 July 14 July 18	Dominica St. Lucia St. Vincent Grenada	Mechelle Best	EM Best Practices Filming
July 7 July 9 July 14 July 17	July 9 July 12 July 14 July 18		Samantha Cooper Robert Davis	EMS Best Practices Filming
July 20	July 24	Dominica	Danielle Lorde	SHEA
July 28	July 31	Dominica	Mechelle Best	SHEA

August 4	August 5	Jamaica	Mechelle Best Samantha Cooper Robert Davis	EMS Best Practices Filming
August 6	August 8	Bahamas	Mechelle Best Samantha Cooper Robert Davis	EMS Best Practices Filming
August 7	August 14	Puerto Rico	Jeannelle Blanchard Danielle Lorde	CAST Institutional Strengthening
August 14	August 16	Jamaica	Jeannelle Blanchard	Launch of USAID funded Environmental Audits for Sustainable Tourism project (EAST IV)
August 14	August 21	Jamaica	Deirdre Shurland	1. Launch of USAID funded Environmental Audits for Sustainable Tourism project (EAST IV) 2. Meet with representatives of JHTA to introduce the new CAST programs
August 10	August 28	St. Vincent & the Grenadines	Mechelle Best	SHEA
August 10	August 24	St. Vincent & the Grenadines	Andre Escalante	SHEA
August 10	August 28	Antigua	Paul Crawford Wendy Walker- Drakes	SHEA
August 13	August 28	St. Lucia	Melanie Brathwaite- Inniss Marie-José Edwards	SHEA
August 24	August 28	St. Vincent	Patricio Gonzalez	SHEA
August 24	August 28	Union Island, St. Vincent	Danielle Lorde	1. SHEA 2. ½ Day EMS Training Session
August 28	September 2	Barbados	Paul Crawford	SHEA
September 2	September 6	St. Kitts	Mechelle Best Paul Crawford	SHEA
September 10	September 14	St. Lucia	Mechelle Best Marie-José Edwards	SHEA
September 24	September 30	Barbados	Racquel Brown- Thompson	EMS Workshop for CHEMI Consultants
September 25	September 28	Barbados	Marie-José Edwards	EMS Workshop for CHEMI Consultants
October 1 October 6	October 6 October 10	Grenada St. Vincent	Mechelle Best	EMS Support
October 1 October 6	October 6 October 11	Antigua St. Kitts & Nevis	Wendy Walker- Drakes	EMS Support
October 1	October 6	St. Lucia	Melanie Brathwaite- Inniss	EMS Support
October 6	October 9	Dominica	Danielle Lorde	EMS Support
October 13	October 17	Barbados	Racquel Brown- Thompson	GG 21 ABC Proficiency Course

October 13	October 17	Barbados	Marie-José Edwards	GG 21 ABC Proficiency Course
October 13	October 17	Barbados	Thomas Meller	GG 21 ABC Proficiency Course
October 12	October 20	Barbados	Deirdre Shurland	1. GG 21 ABC Proficiency Course 2. CAST Executive Committee Meeting 3. Green Expo
October 12	October 21	Barbados	Jennifer Dohrmann-Alpert	1. GG 21 ABC Proficiency Course 2. CAST Executive Committee Meeting 3. Green Expo
October 6	October 19	Barbados	William Meade	1. GG 21 ABC Proficiency Course 2. CAST Executive Committee Meeting 3. Review & plan for final phase of CHEMI project 4. Courtesy call to USAID staff
November 2	November 8	Antigua	Wendy Walker-Drakes Mechelle Best	SHEA/EMS Training
November 19	November 21	Barbados	Deirdre Shurland	USAID/Jamaica annual portfolio review meeting for its Caribbean Regional Program
November 24	November 25	Barbados	Marie Jose-Edwards	EMS workshop for CHEMI consultants.
November 30 December 5	December 5 December 11	Grenada St. Vincent	Mechelle Best	EMS support
December 1 December 8	December 6 December 16	St. Kitts Antigua	Wendy Walker-Drakes	EMS support
December 7	December 10	Dominica	Danielle Lorde	EMS support
December 8	December 10	Barbados	William Meade	Transition meeting with USAID
December 8	December 11	Miami	Deirdre Shurland	CLAA Conference Speaker on "Biodiversity in Tourism – Sustaining a Competitive Advantage for the Caribbean Basin"
December 10	December 13	St. Lucia	Jeannelle Blanchard	EMS Support
<i>2004 Travel</i>				
January 9	January 10	Puerto Rico	Jeannelle Blanchard	1. To attend CAST Executive Committee meeting. 2. To meet with CAST Director Ms. Deirdre Shurland to review and plan for the remaining deliverables
January 25	January 30	Dominica	Danielle Lorde	EMS support
January 26 February 1	February 1 February 7	Antigua St. Kitts & Nevis	Mechelle Best	EMS support
January 26 January 30 February 4	January 30 February 4 February 9	St. Vincent Grenada St. Lucia	Jeannelle Blanchard	EMS support

February 12	February 13	St. Lucia	Mechelle Best	EMS support
February 28	March 9	New Zealand	Jeannelle Blanchard Miguel Baca	To present papers at the Green Globe 21 Sustainable Tourism Conference in Kaikoura
April 12 April 16 April 20	April 15 April 19 April 24	St. Lucia St. Vincent Grenada	Jeannelle Blanchard	To provide on-property assistance to the CHEMI hotels in the area of Environmental Management Systems and data collection for GG 21 benchmarking.
April 12 April 17 April 25	April 16 April 24 May 1	St. Kitts and Nevis Antigua Dominica	Mechelle Best	To provide on-property assistance to the CHEMI hotels in the area of Environmental Management Systems and data collection for GG 21 benchmarking.
May 17	May 28	Dominica	Jeannelle Blanchard	To design the public awareness pieces for Dominica Green Globe 21
May 16	May 30	Dominica	Mechelle Best	To conduct three environmental assessments at Dominican attractions
June 7		United States	Jeannelle Blanchard	Demobilization
June 22	June 25	Dominica	Racquel Brown-Thompson	To conduct the EMS training course for general managers and attraction
September 21	September 24	Dominica	Miguel Baca	To conduct a workshop for the Community Authority
October 21	October 23	Dominica	Bill Meade	Closeout workshop
October 20	October 23	Dominica	Jeannelle Blanchard Miguel Baca Cathy Parsons	Closeout workshop
October 23	October 28	Barbados	Jeannelle Blanchard	Contract closeout

***APPENDIX A: MEMORANDA OF UNDERSTANDING***

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***APPENDIX B: LIST OF ENVIRONMENTAL WALK-THROUGH RECIPIENTS***

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