

A group of people are smiling and looking towards the camera. They are on a boat, with the ocean and a sunset sky in the background. The sky is a mix of blue and orange, with some clouds. The water is a deep blue. The boat's edge is visible in the foreground.

CAPABILITY DEVELOPMENT

**MONITORING,
EVALUATION, LEARNING
POLICY AND
FRAMEWORK**

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1. PURPOSE

The purpose of this policy is to detail SPTO's approach and commitment to monitoring, evaluation and learning as an organisation with the aim of strengthening outcomes and improving accountability.

2. HIGH LEVEL STATEMENT

SPTO uses a results-based approach to planning, monitoring, evaluation and learning. We understand that delivering measurable results is a vital part of effective development, and we are committed to strengthening performance management and improving the way we measure the achievement of our strategic objectives, as part of our process to achieve transformational change. In accordance with our values, SPTO is committed to the process of monitoring, evaluating and learning throughout the lifecycle of our organisational strategic plan, and the separate programmes, projects and activities that contribute towards our strategic goals and overarching vision.

3. OUR VALUES

SPTO holds at its core key values. These are specified in the organisation's strategic plan, and guide the organisation's work, including processes for monitoring, evaluation and learning. These values are:

Accountability – To our stakeholders

Partnership – Working as a team

Leadership – Setting the agenda for Sustainable Pacific Tourism

Integrity – Doing what is right

Commitment – Consistent delivery of our services

Professional – Being respectful and respected

4. A PACIFIC APPROACH

SPTO supports the *rebbilib* (akin to a roadmap) for the Pacific region to strengthen capacity for contextually and culturally appropriate monitoring, evaluation and learning to support improved governance and decision making.¹ We recognise that many approaches and instruments are western in origin and that this leads to initiatives, activities and processes often requiring Pacific Islanders to adapt and blend our ways of knowing and being to fit western approaches.

¹ SPC (2020) Pacific Monitoring, Evaluation and Learning Capacity Strengthening Rebbilib - For the Pacific. By the Pacific. With the Pacific. SPC

At the same time, we acknowledge that we must be fully accountable to our members and development partners, be understanding of their need to be accountable to their taxpayers, and adopt approaches for continual improvement for the benefit of our members.

In our efforts to monitor, evaluate and learn, we use the *talanoa* approach to gathering information and understanding alongside other methodologies, and will adopt aligned Pacific approaches as the *rebbilib* progresses.

5. ORGANISATIONAL THEORY OF CHANGE

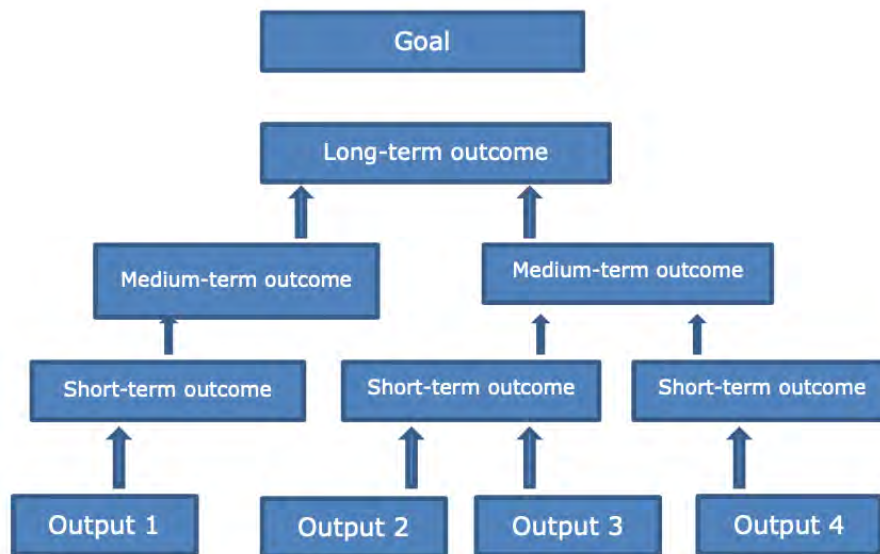
A 'theory of change' explains how activities are understood to produce a series of results that contribute to achieving the final intended impacts. It can be developed for any level of intervention – an event, a project, a programme, a policy, a strategy or an organization.... Sometimes the term is used generally to refer to any version of this process, including a results chain, which shows a series of boxes from inputs to outputs, outcomes and impacts, or a logframe, which represents the same information in a matrix.²

Each iteration of SPTO's strategic plan will encapsulate the organisation's theory of change, by clearly demonstrating the logic behind how activities will achieve particular results, which in turn contribute to higher level results and ultimately contribute to the overarching vision of the organisation.

The achievement of results is not a linear process. Several outputs may be needed to achieve a particular result. Where possible SPTO illustrates the theory of change diagrammatically, following for example, the New Zealand Ministry for Foreign Affairs and Trade results diagram format:³

² UNICEF (2014) Methodological Briefs, Impact Evaluation No. 2: Theory of Change

³ MFAT (2016) MFAT guidance on developing an Activity Results Framework



Monitoring and evaluation activities are based on this logic, with progress towards results being regularly monitored, and with regular evaluation of whether these results are contributing towards achieving strategic goals and ultimately SPTO’s vision. SPTO’s monitoring and evaluation activities feed into wider organisational learning to address weaknesses, improve results, and develop different strategies to better achieve goals.

6. ESTABLISHING INDICATORS

To enable effective monitoring and evaluation, through its planning processes, SPTO identifies indicators that are specific, measurable, achievable, relevant and time-bound (SMART). These indicators are the means by which achievement towards results are measured, and are integrated into the strategic plan, project plans and other plans, and the related monitoring and evaluation frameworks. SPTO acknowledges that there are additional characteristics that make a good indicator, including being clear, relevant, economical, adequate and monitorable (CREAM), that may also be taken into consideration.

Where practical, the current situation or baseline is established for indicators at the start of the strategic plan period, or at the start of any intervention that is being monitored. This baseline allows for progress to be meaningfully monitored from a documented starting point.

Where practical, a target is also established for indicators. The target is representative of the planned result being achieved. Progressive targets may be set across the lifecycle of the intervention.

SPTO recognises that achieving targets does not necessarily equate to achieving intended goals. Consequently, SPTO is conscious of the important role that monitoring and evaluation plays in assessing whether the achievement of targets is actually contributing to the achievement of desired higher results or outcomes, and ultimately contributing to the organisation’s vision.

7. IMPLEMENTATION

As a results-focussed organisation, SPTO recognises that plans are not implemented in isolation. All activities are undertaken in the context of ongoing performance management through data collection, monitoring and reporting, and ongoing improvement through evaluating and learning. SPTO is committed to implementation that achieves measurable results, and not the measuring of the completion of activities in and of themselves.

8. MONITORING

The continuous and systematic collection and analysis of information (data) in relation to a program or investment primarily for program management. Monitoring provides an indication as to the extent of progress against stated end of program or initiative outcomes. Monitoring focuses both on processes (activities and outputs) and outcomes and is usually done internally.

Through regular and systematic monitoring, SPTO tracks progress and performance towards planned results. Monitoring also allows for activities and approaches to be adjusted as circumstances change. Evaluation establishes the causes of results, planned or otherwise. The two activities are distinct, but closely related. Both are required for SPTO to learn from successes and failures, improve decision-making, and enhance outcomes for its members.

The guiding document for monitoring and evaluation is the Strategic Plan Monitoring, Evaluation and Learning Framework. This provides the overarching framework for monitoring progress towards the vision and goals established by the Strategic Plan. The Framework is accompanied by a Monitoring, Evaluation and Learning Plan which details the indicators which are to be monitored, and the targets to be achieved, as well as who is responsible for collecting the information.

SPTO recognises that where appropriate programme, project or activity plans should incorporate a plan that determines how that programme, project or activity will be monitored, such that evaluation and learning are possible, as well as accountability to members or specific donors. The Strategic Plan Monitoring, Evaluation and Learning Framework provides a template for developing plans to monitor any other programmes, projects or activities that SPTO conducts.

9. EVALUATION

The systematic and objective assessment of an ongoing or completed plan, programme, project, or other intervention. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program.

SPTO adheres to the internationally recognised and widely utilised evaluation criteria as laid out by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) in 1991 and as further defined and revised in 2002 and 2019.⁴

To this end, SPTO believes that all interventions should be relevant to the context, coherent with other interventions, achieve their objectives, deliver results in an efficient way, and have positive impacts that last.

SPTO follows the OECD's broad definition of the term intervention to refer to any effort to effect change, including and not limited to projects, programmes, technical assistance, policy advice, or other activity.

The criteria are as follows:

- Relevance: is the intervention doing the right things?
- Coherence: how well does the intervention fit?
- Effectiveness: is the intervention achieving its objectives?
- Efficiency: how well are resources being used?
- Impact: what difference does the intervention make?
- Sustainability: will the benefits last?

SPTO also subscribes to the principles set out by OECD to guide the use of the criteria, which in summary are:

1. The criteria should be applied thoughtfully to support high quality, useful evaluation. They should be contextualized – understood in the context of the individual evaluation, the intervention being evaluated, and the stakeholders involved.
2. Use of the criteria depends on the purpose of the evaluation. The criteria should not be applied rigidly or mechanistically. Instead, they should be covered according to the needs of the relevant stakeholders and the context of the evaluation.

Guiding questions are incorporated into monitoring, evaluation and learning plans in order to support evaluation.

A mid-term evaluation is undertaken for the strategic plan to ensure activities are resulting in progress towards intended outcomes, and enable the development of amended or alternative activities as required. A final evaluation is conducted to measure success throughout the lifecycle

⁴ Better Criteria for Better Evaluation: Revised Evaluation Criteria Definitions and Principles for Use. OECD/DAC Network on Development Evaluation (December 2019)

of the strategic plan and progress towards goals. The evaluation feeds into organisational learning and the development of the next iteration of the organisation's strategic plan.

Evaluations are more flexibly conducted for programmes, projects and other interventions, as requirements may be specified by key donors or development partners. As a minimum, all interventions, regardless of the period of implementation are subject to dynamic evaluation based on ongoing monitoring to ensure that the intervention is on track to deliver the intended results, with an end of intervention evaluation feeding into organisational learning.

10. LEARNING

The advancement of knowledge and understanding of what is working, what is not, and how to improve performance over time. It is about identifying lessons and about actioning these into learning and change.⁵

Monitoring and evaluation are not the end goal. It is the learning that results from these activities that is of prime importance and the implementation of that learning to change or improve existing activities, as well as the integration of that learning into future plans.

SPTO is committed to being a learning organisation. Making the time and space for reflection is important and is a collective activity. This contributes to the building of a shared understanding through individual teams and the organisation as a whole, builds institutional knowledge, and ensures different viewpoints are incorporated.

Monitoring, evaluation and learning frameworks identify opportunities for learning through the life of an intervention. SPTO holds at least one learning event annually convened by the Chief Executive in relation to progress towards the outcomes of the strategic plan. Team leaders are encouraged to hold separate and more regular learning sessions in line with the life cycle of projects and activities for which they are responsible.

11. RESPONSIBILITY

Responsibility for monitoring, evaluation and learning is necessarily shared amongst all team members, and forms an integral part of the culture of the organisation. However, SPTO recognises that monitoring and evaluation is a tool for organisational and team improvement and learning, not a basis for punitive action against team members if targets are not being met. Individual performance appraisal is a distinct and separate process to monitoring and evaluation.

As a regional organisation, overarching responsibility for SPTO lies with its Council of Ministers. A Board of Directors represents the interests of the Council and the membership, and provides regular strategic direction through twice-yearly board meetings. The Board is responsible for ensuring SPTO remains on track to deliver the goals of the strategic plan.

Implementation of the strategic plan and the accompanying monitoring, evaluation and learning framework is the responsibility of the Chief Executive, and appropriately delegated through the

⁵ SPC (2019) General Policies: Planning, Evaluation, Accountability, Reflection and Learning (PEARL)

leadership team. The Chief Executive is responsible for convening key monitoring, evaluation and learning meetings, encouraging ongoing evaluation, ensuring appropriate external evaluation, ensuring appropriate reporting to the Board, Council and wider membership.

A monitoring, evaluation and learning lead officer champions and coordinates processes in a distinct role or as incorporated into a team member's existing job description as funding allows. Monitoring, evaluation and learning focal points within each team support the lead officer. Key staff members are allocated sufficient time to fulfil the day-to-day collection of data and regular monitoring.

Team leaders and other team members may adopt a greater degree of responsibility for monitoring, evaluation and learning for projects and activities as appropriate.

12. PARTNERSHIPS

SPTO recognises that the achievement of its strategic vision is contingent on factors that are within the organisation's scope and many factors that are outside the scope and control of the organisation. SPTO consequently places a high priority on partnerships and cooperation with member countries, private sector members, other regional agencies, and development partners.

13. REPORTING

SPTO is committed to regular results reporting as a key component of its accountability to members. Progress reports are provided each quarter to the Board of Directors and an annual report is provided for all members. Reporting indicates progress towards planned results, and is based on quantitative and qualitative information gathered through the monitoring plan, with appropriate analysis and consequent proposals based on relevant learning.

High level reporting is provided against the strategic plan. Project reporting is also provided to relevant parties for as required under the funding terms of specific projects. Wherever possible reporting will be aligned.

A report card and rating system is used as appropriate to highlight progress and bottlenecks, and support the relevant parties in their decision-making.

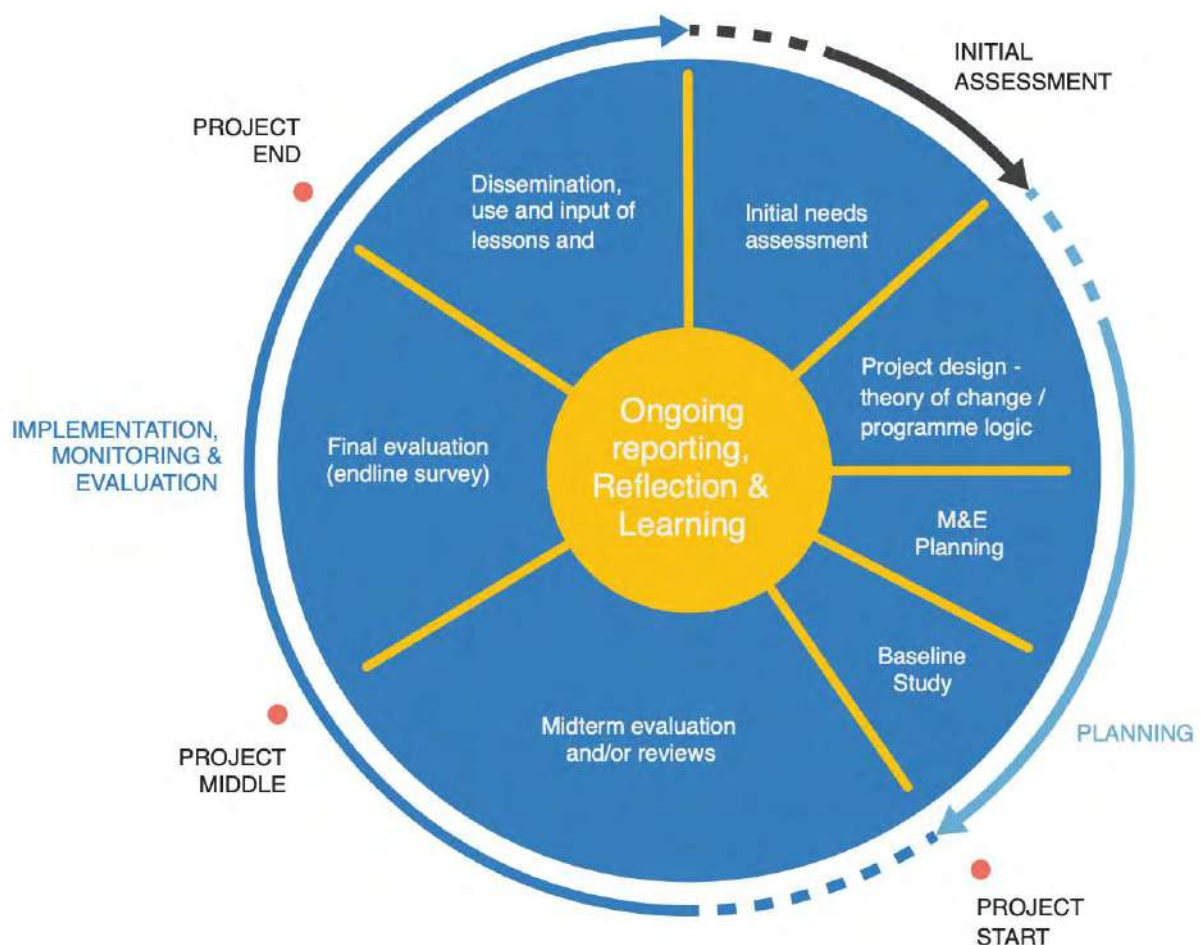
Where possible SPTO makes reports publicly available and seeks to share reporting products with members and externally through multiple communication channels. In addition to transparency and accountability, this also contributes to wider learning and reflection.

14. RESOURCING

Effective monitoring, evaluation and learning requires dedicated funds, time and human resources. SPTO is committed to ensuring the monitoring, evaluation and learning process is adequately resourced and planned. At the same time, SPTO recognises that this process and the associated reporting must be in proportion to the plan being implemented and not detract from delivery. Strategic monitoring, evaluation and learning is built into the core costs of SPTO and is conducted through the executive office. The level of resourcing for this process for programmes, projects and other activities is determined on a case-by-case basis.

15. THE MONITORING, EVALUATION, AND LEARNING CYCLE

SPTO recognises the cyclical nature of monitoring, evaluation and learning. The following diagram illustrates SPTO's approach and the integration of monitoring, evaluation and learning into programme, project or activity cycles. The Monitoring, Evaluation and Learning Framework and accompanying Plan describe and provide practical guidance for how processes and tools fit within this cycle.



16. POLICY REVISION

Any revision to this policy must be approved by the Board. Strict version control will be maintained. Each revised and approved version will be clearly signed and dated by the Chief Executive on behalf of the Board.



Pacific Tourism Organisation

Strategic Plan Monitoring, Evaluation, and Learning Framework and Plan

FINAL DRAFT COPY

Version control

Drafted: March 2021

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Signed by the Chief Executive:

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1. PURPOSE

The purpose of this framework is to provide guidance on how the Pacific Tourism Organisation Monitoring, Evaluation, and Learning Policy is to be implemented in order to support effective monitoring, evaluation and learning for the organisation.

2. SUMMARY

SPTO's 2020-2024 Strategic Plan provides a vision for sustainable tourism development in the Pacific and establishes the objectives, key strategic components and the priority actions to facilitate achievement of that vision.

As an organisation, SPTO is successful when it makes progress towards the vision through achieving what has been set out in the Strategic Plan.

In order to measure this success, monitoring and evaluation within SPTO is closely aligned to the Strategic Plan and its underlying Theory of Change which describes how activities contribute to the organisation's goals and ultimately the vision.

This framework should be viewed as an extension of the Strategic Plan, and provides a clear process, guidance and suggested tools for:

- tracking progress towards stated goals (monitoring),
- reviewing whether the proposed strategies and activities are effectively contributing to those goals (evaluation), and
- giving consideration to how future strategies and activities should be adapted (learning).

A Monitoring and Evaluation Plan is detailed in the final Annex. This Plan uses the framework to set out how monitoring and evaluation will be carried out during the life of the Strategic Plan.

The intention of this Framework and the accompanying Plan is to empower SPTO to gather and assess the necessary information to keep the organisation on track to deliver its goals.

3. A RESULTS-BASED APPROACH

As specified in the overarching policy:

“SPTO uses a results-based approach to planning, monitoring, evaluation and learning. We understand that delivering measurable results is a vital part of effective development, and we are committed to strengthening performance management and improving the way we measure the achievement of our strategic objectives, as part of our process to achieve transformational change. In accordance with our values, SPTO is committed to the process of monitoring, evaluating and learning throughout the lifecycle of our organisational strategic plan, and the separate programmes, projects and activities that contribute towards our strategic goals and overarching vision.”

SPTO’s 2020-2024 Strategic Plan describes what the organisation wants to achieve in the five years of the plan. Monitoring, evaluation and learning supports tracking progress against planned results. The aim of this results-based monitoring approach is to enable SPTO to answer the following questions:

- What are the goals of the organisation?
- Are those goals being achieved?
- How can this achievement be demonstrated?

The Strategic Plan establishes that as the lead agency, SPTO has overall responsibility for monitoring and evaluation of progress towards the outcomes of the plan through the evaluation of specified key performance indicators.

4. DEFINING SUCCESS: WHAT ARE SPTO’S GOALS?

5. MONITORING AND MEASURING PROGRESS

6. EVALUATING SUCCESS

7. CONTINUAL LEARNING AND IMPROVEMENT

8. REPORTING

9. ROLES AND RESPONSIBILITIES

10. INFORMATION AND KNOWLEDGE MANAGEMENT

11. MONITORING AND EVALUATION PLAN

12. RISKS AND MITIGATION IN RELATION TO MONITORING, EVALUATION AND LEARNING

The following table sets out the key risks that have been identified, along with proposed mitigation measures.

	Risk	Explanation of risk	Mitigation
1.	Insufficient financial resources	Finance is required for dedicated staff time, appropriate systems, and meeting costs. Without sufficient finance the system will not work.	Ensure monitoring, evaluation and learning is included in the annual budget, and within project budgets where additional MEL is required.
2.	Insufficient human resources	Dedicated staff time is essential for MEL to be prioritised and to be sustainable over time.	Ensure a team member has overall responsibility for MEL and can champion it within the organisation. Include MEL responsibilities in the job descriptions of specific staff members across divisions.
3.	Reporting detracts from delivery	Overly burdensome data collection and reporting can become the focus and detract from meaningful delivery of outcomes.	Work to ensure outcomes are measured through indicators, not activities such as number of reports written. Adopt a flexible approach and tailor monitoring and reporting to the available resources.
4.	Achieving targets does not result in intended outcomes	There is progress towards the target in the strategic plan, but the outcome is no closer.	Review the indicators to establish whether the correct thing is being measured. Review the activities and strategies and be open to changing them to achieve the desired outcome.
5.	Data is not collected	The systems are in place, but the information is not being collected.	Review roles and responsibilities. Review whether requests for information are too onerous or unclear.
6.	Data is not collated	Information is being collected, but it is not being systematically inputted or	Review roles and responsibilities. Review collection tools for functionality and ease of use.

		stored.	
7.	Data is not used	The data is there, but it is not being used to evaluate progress.	Review roles and responsibilities. Review ease of access and quality of information collected.
8.	Insufficient information	Not enough information is being received to be able to evaluate progress and report.	Maintain realistic expectations of what is possible. Explore why information is poor or absent. Review collection tools, whether the data being sought is readily available, and consider other ways to collect the data.

See separate attachment.

ANNEX 2: COLLECTION TOOLS AND OTHER FORMS OF INFORMATION COLLATION

Table listing monitoring tools, what they are used for, and related indicators

Tool	When is it used?	What is it used for?	Related indicators
Member survey	Annually	Collect qualitative and quantitative information from national and private sector members on progress and perceptions	<i>To be inputted once indicators are finalised following the strategic plan review</i>
Feedback survey	After training events, workshops, projects and other defined activities	Assess performance and relevance, measure impact and identify lessons for improvement	
Questionnaire and/or virtual poll	During activities, workshops or projects	Collect additional relevant information at the time of delivery. Can be used in place of questions in an annual survey or in a feedback survey	
Participant attendance record	Beginning of each activity (meeting, workshop, training)	Record numbers of people coming to training, workshops, meetings by sex, location, and other factor as may be appropriate	
Case studies and short stories	Throughout a programme or project	In depth, qualitative information to highlight an outcome in project reporting	
Key informant interviews	Infrequently as required	To get an in-depth understanding of SPTO's impact by interviewing key individuals e.g. chair, donor representatives, and Board members	

Management report to the board, using MEL report card and rating system	Quarterly	To report on progress towards strategic plan goals, and including updates on current and planned activities for board input and approval.	
Financial report	Monthly	To present financial information for divisions and project leads to facilitate decision-making and accountability	
Reflection and learning meeting outcomes	Annually	To document key learnings and build institutional knowledge	
Reflection and learning session outcomes	Quarterly	To document key learnings and build institutional knowledge	
Visitor arrival survey	Quarterly and annual	Collect information on visitor arrival numbers to provide market intelligence at the regional level	
Project reports	At the end of a project or more frequently as required	Collate and document project successes, outcomes achieved, and learnings	
Activity reports (may include project reports, mission reports, workshop reports, task briefs)	After or during an activity	Provides information on what happened, where, with who, issues and outcomes	
Register of contracts and partnership agreements	When any relevant formal agreement is made	Provides summary information on the number and types of agreement with other parties	

Campaign monitor / MailChimp analytics	Monthly	Provides a variety of data including usage, engagement, and location information	
Website analytics	Monthly	Provides a variety of data including usage, engagement, and location information	
Facebook analytics	Monthly	Provides a variety of data including usage, engagement, and location information	

Table listing other tools that collate information about SPTO's and related activities.

Tool	When is it used?	What is it used for?
CEO updates	Monthly	To collate key information to report to members and the Board
Chair's bulletin	Monthly	To encourage and remind board and other members to provide inputs
Work plan	Annual	To collate the planned activities for the year and their relationship to the strategic plan
Annual report, incorporating MEL report card and rating system	Annually	To report on annual progress towards strategic plan goals, collating quarterly updates, and detailing completed and planned activities.
Annual financial report and forecast	Annual	Accountability to board and membership
Board meeting outcomes	Twice yearly	Document decisions made and related feedback and guidance
Council meeting outcomes	Annually	Document decisions made and related

		feedback and guidance
Team meeting outcomes	Monthly	Document decisions made and related feedback and guidance
Pacific Pulse newsletter	Weekly	To keep members informed of developments around the region
Market Watch	Monthly	To provide members with regular market intelligence
Pacific Sustainable Tourism Newz Beat	Monthly	To share success stories, best practices as well as the latest developments

ANNEX 3: RESULTS MEASUREMENTS CALENDAR

The timing for measuring and reporting results through the monitoring and evaluation plan is integrated into the existing reporting framework.

Month	Meeting / Event / Deadline	Responsibility
January	Quarter 4 management report Annual Report	Team leaders Chief Executive
February		
March	Annual survey of members (tbc)	Research team
April	Quarter 1 management report	Chief Executive
May	Bi-annual Board of Directors Team learning session (tbc)	Chief Executive Team leaders
June		
July	Quarter 2 management report	Chief Executive
August		
September		

October	Quarter 3 management report Bi-annual Board of Directors Council of Ministers Meeting Annual Work Plan Member Annual Country Reports	Chief Executive Chief Executive Chair Chief Executive Members
November	Team learning session (tbc)	Team leaders
December	Annual learning workshop (tbc)	MEL lead

ANNEX 4: REPORT CARD EXAMPLE

Rating system

Icon						DD
Meaning	Very significant positive change	Significant positive change	Moderate positive change	Little to no change	Negative change	No rating

Strategic goal:

Reporting period:

Rating:

Changes to activities since last report and why:

[Inquiry questions]

What lessons have been learned that may affect future activities or should be factored into future planning?



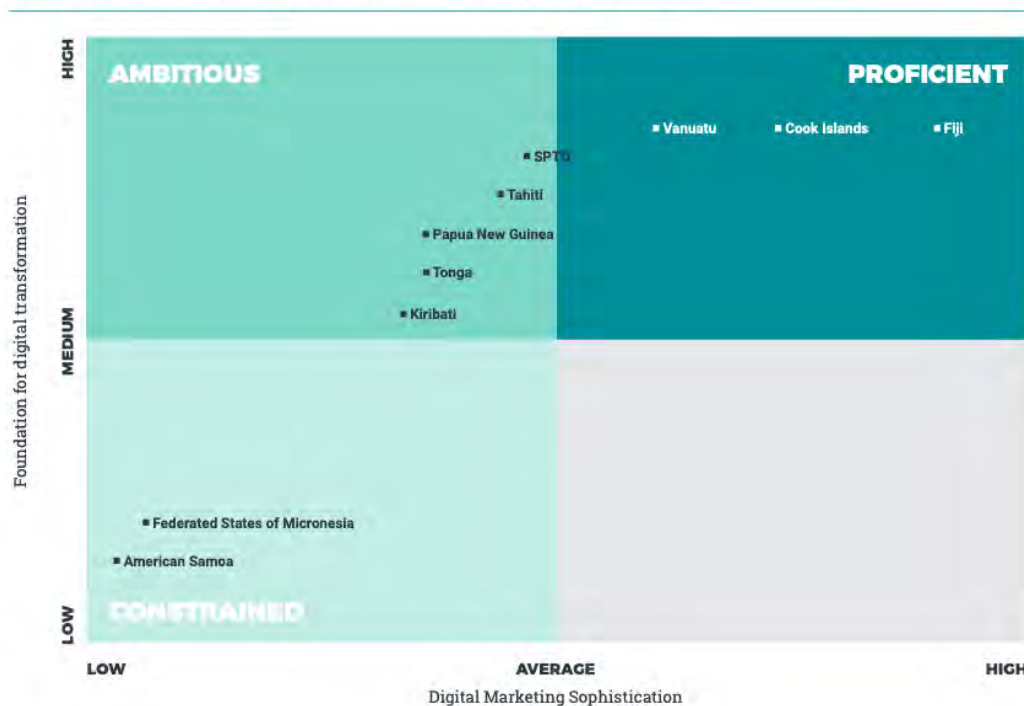
ANNEX 5: INTEGRATION OF RELATED REPORTS EXAMPLE

The *Digital Economy Tourism Initiative* report developed by Destination Think for SPTO provides a good example of how activities can feed back and relate to monitoring, evaluation and learning. Improving the digital proficiency of SPTO and its members is a goal within the Strategic Plan under Strategic Priority 1 related to marketing. As part of this work, the authors developed a rubric to measure digital proficiency, as extracted here (with examples from elsewhere in the world):

LEVEL 5 DIGITAL LEADERS	<ul style="list-style-type: none"> • Visit Flanders • Destination British Columbia 	These organisations have the highest level of commitment and competency. Their strategies and organisational structure are dedicated to digital marketing
LEVEL 4 DIGITALLY FOCUSED	<ul style="list-style-type: none"> • Tourism and Events Queensland • Destination Campbell River • Tourism Bay of Plenty • Hawai'i Visitor Authority 	These organisations are focussed on digital and run effective programmes. They often run digitally led strategies but haven't fully adapted all aspects of their organisation.
LEVEL 3 DIGITALLY PROFICIENT	<ul style="list-style-type: none"> • Tourism Whitsundays • Bermuda Tourism Authority • Aruba Tourism Authority 	These organisations run some strong individual channels based on the competency of some individuals or agencies, but they haven't fully committed to digital-first strategies.
LEVEL 2 DIGITALLY AMBITIOUS		These organisations are at the start of their digital journeys. They typically operate digital channels without much strategy or the right capabilities.
LEVEL 1 DIGITALLY CONSTRAINED		These organisations have barely started with digital marketing. These DMOs have foundational obstacles.

Through surveying members and using SPTO's internal knowledge, a number of members were mapped using this rubric:

Digital Sophistication vs. Digital Transformation Ability (self reported)



This report provides a means to measure progress against an existing indicator, and a very clear way of reporting. Such a survey could be completed every two years and change reported in the same way, thereby building this into the monitoring and evaluation framework.

Monitoring

The continuous and systematic collection and analysis of information (data) in relation to a program or investment primarily for program management. Monitoring provides an indication as to the extent of progress against stated end of program or initiative outcomes. Monitoring focuses both on processes (activities and outputs) and outcomes and is usually done internally.

Evaluation

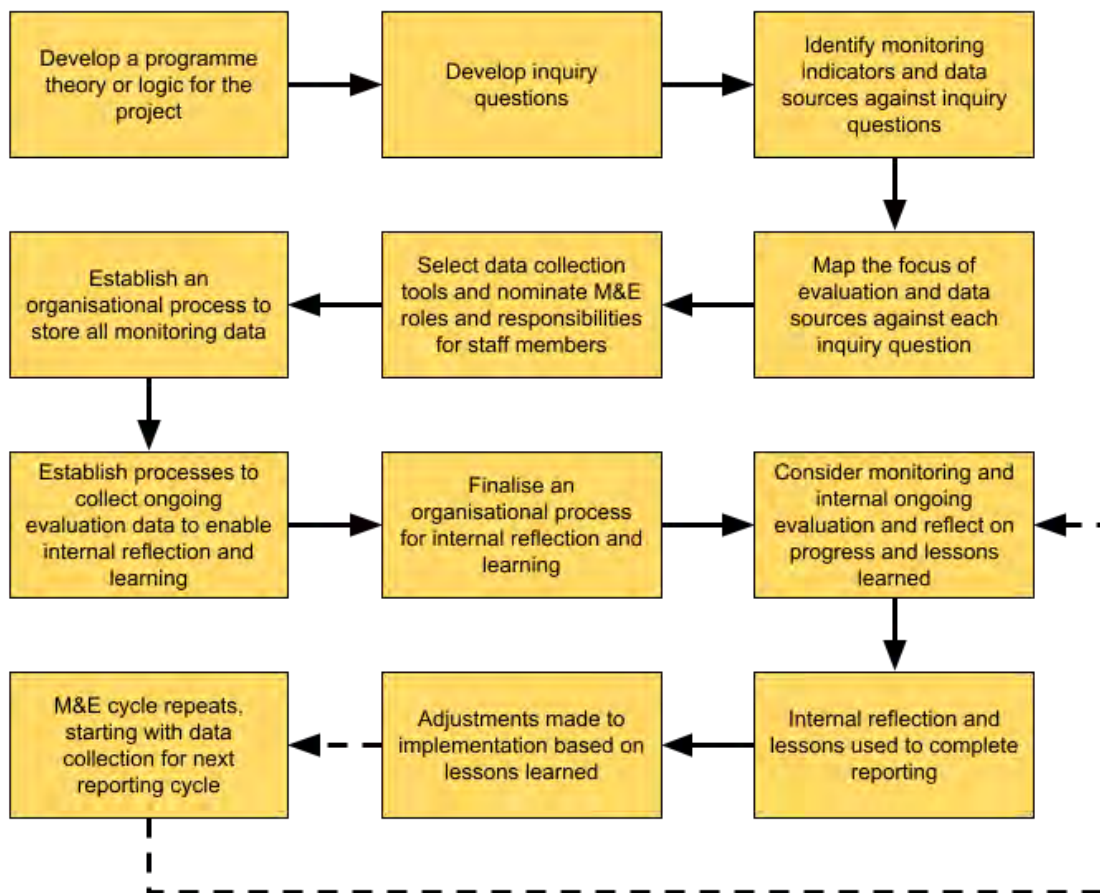
The systematic and objective assessment of an ongoing or completed plan, programme, project, or other intervention. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. Evaluation also refers to the process of determining the worth or significance of an activity, policy or program.

Learning

The advancement of knowledge and understanding of what is working, what is not, and how to improve performance over time. It is about identifying lessons and about actioning these into learning and change.

ANNEX 7: STEPS TO DEVELOP A MONITORING AND EVALUATION PLAN FOR PROJECTS

This Monitoring, Evaluation and Learning Framework is focussed on SPTO’s strategic plan. However, the same principles can be used for developing monitoring and evaluation plans for specific programmes or projects that are undertaken within the bounds of the strategic plan. The following diagram indicates the steps that can be taken to produce a monitoring and evaluation plan, and commence data collection, analysis and reporting.



ANNEX 8: ANNUAL SURVEY AND KEY INFORMANT INTERVIEW PROPOSED QUESTIONS

Annual survey, key informant interview, or other opportunities as they arise			
Indicator	Related to	Proposed question	Notes
% of members valuing the strategic goal positively	SP 1,2,3 IP 1,2,3,4	On a scale of 1 (not important) to 10 (extremely important), how important is SPTO's work to you in each of the following areas: <ul style="list-style-type: none"> → Marketing the Pacific to achieve sustainable tourism growth → Supporting sustainable tourism planning and development → Ensuring timely and quality statistics and research to support decision-making and policy development → Developing sustainable cruise shipping → Supporting investment in sustainable tourism products → Supporting air access improvements and expansion of air services → Strengthening tourism human resource development 	To be asked in an annual survey or could be split and board members could be polled on different goals across different meetings, accompanied by qualitative discussions
% of SPTO members actively using digital marketing platforms	SP 1 (x2)	What digital marketing tools do you regularly use?	
% of members responding valuing the digital marketing strategy positively	SP 1	On a scale of 1 (not important) to 10 (extremely important), how important is SPTO's digital marketing strategy to you?	
% of key informants who perceive planned outcomes as coherent	SP 1,2,3	In what ways does SPTO's work in the following areas fit with other work being undertaken in the region: <ul style="list-style-type: none"> → Marketing the Pacific to achieve sustainable tourism growth? 	KII only

		<ul style="list-style-type: none"> → Supporting sustainable tourism planning and development? → Ensuring timely and quality statistics and research to support decision-making and policy development? <p>Do you perceive any duplication or conflict?</p>	
% of key informants who perceive the Pacific brand to be highly visible in source markets	SP 1	<p>To your mind, to what extent is the Pacific brand visible in your source markets?</p> <ul style="list-style-type: none"> → Highly visible → Visible → Not visible enough → Not visible at all 	
# of members categorised as digitally proficient or higher as defined in the <i>Digital Economy Tourism Initiative</i> report	SP 1	[Refer to question framework in the <i>Digital Economy Tourism Initiative</i> report]	
Were there any unintended results (positive and/or negative) produced?	SP 1,2,3	<p>Can you provide any examples where there have been unintended positive consequences of SPTO's work?</p> <p>Can you provide any examples where there have been unintended negative consequences of SPTO's work?</p>	KII only
# of member countries that have included sustainability in their	SP 2 (x2)	Is sustainability included in your most recent National Tourism Development Plan? If not, is sustainable tourism included in any other strategies or plans?	

NTDPs # of NTOs providing a budget for sustainable tourism development		Are sustainability objectives within your NTDP allocated sufficient funds?	
# of sustainable tourism initiatives implemented by members	SP 2 SP 3	What sustainable tourism projects or programmes are you aware of within your country?	
% of members perceiving growth in sustainable tourism	SP 2	Do you perceive the demand for sustainable tourism products to be growing? Do you perceive there to be an increase in the number of businesses in your country integrating sustainability and offering sustainable products? Can you provide any examples?	These questions can be tailored to meet any other information needs
# of members implementing the Pacific Tourism Statistics Strategy	SP 2 (x2) SP 3	Are you aware of the Pacific Tourism Statistics Strategy? Have you implemented it?	
% of members reporting that they find regular research and statistical bulletins useful % of members that report	SP 3 (x2)	How useful do you find the regular research and statistical bulletins provided by SPTO? → Very useful → Useful → A little bit useful → Not useful at all	At longer intervals, this question could be asked for each newsletter or bulletin to assess its value to members

using evidence to support decision-making		How often does your office use research or statistical information provided by SPTO to support policy proposals or decision-making? Can you provide any example?	
% of key informants perceiving SPTO to be successfully representing members' interests	IP 1,2,3,4	<p>On a scale of 1 (Not at all) to 5 (Very well), do you believe SPTO represents your/its members' interests in the following areas:</p> <ul style="list-style-type: none"> → Developing sustainable cruise shipping → Supporting investment in sustainable tourism products → Supporting air access improvements and expansion of air services → Strengthening tourism human resource development 	KII only (but could include in an annual survey and use as a follow on question for all SP and IP areas to the importance/valuing question above)

ANNEX 9: MONITORING AND EVALUATION PLAN FOR THE SPTO STRATEGIC PLAN 2020-2024

Strategic Priority 1: Marketing the region

Goal: To market our unique Pacific region to achieve sustainable tourism growth

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Relevance						
Has SPTO contributed to the marketing needs of members being met?	% of SPTO members actively using digital marketing platforms	tbd	More than 50% of SPTO members are using online marketing	Annual survey Key informant interviews Training feedback forms	Marketing manager	<ul style="list-style-type: none"> ● Perspectives from members on the extent to which their marketing needs have been met ● Evidence of marketing impact
	% increase in audience engagement on digital platforms	tbd	At least a 20% increase in audience engagement	Online analytical tools (e.g. Google analytics, MailChimp analytics)	Digital marketing officer	

	# and types of marketing activities delivered	n/a	All planned activities delivered	Activity reporting	Marketing manager	
To what extent is the digital marketing strategy valued by members?	% of members responding valuing the digital marketing strategy positively	tbd	More than 50% of respondents value the digital marketing strategy	Annual survey Key informant interviews Training feedback forms	Research officer / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Perspectives from members on the extent to which digital marketing has been a priority
Is the strategic goal still suitable given the current regional and national context?	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	Marketing manager	<ul style="list-style-type: none"> ● Evidence of engagement by members ● Perspectives from members on the extent to which marketing and digital marketing remain central to their plans
Coherence						
How well do the planned outcomes fit with other programmes in the region?	% of key informants who perceive planned outcomes as coherent	n/a	n/a	Key informant interviews Board meeting outcomes	Marketing manager / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Perspectives from key members (Chair, Board members), key donors, and key partners, on the connections and interdependencies of marketing activities with other programmes
Effectiveness						

To what extent and in what ways has progress been made towards the goal?	% of SPTO members actively using digital marketing platforms	tbd	More than 50% of SPTO members are using online marketing	Annual survey Key informant interviews Training feedback forms	Marketing manager	<ul style="list-style-type: none"> ● Evidence of change ● Perspectives from trainees of their improved skills and application to their work ● Perspectives from SPTO team on amount and level of technical advice being requested
To what extent is the Pacific brand visible in source markets?	% of key informants who perceive the Pacific brand to be highly visible in source markets	tbd	70% of key informants who perceive the Pacific brand to be highly visible in source markets	Annual survey Key informant interviews	Marketing manager	<ul style="list-style-type: none"> ● Evidence of platforms being used ● Perspectives from members on brand recognition
To what extent are virtual events successful?	# of virtual trade shows that SPTO members participate in annually	n/a	SPTO members participate in at least two virtual trade shows per year	Event participant lists Event feedback forms	Digital marketing officer	<ul style="list-style-type: none"> ● Perspectives from members on usefulness of virtual events
Efficiency						
Were the required levels of personnel, skills, tools and	% of planned outputs delivered	n/a	Planned outputs fully delivered within time	Board reports	Marketing manager	<ul style="list-style-type: none"> ● Evidence of delivery of planned activities

equipment in place to support activities?			period			
Have activities been implemented on time and on budget	% of budget for outputs utilised	n/a	Budget fully utilised within time period	Financial reports Project specific financial reports	Finance manager	<ul style="list-style-type: none"> ● Evidence of overspend / underspend ● Perspectives from team members of resourcing and value for money
Impact						
In what ways are marketing activities achieving sustainable tourism growth?	# of members categorised as digitally proficient or higher as defined in the <i>Digital Economy Tourism Initiative</i> report	3 (Fiji, Cook Islands, Vanuatu)	At least 6 members are categorised as digitally proficient	Annual survey Key informant interviews Training participant lists Training feedback forms Activity reports	Marketing manager	<ul style="list-style-type: none"> ● Evidence of changing visitor numbers and links to marketing activities ● Evidence of growth in customers to known sustainable tourism products ● Evidence of a growing number of sustainable tourism products ● Perspectives from members on trends in sustainable tourism
Were there any unintended results (positive and/or negative) produced?	n/a	n/a	n/a	Key informant interviews Board meeting outcomes	Marketing manager	<ul style="list-style-type: none"> ● Evidence of any unintended (positive or negative) consequences
Sustainability						

<p>To what extent has digital proficiency been embedded in SPTO and NTOs?</p>	<p># of members categorised as digitally proficient or higher as defined in the <i>Digital Economy Tourism Initiative</i> report</p>	<p>3 (Fiji, Cook Islands, Vanuatu)</p>	<p>At least 6 members are categorised as digitally proficient</p>	<p>Annual survey Key informant interviews Training participant lists Training feedback forms Activity reports</p>	<p>Marketing manager</p>	<ul style="list-style-type: none"> ● Evidence of uptake of digital tools ● Perspectives from heads of NTOs on their team's skill set ● Perspectives from team members
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Strategic Priority 2: Sustainable Tourism Planning

Goal: To encourage and support sustainable tourism development in the Pacific through the coordination of targeted awareness and outreach, ingraining the principles of sustainable tourism planning and the development of strategic partnerships

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Relevance						
Have the sustainable tourism planning needs of SPTO members been met?	# of member countries that have included sustainability in their NTDPs	3 (Vanuatu, Cook Islands and Niue have dedicated sustainable tourism policies)	At least 9 PICs have included sustainability in their NTDPs	Annual survey Pacific Pulse newsletter	Research officer, annually	<ul style="list-style-type: none"> ● Evidence of sustainability measures being integrated ● Evidence of measures being resourced ● Evidence of a growing number of sustainable tourism products ● Perspectives from members on trends in sustainable tourism
	# of SPTO coordinated sustainable tourism projects and programmes on the ground	tbd	At least 2 regional and international partnerships have been secured to support national and local level	Activity reports	STRD, quarterly	

			sustainable tourism initiatives			
To what extent is sustainable tourism development and planning valued by members?	# of stakeholders engaged in dialogues and sharing learnings	tbd	tbd	Activity reporting e.g. workshop reports etc. Participant feedback	STRD, quarterly	<ul style="list-style-type: none"> ● Perspectives from members on whether sustainable tourism development and planning continues to be a priority for them ● Evidence of dialogue between members and partners relating to environmental protection and cultural practices, as well as disaster risk reduction ● Perspectives from members on alternative tourism development priorities
	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	Marketing manager / consultant for formal evaluation	
Coherence						
How well do the planned outcomes fit with other programmes in the region?	% of key informants who perceive planned outcomes as coherent	n/a	n/a	Key informant interviews Board meeting outcomes	STRD, quarterly / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Evidence of regional engagement and coordination, including cross-sectoral engagement ● Perspectives from key members (Chair, Board members), key donors, and key partners, on the connections and interdependencies of sustainable tourism planning

						with other programmes
Effectiveness						
To what extent and in what ways has progress been made towards the goal?	# of member countries that have included sustainability in their NTDPs	3 (Vanuatu, Cook Islands and Niue have dedicated sustainable tourism policies)	At least 9 PICs have included sustainability in their NTDPs	Annual survey Pacific Pulse newsletter	Research officer, annually	<ul style="list-style-type: none"> ● Evidence of changes at the national policy level ● Perspectives of members and other stakeholders on outcomes of events and initiatives ● Evidence of outcomes post-event
	# of sustainable tourism initiatives implemented by members	tbd	At least 5 countries have benefitted from awareness and outreach programmes	Event participant lists Event feedback forms Activity reports Annual survey Country Updates during Board Meetings		
Efficiency						
Were the required levels of personnel,	% of planned outputs delivered	n/a	Planned outputs fully delivered	Board reports	STRD	<ul style="list-style-type: none"> ● Evidence of delivery of planned activities

skills, tools and equipment in place to support activities?			within time period			
Have activities been implemented on time and within budget	% of budget utilised	n/a	Budget fully utilised within time period	Financial reports Project specific financial reports	Finance manager	<ul style="list-style-type: none"> ● Evidence of overspend / underspend ● Perspectives from team members of resourcing and value for money
Impact						
In what ways are sustainable tourism development activities achieving sustainable tourism growth?	# of NTOs providing a budget for sustainable tourism development	tbd	tbd	Annual survey Key informant interviews	STRD, annually	<ul style="list-style-type: none"> ● Evidence of changing visitor trends and links to marketing activities ● Evidence of growth in customers to known sustainable tourism products ● Evidence of NTO's financial commitment to sustainable tourism objectives ● Evidence of a growing number of sustainable tourism products ● Members' perceptions of trends in sustainable tourism
	% of members perceiving growth in sustainable tourism	tbd	60% of members responding perceive growth in sustainable tourism	Annual survey Key informant interviews	STD, annually	
Were there any unintended results (positive and/or negative) produced?	n/a	n/a	n/a	Key informant interviews Board meeting outcomes	STRD, annually / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Evidence of any unintended (positive or negative) consequences

				Outcomes from lessons learned and reflections events		
Sustainability						
To what extent is sustainability in tourism monitored?	# of members implementing the Pacific Tourism Statistics Strategy	tbd	At least 3 member countries implementing the PTSS	Annual survey Key informant interviews Activity reports	Research and Stats Team, annually	<ul style="list-style-type: none"> ● Evidence of progress to developing a statistical framework for sustainability in tourism ● Evidence of monitoring taking place ● Perspectives from heads of NTOs on the extent to which available data is utilised for decision-making and policy development

Strategic Priority 3: Research and statistics

Goal: To ensure timely and quality statistics and research is readily available to all tourism stakeholders to further aid strategic decisions, marketing and policy-making

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Relevance						
Have the research and statistical needs of national and private sector members been met?	# of member countries that regularly receive periodic data, research analysis and information	20	20 member countries that regularly receive periodic data and research analysis and information	Online analytics for use of RTRC Activity reports (records members provided with information)	Research and Stats Team, quarterly	<ul style="list-style-type: none"> ● Perspectives from members of improved harmonisation ● Evidence of information shared and member engagement ● Perspectives from members on use of information to inform decisions ● Evidence of inclusion of additional relevant key tourism indicators ● Perspectives from members on relevance and usefulness of information
	% of members that report using evidence to support decision-making	tbd	tbd	Annual survey Key informant interviews Case studies	Research and Stats Team, annually	

Is the strategic goal still suitable given the current regional and national context?	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	STRD, annually / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Perspectives from members on the extent to which research and statistical evidence provided by SPTO is a priority ● Perspectives on alternative providers of information
Coherence						
How well do the planned outcomes fit with other programmes in the region?	% of key informants who perceive planned outcomes as coherent	n/a	n/a	Key informant interviews Board meeting outcomes	STRD, quarterly / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Perspectives from key members (Chair, Board members), key donors, and key partners, on the connections and interdependencies of marketing activities with other programmes
Effectiveness						
To what extent and in what ways has progress been made towards the goal?	# of new tourism research and data partnership projects initiated	n/a	At least three internal and regional research and data partnership programs are developed and implemented	Activity reports	Research and Stats Team, quarterly	<ul style="list-style-type: none"> ● Perspectives from team members, membership, and partners of collaboration, including use of research and statistics by marketing team ● Evidence of identified common and new research and data needs ● Evidence of increased engagement from partners ● Perspectives from members on timeliness and quality of information ● Perspectives from members
	# of member countries that regularly receive	20	20 member countries that regularly	Online analytics for use of RTRC	Research and Stats Team, quarterly	

	periodic data, research analysis and information		receive periodic data and research analysis and information	Activity reports (records of members provided with information)		<ul style="list-style-type: none"> on usefulness ● Evidence of data on sustainability being gathered and published
	% of members reporting that they find regular research and statistical bulletins useful	tbd	At least 60% of members report finding regular research and statistical bulletins useful	Annual survey Key informant interviews	Research and Stats Team, quarterly	
Efficiency						
Were the required levels of personnel, skills, tools and equipment in place to support activities?	% of planned outputs delivered	n/a	Planned outputs fully delivered within time period	Board reports	STRD	<ul style="list-style-type: none"> ● Evidence of delivery of planned activities
Have activities been implemented on time and within budget	% of budget utilised	n/a	Budget fully utilised within time period	Financial reports Project specific financial reports	Finance manager	<ul style="list-style-type: none"> ● Evidence of overspend / underspend ● Perspectives from team members of resourcing and value for money
Impact						

In what ways are research and statistics activities achieving sustainable tourism growth?	# of members implementing the Pacific Tourism Statistics Strategy	tbd	At least 3 member countries implementing the PTSS	Annual survey Key informant interviews Activity reports	Research and Stats Team, annually	<ul style="list-style-type: none"> ● Evidence of improving data collection and quality of statistics ● Perspectives from members on trends in sustainable tourism
	# of sustainable tourism initiatives implemented by members	tbd	tbd	Annual survey Key informant interviews Activity reports	Research and Stats Team, quarterly	
To what extent are research and statistics providing an evidence-base for decision-making?	% of members reporting that they find regular research and statistical bulletins useful	tbd	At least 60% of members report finding regular research and statistical bulletins useful	Annual survey Key informant interviews	Research and Stats Team, quarterly	<ul style="list-style-type: none"> ● Evidence of research and statistics being used to make evidence-based decisions in marketing, allocation of funds, or policy ● Perspectives of team members on information usage
Were there any unintended results (positive and/or negative) produced?	n/a	n/a	n/a	Key informant interviews Board meeting outcomes Outcomes from lessons learned and reflections events	STRD, annually / Consultant for formal evaluations	<ul style="list-style-type: none"> ● Evidence of any unintended (positive or negative) consequences

Sustainability						
To what extent are research and statistical activities embedded within SPTO?	% of core budget allocated to research and statistics	tbd	tbd	Activity reports	Finance manager, annually	<ul style="list-style-type: none"> ● Perspectives from members on ease of use and types of tools used ● Evidence of standardised tools and their use by members ● Evidence that standardised tools have improved the quality of information collected

Innovative partnership 1: Cruise ship development

Goal: To develop sustainable cruise shipping in the Pacific

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Is the strategic goal still relevant given the current regional and national context?	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	Executive team, annually tbd	<ul style="list-style-type: none"> ● Perspectives from members on sustainable cruise shipping as a priority ● Perspectives from members on follow on activities to the Pacific Cruise Tourism Development Strategy
In what ways is SPTO partnering with others to ensure members' interests are represented?	# of partnerships formal or informal relating to the cruise sector # of forums attended relating to the cruise sector	tbd	tbd	Key informant interviews Activity reports (events attended, presentations made, discussions with partners, reports contributed to)	Executive team, annually tbd	<ul style="list-style-type: none"> ● Evidence that SPTO understands members interests in relation to cruise tourism ● Evidence that SPTO is actively working with partners in the cruise sector ● Evidence of increased employment opportunities for Pacific Islanders in cruise sector

<p>How successful is SPTO in representing members' interests?</p>	<p>% of key informants perceiving SPTO to be successfully representing members' interests</p>	<p>tbd</p>	<p>60% of key informants perceive SPTO to be successfully representing members' interests</p>	<p>Key informant interviews</p>	<p>Executive team, annually tbd</p>	<ul style="list-style-type: none"> ● Perspectives from key members (Chair, Board members), key donors, and key partners, on the development of cruise shipping, sustainable cruise shipping, and the wider sustainable tourism agenda, and broader socio-economic aims of member countries ● Perspectives from key informants on the cruise sector's resilience
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Innovative partnership 2: Developing and promoting investment and product development

Goal: To support investment in sustainable tourism products in the Pacific

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Is the strategic goal still relevant given the current regional and national context?	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	Executive team, annually tbd	<ul style="list-style-type: none"> ● Perspectives from members on investment in sustainable tourism products as a priority
In what ways is SPTO partnering with others to ensure members' interests are represented?	# of partnerships formal or informal relating to investment and product development # of forums attended relating to investment	tbd	tbd	Key informant interviews Activity reports (events attended, presentations made, discussions with partners, reports contributed to)	Executive team, annually tbd	<ul style="list-style-type: none"> ● Evidence that SPTO understands members interests in relation to investment and product development ● Evidence that SPTO is actively working with partners to attract investment

<p>How successful is SPTO in representing members' interests?</p>	<p>% of key informants perceiving SPTO to be successfully representing members' interests</p>	<p>tbd</p>	<p>60% of key informants perceive SPTO to be successfully representing members' interests</p>	<p>Key informant interviews</p>	<p>Executive team, annually tbd</p>	<ul style="list-style-type: none"> ● Perspectives from key members (Chair, Board members), key donors, and key partners, on effectiveness of SPTO ● Perspectives on competing priorities for investment in tourism
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Innovative partnership 3: Improving air access and route development

Goal: To support access improvements and expansion of Pacific air services

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Is the strategic goal still relevant given the current regional and national context?	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	Executive team, annually tbd	<ul style="list-style-type: none"> ● Perspectives from members on the importance of air access and route development and key challenges
In what ways is SPTO partnering with others to ensure members' interests are represented?	# of partnerships formal or informal relating to air access # of forums attended relating to air access	tbd	tbd	Key informant interviews Activity reports (events attended, presentations made, discussions with partners, reports contributed to)	Executive team, annually tbd	<ul style="list-style-type: none"> ● Evidence that SPTO understands members interests in relation to air access and the challenges involved ● Evidence that SPTO is actively working with partners

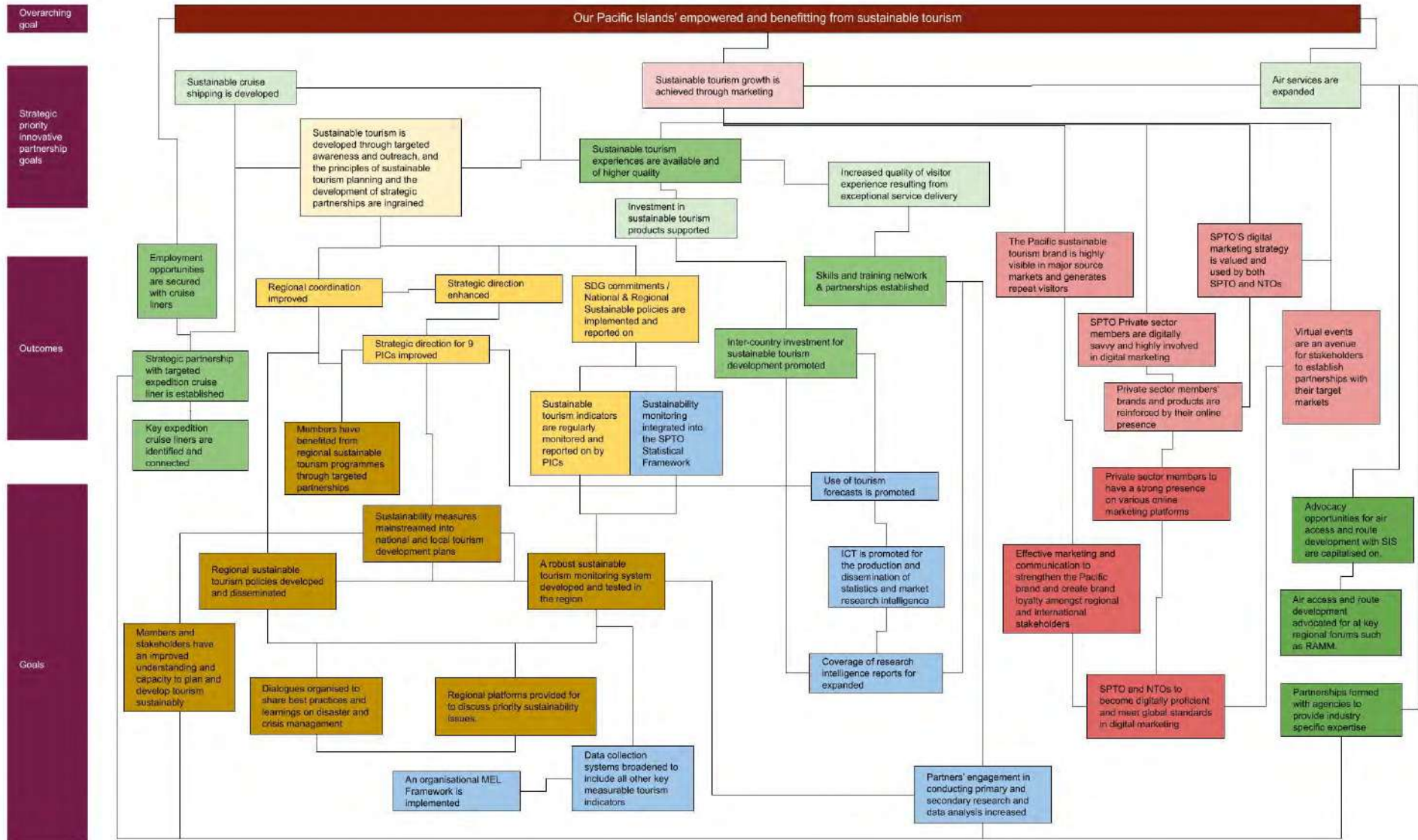
<p>How successful is SPTO in representing members' interests?</p>	<p>% of key informants perceiving SPTO to be successfully representing members' interests</p>	<p>tbd</p>	<p>60% of key informants perceive SPTO to be successfully representing members' interests</p>	<p>Key informant interviews</p>	<p>Executive team, annually tbd</p>	<ul style="list-style-type: none"> ● Perspectives from key members (Chair, Board members), key donors, and key partners, on effectiveness of SPTO in this area ● Perspectives on what role members expect SPTO to play in this space and relationship with sustainable tourism
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Innovative partnership 4: Developing and empowering our pacific people’s capacity

Goal: To contribute to the strengthening of tourism HRD by improving its quality, access and coordination across the region

Inquiry question	Indicators	Baseline	Target	How is information collected? What tool?	Who will collect the information? When?	Focus of evaluation
Is the strategic goal still relevant given the current regional and national context?	% of members responding valuing the strategic goal positively	tbd	At least 80% of respondents value the strategic goal positively	Annual survey Key informant interviews	Executive team, annually tbd	<ul style="list-style-type: none"> ● Perspectives from members on the importance of human resource development in tourism and key challenges
In what ways is SPTO partnering with others to ensure members' interests are represented?	# of partnerships formal or informal relating to human resource development in tourism # of forums attended relating to human resource development	tbd	tbd	Key informant interviews Activity reports (events attended, presentations made, discussions with partners, reports contributed to)	Executive team, annually tbd	<ul style="list-style-type: none"> ● Evidence that SPTO understands members interests in relation to human resource development, skills shortages, and the challenges involved ● Evidence that SPTO is actively working with partners

<p>How successful is SPTO in representing members' interests?</p>	<p>% of key informants perceiving SPTO to be successfully representing members' interests</p>	<p>tbd</p>	<p>60% of key informants perceive SPTO to be successfully representing members' interests</p>	<p>Key informant interviews</p>	<p>Executive team, annually tbd</p>	<ul style="list-style-type: none"> ● Perspectives from key members (Chair, Board members), key donors, and key partners on effectiveness of SPTO in this area ● Perspectives on what role members expect SPTO to play in this space and the relationship with sustainable tourism
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Key:

	Sustainable tourism planning
	Research and statistics
	Marketing
	Innovative partnerships

Assumptions:

Sufficient funds will be available during the period of the strategic plan for implementation.

National tourism bodies, as members of SPTO, will work in partnership and work to adopt and implement regional interventions and the national level.

Other regional organisations that also address tourism development will collaborate and work in partnership in support of the strategic goals.

Points of interest:

1. Almost everything filters through marketing
2. Almost everything filters through the sustainability lens
3. Research and statistics is a supporting function and consequently does not have an overarching goal.
4. Digital proficiency provides a good example how one result can impact and be a prerequisite for other results
5. Marketing goals and outcomes combined where there is little difference