

议程项目 15  
**多米尼加共和国提案：将联合国世旅组织  
非洲和美洲峰会（CAM-CAF）制度化  
以及建立南南合作机制**

A/26/15 rev.1  
Madrid, 15 September 2025  
Original: English

联合国世旅组织正走向绿色。全体大会所有文件均可在联合国世旅组织网站获得：<https://www.untourism.int/zh-hans>，或使用此处二维码。



**秘书处说明**

根据全体大会议事规则第 5（1）（i）条，多米尼加共和国请求将关于联合国世旅组织非洲和美洲峰会（CAM-CAF）制度化以及建立南南合作机制的议程项目列入执行理事会第 124 届会议和全体大会第 26 届会议的临时议程。



决议草案<sup>1</sup>

议程项目 15

多米尼加共和国提案：将联合国世旅组织非洲和美洲峰会（CAM-CAF）制度化以及建立南南合作机制  
（文件 A/26/15 rev.1）

全体大会，

在审查了该提案后，

决定……

---

<sup>1</sup> 本文件为决议草案，关于大会最终通过的决议，请参考届会结束后发布的决议文件。

## I. 多米尼加共和国的提案

---

1. 2025 年 7 月 17 日，秘书处收到多米尼加共和国旅游部来函，提议将其关于联合国世旅组织非洲和美洲峰会（CAM-CAF）制度化和建立南南合作机制的提案纳入执行理事会第 124 届会议和全体大会第 26 届会议的临时议程（附件一）

\*\*\*

## **Annex I: Proposal by the Dominican Republic (original version in Spanish)**

---

### **Proposal for the Institutionalization of the UN Tourism Africa & Americas Summit (CAM-CAF) and the Creation of a Mechanism for South-South Cooperation**

#### **I. Executive Summary:**

This proposal aims to formally establish the CAM-CAF Summit as a key mechanism for high-level political dialogue between tourism authorities in Africa and the Americas, as well as for strengthening South-South cooperation between the Member States of both UN Tourism Regional Commissions. To this end, it proposes making the Summit an official event on the UN Tourism institutional calendar, along with the creation of a specialized Mechanism in the Regional Office in Brazil, which will be responsible for ensuring effective follow-up on commitments and coordinating cooperation actions in a structured manner.

The initiative responds directly to the mandates established in the Punta Cana Declaration (2024) and reaffirmed at the Livingstone Summit (2025), thus consolidating a sustained process of bi-regional dialogue aimed at transforming tourism into a strategic instrument for sustainable development. Previous experiences demonstrate not only a clear political will, but also the need for a robust institutional architecture to facilitate collaboration and compliance with agreements.

The proposed Mechanism, with institutional support from UN Tourism, will be tasked with operational monitoring of the commitments adopted by CAF and CAM Member States. Its functions will include coordinating successive editions of the Summit, administering a bi-regional marketplace to channel offers and requests for technical cooperation, and facilitating the formalization and implementation of agreements. It will also actively promote the exchange of knowledge and good practices, the establishment of strategic alliances with key actors from the private sector, academia, and civil society, and the use of monitoring and evaluation mechanisms to ensure transparency and continuous improvement.

The strategic vision envisages bi-regional governance with a rotating presidency every two years, supported by a coordinated network of inter-institutional and intersectoral alliances. Likewise, in view of the visionary leadership of the Dominican Republic in the conception and promotion of this bi-regional platform, the designation of the Dominican Republic to the Permanent Honorary Presidency of the UN Tourism CAM-CAF Summit is recommended. This designation is aimed at consolidating institutional continuity, ensuring strategic leadership and strengthening long-term political commitment to tourism integration between Africa and the Americas.

This proposal seeks to consolidate a horizontal, structured and sustainable cooperation model, which positions tourism as a catalyst for more inclusive, resilient and innovative development in both regions. Among the main expected results are: the consolidation of the CAM-CAF Summit as a permanent forum for political and technical dialogue, the full operation of the Coordination Mechanism, the implementation of the Marketplace for technical cooperation, the signing of strategic agreements, the execution of bi-regional pilot projects and the strengthening of institutional capacities. Together, these elements will contribute to positioning Africa and the Americas as strategic partners in the transformation of tourism into an engine of development adapted to the realities and aspirations of the Global South.

#### **II. Justification and Context**

This proposal is based on the commitments adopted by the Member States of the UN Tourism Regional Commissions for Africa and for the Americas during the First UN Tourism CAM-CAF Summit, held in Punta Cana, Dominican Republic, on 2-5 October 2024. This historic meeting marked a milestone in bi-regional cooperation with the adoption of the Punta Cana Declaration, a

strategic instrument that sets out a clear and ambitious roadmap towards the creation of a Mechanism for South-South cooperation as a pillar for boosting tourism as an engine for sustainable and inclusive development in both regions.

Far from being a merely symbolic document, the Declaration reflects a firm and shared political will between Africa and the Americas to deepen specialized technical exchange, attract sustainable investment, strengthen air and land connectivity, promote social inclusion in all its dimensions, boost creative industries linked to tourism, accelerate the digital transformation of the sector, and develop innovative tourism products with a transnational reach.

In line with this shared vision and in order to ensure the continuity and formality of these efforts, it is proposed that the UN Tourism CAM-CAF Summit be institutionalized as an official permanent biennial event. This space will allow for high-level political dialogue, promote rigorous technical exchange, and provide systematic follow-up on the commitments made. It will also provide a platform to assess progress, identify emerging challenges, and define joint strategic priorities for sustainable tourism and bi-regional cooperation.

As an operational pillar of this architecture, the creation of a CAM-CAF South-South Cooperation Mechanism is proposed, to be based at the UN Tourism Regional Office in Brazil. This Mechanism will play a key role in coordinating strategic actors, coordinating logistics for the biennial summit, and providing technical support for the implementation of agreements derived from the Punta Cana Declaration. This body is expected to facilitate policy alignment, mobilize resources, and strengthen institutional capacities in both regions.

The Mechanism is a structured and effective response to position tourism as a vector for social transformation, economic resilience, and environmental sustainability. Its establishment will make it possible to capitalize on synergies by promoting public-private partnerships, systematically exchanging best practices, identifying joint financing opportunities, and consolidating capacities at the national and local levels.

This initiative is part of the political commitment made by the Member States of Africa and the Americas to move towards a more solid and structured model of cooperation aimed at the continuous improvement of tourism policies, mutual technical learning, and the joint implementation of strategic actions. The aim is to build a common future for tourism, based on the principles of sustainability, innovation, responsible investment, quality education, and deep respect for the cultural and natural diversity of both continents.

It should be noted that this proposal gives continuity to the commitments made in Punta Cana and reaffirmed during the second summit held in Livingstone, Zambia. It also projects its implementation towards the third edition of the summit, scheduled to take place in Brazil in 2027, reinforcing its nature as a sustained and dynamic process of political dialogue and technical cooperation between the two regions.

With the institutional support of UN Tourism, this proposal is presented as a catalyst for innovation, regional integration, and territorial transformation. It is configured as a key platform for advancing toward effective, replicable cooperation aligned with the priorities of the Global South, promoting more inclusive, resilient tourism that is deeply connected to the realities of each territory.

### **III. Objectives:**

#### **General Objective:**

- ✓ To strengthen South-South cooperation in tourism between the Member States of the UN Tourism Regional Commissions for Africa and the Americas, through the institutionalization of a bi-regional mechanism for high-level political dialogue and the creation of a specialized technical structure to facilitate the design, monitoring, and

effective implementation of joint initiatives aimed at the sustainable development of the sector.

### **Specific Objectives:**

- Institutionalize the CAM-CAF Summit as a permanent biennial event, formalizing its frequency and format as the main mechanism for political dialogue between high-level tourism and South-South cooperation authorities in both regions, in continuity with the meetings held in 2024 and 2025.
- Establish a Mechanism specializing in South-South cooperation, attached to the UN Tourism Regional Office in Brazil, responsible for coordinating the follow-up to the agreements emanating from the Summit, facilitating the systematic exchange of good practices (including in the area of tourism education and training), managing technical cooperation initiatives, and strengthening the institutional capacities of Member States in sustainable tourism.
- Promote the exchange of knowledge and successful experiences, promoting the systematization and dissemination of public policies, strategies, and projects in areas such as sustainable tourism development, destination management, innovation, international promotion, investment attraction, and strengthening tourism resilience, based on lessons learned during previous summits.
- Promote the development of joint technical cooperation projects, identifying common challenges and strategic opportunities for both regions, with a focus on sustainability, digitalization, social inclusion, and territorial innovation, and promoting the implementation of initiatives aligned with the agreements signed and partnerships established within the framework of the CAM-CAF Summit.
- Consolidate a space for bi-regional political consultation, strengthening the coordination of common strategies on tourism between the Member States of Africa and the Americas, contributing to the formulation of joint positions in multilateral forums and reinforcing tourism diplomacy within the framework of structured, equitable and transformative cooperation.

## **IV. Components or Lines of Action**

### Component 1: CAM-CAF Bi-regional Governance

- Institutionalize the CAM-CAF Summit as an official, pluralistic, biennial mechanism for high-level political and technical dialogue between Africa and the Americas.
- Establish a bi-regional governance structure, with a rotating presidency every two years between the two regions, to ensure balance, co-responsibility, and continuity of the process.
- Create the CAM-CAF South–South Cooperation Mechanism, based at the UN Tourism Regional Office in Brazil, with an operational presence in both Africa and the Americas, to coordinate actions, provide technical assistance, and facilitate the fulfilment of commitments.
- Promote spaces for consultation through regular meetings between ministers, deputy ministers, and strategic actors in the tourism sector, aimed at decision-making and follow-up on agreements.

## Component 2: South-South CAM-CAF Technical Cooperation Exchange Platform

- Develop and implement an interactive digital Marketplace that operates as the official UN Tourism platform to facilitate the identification, publication, linking, and management of technical cooperation offers and requests between Africa and the Americas.
- Encourage participation in this cooperation exchange platform by CAM-CAF Member States, as well as strategic actors in the tourism ecosystem, including public agencies, private entities, academic institutions, international organizations, and local communities.
- Integrate advanced technological functionalities that enable the traceability of agreements, real-time monitoring of initiatives, the systematization of results, and the continuous evaluation of the impact and effectiveness of technical cooperation actions implemented under this mechanism.

## Component 3: Facilitation of the signing of CAM-CAF technical cooperation agreements

- Proactively identify opportunities for technical collaboration between countries in Africa and the Americas, prioritizing those aligned with the objectives of sustainability, innovation, and resilience.
- Support the negotiation and formalization of bilateral and multilateral cooperation agreements between CAM-CAF Member States.
- Facilitate effective coordination between technical teams to ensure the timely, coherent, and strategic implementation of established agreements.
- Promote the creation of multi-stakeholder partnerships between public, private, and academic entities, with an emphasis on transformative projects with high territorial impact.

## Component 4: Monitoring and Evaluation of CAM-CAF Cooperation

- Design and implement a robust monitoring and evaluation (M&E) system based on performance, impact, and sustainability indicators to measure the progress of technical cooperation between both regions.
- Establish participatory feedback mechanisms that facilitate the continuous improvement of bi-regional initiatives, promoting transparency, collective learning, and evidence-based adaptation.

## V. Key Actors and Strategic Partners

### Key Actors:

- **UN Tourism:** It will be responsible for leading the implementation of the bi-regional governance structure, coordinating the operation of the South-South Cooperation Mechanism, and facilitating the development of key tools such as the digital Marketplace and the monitoring and evaluation system. It will also promote coordination between public, private, and community actors, ensuring the technical and political coherence of initiatives and promoting the international visibility of bi-regional cooperation between Africa and the Americas.

- UN Tourism Member States in Africa and the Americas: They will constitute the political and technical core of the CAM-CAF process, taking an active role in defining priorities, formulating joint projects, and making strategic decisions. Their participation will be essential to consolidate the institutionalization of the Summit as a space for bi-regional consultation, as well as to ensure the effective implementation of the agreements reached. Through the rotating presidency and the designation of technical focal points, Member States will ensure co-responsibility, regional balance, and continuity of the process, strengthening tourism integration and South-South cooperation from a transformative perspective.

#### Strategic Partners:

- Regional and International Organizations: They will play a fundamental role as strategic allies in coordinating bi-regional technical cooperation, providing technical and financial support to priority projects within the framework of the CAM-CAF Summit. Their participation will make it possible to align initiatives with regional strategic frameworks and facilitate synergies with other multilateral platforms, promoting more integrated, coherent, and high-impact cooperation.
- International Cooperation Agencies: They will contribute to strengthening the institutional capacities of Member States by financing projects, providing specialized technical assistance, and transferring knowledge and good practices in sustainable tourism. Their experience in managing development programmes and their capacity to mobilize resources will be key to promoting transformative initiatives that respond to the common challenges of Africa and the Americas.
- Private Sector and Business Chambers: They will play an active role in revitalizing the technical cooperation ecosystem by participating in the digital Marketplace as providers and receivers of innovative solutions. Their involvement will help drive the digitalization of the tourism sector, encourage responsible investment in emerging and established destinations, and promote public-private partnerships aimed at sustainable development, competitiveness, and resilience in tourism in both regions.
- Civil Society Organizations: They will bring an inclusive and territorially rooted perspective to cooperation processes, promoting citizen participation, gender equality, youth, and cultural diversity in the design and implementation of projects. In addition, they will perform social monitoring and citizen oversight functions, contributing to the transparency, accountability, and sustainability of the actions promoted within the framework of the CAM-CAF Summit.
- Local Communities: They will be protagonists and direct beneficiaries of technical cooperation initiatives, playing a key role in the sustainable management of tourist destinations and the preservation of natural and cultural heritage. Their participation will ensure that projects respond to local realities and aspirations, strengthening inclusive territorial development and community empowerment as pillars of sustainable tourism in Africa and the Americas.

The incorporation of regional observers or permanent guests will also be explored, to contribute to enriching the bi-regional political and technical dialogue.

Regional and subregional cooperation platforms and networks—such as SICA, CARICOM, Mercosur, and the African Union, among others—will be key strategic allies in strengthening the CAM-CAF mechanism. Their formal coordination will generate institutional synergies, avoid



operational duplication, and leverage consolidated lessons learned in regional integration, tourism mobility, and technical cooperation.

## VI. Beneficiaries

The proposal to institutionalize the UN Tourism CAM-CAF Summit and create its bi-regional technical structure will generate tangible and sustainable benefits for various key actors in the tourism ecosystem in Africa and the Americas:

- UN Tourism Member States in Africa and the Americas: They will be the main beneficiaries, as they will have a permanent mechanism for political dialogue and South-South technical cooperation that will strengthen their institutional capacities, facilitate the design and implementation of innovative public policies, and promote greater regional coordination on sustainable tourism.
- Tourism Sector Companies: The private sector will benefit from a more conducive environment for investment, innovation, and the articulation of interregional strategic alliances. Through the Marketplace and technical cooperation agreements, companies will be able to access new business opportunities, knowledge transfer, skills strengthening, and market expansion.
- Local, Rural, and Coastal Communities: The initiative will have a direct impact on territories, promoting inclusive development through community tourism, the enhancement of cultural and natural identity, the creation of decent jobs, and community participation in tourism governance. Territorial equity and climate resilience will be prioritized, ensuring the participation of rural, border, coastal, and indigenous territories in all phases of the process: from the formulation of agreements to the execution of projects.

## VII. Expected Results

**RESULT 1:** Institutionalization of the CAM-CAF Summit and creation of a bi-regional governance structure.

Official recognition of the UN Tourism CAM-CAF Summit as a permanent, pluralistic, biennial forum for political and technical dialogue between Africa and the Americas, under the framework of UN Tourism. Establishment of a bi-regional governance structure with a rotating presidency every two years and creation of a CAM-CAF South–South Cooperation Mechanism, with operational headquarters in the UN Tourism Regional Office in Brazil and a functional presence in both regions. This Mechanism will assume the functions of coordination, monitoring, and implementation of the decisions emanating from the Summits.

**RESULT 2:** Launch of the CAM-CAF Digital Technical Cooperation Marketplace.

Design, development, and implementation of an interactive digital platform that operates as an official technical cooperation exchange platform between member countries. This Marketplace will allow for the registration, matching, and management of offers and requests for technical assistance in tourism. The platform will incorporate principles of transparency, traceability, and efficiency, integrating functionalities for monitoring agreements and results. Its active use will be promoted by Member States and key actors in the public, private, academic, and community sectors.

**RESULT 3:** Facilitation of the signing of Technical Cooperation Agreements.

Strategic identification of opportunities for technical cooperation between Africa and the Americas, promoting the signing of bilateral and multilateral agreements within the framework of

the Summits and through the digital platform. Technical support will be provided during the negotiation, formalization, and implementation of agreements, ensuring their operability and sustainability. Likewise, strategic alliances between public, private, and academic institutions will be promoted to strengthen bi-regional collaboration in priority sectors of sustainable tourism.

#### **RESULT 4: Monitoring, evaluation, and learning from CAM-CAF cooperation**

Development of a comprehensive monitoring and evaluation system that incorporates performance, impact, and sustainability indicators, with the aim of ensuring the effectiveness and accountability of the initiatives promoted. This system will include feedback and continuous improvement mechanisms, promoting a results-based management approach and collective learning.

### **VIII. Governance Structure**

<b>Level</b>	<b>Responsible Entity</b>	<b>Main Functions</b>
Global	UN Tourism – Headquarters	- Overall strategic oversight - Alignment with the global mandate - International visibility of the CAM-CAF mechanism
Regional	UN Tourism Regional Office in Brazil	- Institutional focal point for Latin America and direct link to headquarters. Responsible for coordinating the regional implementation of the CAM-CAF mechanism, in accordance with the legal framework of resolution 656(XXI).
Bi-regional political level	Permanent Honorary Presidency (Dominican Republic)  CAM-CAF Presidency (rotating every two years)	- Strategic oversight, vision, and legacy (Honorary Presidency) - Operational representation and rotating political leadership of the Summit (CAM-CAF Presidency)
Operational-technical	CAM-CAF Cooperation Mechanism based at the UN Tourism Regional Office in Brazil.	- Permanent bi-regional coordination - Technical implementation of lines of action - Monitoring of commitments - Marketplace and M&E management

### **IX. Functional Areas under the Cooperation Mechanism**

#### **1. Coordination of bi-regional governance**

- Effectively coordinate the CAM-CAF governance structure, ensuring its operational capacity, legitimacy, and institutional sustainability.
- Support the biennial organization of the CAM-CAF Summit, as an official forum for political and technical dialogue within the framework of UN Tourism.
- Facilitate institutional coordination between strategic actors in both regions, promoting collaborative and results-oriented governance.

#### **2. Management of the CAM-CAF Technical Cooperation Marketplace**

- Design, administer, and update the digital Marketplace, conceived as a bi-regional technical cooperation exchange.

- Facilitate the agile and efficient matching of technical assistance offers and requests, strengthening South-South cooperation.
- Promote active use of the platform by Member States, public and private institutions, academia, and community actors in the tourism sector.
- Incorporate technological features for monitoring agreements, documenting results, and evaluating impact, based on principles of transparency and traceability.
- Incorporate a virtual technical assistance system to support Marketplace users.

### 3. Coordination of Technical Cooperation Agreements

- Identify and promote strategic opportunities for technical cooperation in priority areas for sustainable tourism development.
- Facilitate the negotiation, formalization, and registration of bilateral and multilateral agreements, both during the CAM-CAF Summits and through the digital platform.
- Provide technical support for the execution of the agreements signed, ensuring their effective implementation and alignment with bi-regional objectives.
- Promote strategic alliances between public, private, and academic entities, consolidating South-South and triangular cooperation networks.
- Support the mobilization of financial and technical resources for the implementation of these agreements.

### 4. Monitoring, Evaluation, and Knowledge Management

- Implement a comprehensive monitoring and evaluation system with specific performance and impact indicators.
- Develop a CAM-CAF Bi-regional Tourism Observatory for data analysis and tourism intelligence between Africa and the Americas.
- Establish continuous feedback mechanisms to enable the adjustment and improvement of technical cooperation initiatives.
- Systematize results and document lessons learned key, generating useful evidence for decision-making and strategic planning.
- Disseminate knowledge, methodologies, and best practices derived from CAM-CAF cooperation, promoting their replicability and scalability.

## X. Tentative Budget and Financing\*

A tentative budget is proposed, distributed across three strategic lines, aligned with the key components of the CAM-CAF mechanism. The main items are detailed below:

<b>Lines of action</b>	<b>Estimated cost (USD)</b>
1. Operation of the Cooperation Mechanism (personnel, logistics)	
2. Design, development, and maintenance of the digital Marketplace	
3. Monitoring, Evaluation, and Knowledge Management System	
<b>TOTAL USD</b>	

To ensure the financial sustainability of the CAM-CAF mechanism, it is proposed to develop a diversified resource mobilization strategy that combines international cooperation funds, partnerships with multilateral agencies, and contributions from strategic partners. This strategy should include public-private partnership schemes and co-financing mechanisms to ensure the continued operation of the Cooperation Mechanism and the functioning of the digital marketplace.

## XI. Initial Timeline

Activity	Description	Estimated date
1. Request for inclusion on the agenda of the 124th Executive Council of UN Tourism - Nov. 2025	Submission of an official letter entitled “Proposal for the creation of a mechanism to strengthen South-South cooperation between the Member States of the Regional Commissions of Africa (CAF) and the Americas (CAM)”, at the request of the Dominican Republic in its capacity as Chair of the CAM.	<ul style="list-style-type: none"> <li>July 2025</li> </ul>
2. Finalization of the comprehensive technical proposal	Review and validation of the final document to be shared with Member States, including objectives, components, timetable, expected results, and governance structure.	<ul style="list-style-type: none"> <li>August 2025</li> </ul>
3. Official presentation of the proposal	Presentation by the delegation of the Dominican Republic during the 124th Executive Council of UN Tourism, with the aim of submitting the proposal for official consideration and requesting its inclusion in the UN Tourism Programme of Work for 2026-2027.	<ul style="list-style-type: none"> <li>November 2025</li> </ul>
4. Approval of the proposal	Approval of the proposal by the UN Tourism General Assembly, at the recommendation of the Executive Council, based on the consensus reached with Member States.	<ul style="list-style-type: none"> <li>November 2025</li> </ul>
5. Establishment of the CAM-CAF Cooperation Mechanism	Creation of the Mechanism based at the UN Tourism Regional Office in Brazil, responsible for coordinating the implementation of the mechanism.	<ul style="list-style-type: none"> <li>December 2025 – First quarter of 2026</li> </ul>
6. Development and activation of the Digital Platform for Technical Cooperation (Marketplace)	Design, pilot test, and launch of an interactive digital platform to channel offers and requests for technical cooperation among member countries.	<ul style="list-style-type: none"> <li>First half of 2026</li> </ul>
7. Establishment of strategic alliances and launch pilot projects	Signing of agreements with strategic partners (multilateral organizations, cooperation agencies, private sector) and implementation of demonstration initiatives.	<ul style="list-style-type: none"> <li>Second half of 2026</li> </ul>
8. CAM-CAF Summit under the new institutional mechanism	Organization of a high-level summit under the new institutional structure, with the participation of Member States and presentation of progress.	<ul style="list-style-type: none"> <li>2027 (date to be defined in coordination with Member States)</li> </ul>

## XII. Monitoring and Evaluation

The CAM-CAF mechanism will have a robust monitoring and evaluation system designed to measure the outputs, outcomes, and impacts of bi-regional cooperation. This system will be based on key indicators such as the number of projects implemented, agreements signed, meetings held, stakeholder participation, and impact on local communities.

It will also include specific tourism indicators, such as improvements in air and land connectivity, increased intra-regional mobility, diversification of sustainable tourism products, job creation, and improved socioeconomic conditions in beneficiary communities.

Participatory feedback mechanisms will be established to enable strategies to be adjusted and implementation optimized, promoting results-oriented management, collective learning, and sustainable tourism development in Africa and the Americas.

### Notes:

\*The tentative budget and financing will be developed in a subsequent phase in consultation with Member States and UN Tourism.

### Initial proposal for an evaluation system based on actions adopted

The implementation of the CAM-CAF bi-regional mechanism requires a solid, transparent evaluation system adapted to the particularities of South–South cooperation. This system has been designed as a strategic tool to measure performance, monitor the fulfilment of commitments, and promote continuous improvement in all dimensions of the mechanism.

Its purpose is twofold: to be accountable to Member States and strategic partners, and to strengthen institutional capacities through timely feedback, documentation of good practices, and the generation of evidence for decision-making. Through participatory methodologies, technological tools, and a clear indicator structure, it seeks to ensure that the actions undertaken contribute effectively to sustainable tourism development in Africa and the Americas.

The evaluation is designed as a comprehensive, continuous, and results-oriented process that will accompany each phase of implementation: from governance and coordination of agreements to knowledge management and digitization of technical cooperation.

### Objectives of the Evaluation System:

- A. Measure the performance and impact of CAM-CAF activities.
- B. Identify best practices, lessons learned, and areas for improvement.
- C. Ensure transparency, traceability, and accountability to Member States and partners.
- D. Inform strategic decision-making.

### Axes of Evaluation

Axis	Description
Effectiveness	The degree to which the expected results are achieved in each component.
Efficiency	Relationship between the resources used and the results achieved.

Sustainability	The likelihood that achievements will be maintained over time.
Relevance	Adequacy of activities to South-South cooperation needs.

### Indicators by Component

Component	Key indicators (examples)
Bi-regional governance	<ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Effective rotation of the presidency - Level of ministerial participation</li> </ul>
Technical Cooperation Marketplace	<ul style="list-style-type: none"> <li>• Countries registered on the platform</li> <li>• Agreements managed - Active users</li> </ul>
Technical Cooperation Agreements	<ul style="list-style-type: none"> <li>• Agreements signed and implemented</li> <li>• Strategic sectors covered</li> </ul>
Monitoring and knowledge management	<ul style="list-style-type: none"> <li>• Technical publications disseminated - Number of good practices systematized</li> </ul>

### Evaluation Periods

Type of evaluation	Frequency	Responsible
Process Evaluation	Quarterly	CAM-CAF Cooperation Mechanism
Interim Evaluation	Annual	Evaluation Committee with external support
Results Evaluation	Every 2 years	Independent consulting
Impact Assessment	Every 4 years	UN Tourism and academic partners

### Learning Management:

- Annual Evaluation Reports: to be shared with all Member States.
- CAM-CAF Webinars: presentation of findings and feedback opportunities.
- Knowledge Repository: with open access to reports, tools, and success stories.