

Preventing plastic waste in the seas of Central America and the Caribbean



MANUAL FOR IMPLEMENTING THE LESS PLASTIC GUIDE

Tools for preventing plastic consumption in the
tourism sector



Implemented by



In coordination with



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Tools for preventing plastic consumption in the tourism sector

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Globally, packaging represents over half of the plastic products that are manufactured. A large percentage of these materials is only used for a short period of time and then discarded. Unfortunately, a significant amount of their waste ends up scattered in cities and ecosystems, affecting living beings, infrastructure, historical sites, and tourist destinations.

This situation calls for radical changes in the way we interact with plastic, but it also presents significant opportunities to innovate and improve the goods and services we currently produce.

With the implementation of the Less Plastic Guide, we invite all interested companies to join in adopting the principles of the circular economy to enhance competitiveness and service quality, while also protecting our oceans and freeing them from plastic.

Thank you for being part of this great effort!

CONTENTS

I. ABOUT THIS MANUAL	6
II. ABOUT THE LESS PLASTIC GUIDE	7
2.1 Background of the Guide	7
2.2 Approach of the Guide	7
III. STEP 1 – IDENTIFY	9
3.1 Undertake the commitment	9
3.2 Kick-off meeting	9
3.3 Identification of plastic products	10
3.4 Baseline and Monitoring Digital tools	14
IV. STEP 2 – MEASURE	18
V. STEP 3 – PRIORITIZE	24
5.1 First Screening: Regulations	24
5.2 Second Screening: Baseline indicators in the Guide	25
5.3 Third Screening: Marine pollution	25
5.4 Fourth Screening: Operation	25
VI. STEP 4 – TAKE ACTION	28
6.1 Action Plan Development	28
6.2. Work team	29
6.3. Situational analysis	29
6.4 Vision	29
6.5 Objectives	30
6.6 Expected results	31
6.7 Action lines and strategies	31
6.8 indicators	32
6.9. Schedule	33
VII. STEP 5 – ASSESS	34
VIII. STEP 6 - COMMUNICATE	37
IX. REFERENCES	39
X. ANNEXES	40
ANNEX 1. Methodological proposal for the Application of Screenings during the prioritization process	

of plastic products	40
ANNEX 2. Methodological proposal for the development of an Action Plan	50
ANNEX 3. Action Plan Integration Matrix	62

I. ABOUT THIS MANUAL

Given the multiple and rapid changes in regulations for the handling and disposal of plastics - particularly the prohibitions - and with all the new product variants in the market, such as bioplastics, it is urgent to have tools that guide the service sectors in practices towards the prevention and responsible consumption of plastics. This will help reduce improper disposal and leakage of these materials into the environment.

Today, organizations in the tourism sector face a significant responsibility to implement good practices for reducing single-use plastic consumption and preventing their waste from ending up in the oceans.

In this regard, this document serves as a support tool for the implementation of the six steps proposed in the "Less Plastic Guide" (hereinafter referred to as the Guide). In it, the activities to be carried out during the process for each of the steps are explained. This document aims to provide an accessible tool to promote leadership among companies in the tourism sector in preventing plastic consumption.

About the target audience?

The Less Plastic Guide has been designed for any organization that aims to improve and innovate in its operations, creating a positive impact on the environment and society by transitioning towards a circular and responsible management of plastic. In this regard, the Manual will be useful for consultants and employees of hotels and organizations who will have the responsibility or initiative to implement the steps proposed in the Guide.

About its structure

The Manual provides the necessary information and instructions for the execution of the six implementation steps outlined in the Guide. The first section encompasses general information, the objectives it aims to achieve, and the steps that it comprises.

The subsequent sections provide a detailed action plan for each implementation stage. These outline the activities, objectives, and expected results that facilitate the proper execution of the first four steps of the Guide.

The final section includes Annexes that provide information about some of the instruments and tools used during the implementation process of the Guide.

II. ABOUT THE LESS PLASTIC GUIDE

2.1 Background of the Guide

The Less Plastic Guide was developed within the framework of the OLAS project, which was the result of a strategic partnership between LafargeHolcim and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. The GIZ worked on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

The updates to the Guide were carried out within the framework of the "Prevention of Plastic Waste in the Seas of Central America and the Caribbean (Circular Caribbean)" project, implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH in coordination with the Central American Commission for Environment and Development (CCAD) of the Central American Integration System (SICA), and with the Secretariat of Ecology and Environment (SEMA) of the State of Quintana Roo, Mexico. The project is funded by the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ).

2.2 Approach of the Guide

The Guide proposes a strategy to address excessive consumption of plastic products and contribute to the reduction of marine pollution through:

1. Efficient resource use within an organization
2. Reduction of plastic product consumption with the combination of strategies based on the waste management hierarchy
3. To undertake sustainable commitments according to the organization's capabilities



The purpose of the Guide is to provide a tool that **guides, accompanies, and supports** decision-making to assist organizations in the tourism sector in transitioning towards the prevention of plastic consumption and improved management of plastic products. This, in turn, enhances competitiveness and service quality while protecting the oceans.

In general, the plastics that are sought to be avoided are those that are banned, lack a market for recycling, are unnecessary for the operation of the organization, and are considered a risk for ecosystem and ocean pollution.

The six steps included in the Less Plastic Guide strategy are:

1. **IDENTIFY:** This involves taking actions to identify the type of plastic and its use in each of the operational activities and areas of the organization.

2. **MEASURE:** It establishes the count of the quantity of plastic items used by each area, in addition to the associated cost in money for each one.
3. **PRIORITIZE:** It involves making informed decisions about which changes to prioritize in order to maximize economic savings and minimize environmental impact.
4. **TAKE ACTION:** It refers to reducing the consumption of unnecessary plastics, as well as raising awareness among the staff and guests or customers of the organization about the substitution and/or elimination of plastics that do not add value to their experience.
5. **ASSESS:** This step involves monitoring and quantifying the impact of the changes made by comparing monthly, quarterly, semi-annual, or annual data with specific indicators of the achieved goals.
6. **COMMUNICATE:** This step includes the dissemination of the implementation actions and the achievements obtained in terms of the amount of plastic that has been eliminated, substituted, or reduced.

In the following sections, the methodological proposal for implementing each of the six steps is described.

III. STEP 1 – IDENTIFY

3.1 Undertake the commitment

This step involves identifying the plastic products that are used in each area of the organization. For its implementation, it will be necessary to carry out some preliminary activities to ensure that the context in which the work will be carried out is appropriate.

First and foremost, it is necessary to have the commitment of the management areas, as the implementation work will bring additional tasks to those already performed by the employees. While these tasks can be incorporated into routine operations, the initial exercise can be challenging when there is no explicit directive encouraging participation.

In that context, before beginning the identification activities, it is recommended to hold an initial meeting to officially communicate the commitment to the employees who will be involved in the process. In this meeting, the appointment of a person or team that will be responsible for the implementation exercise can be announced.

3.2 Kick-off meeting

During this initial stage, it will be necessary to identify the key stakeholders who will be involved in the implementation and determine how they are interconnected. In general, it is advised to classify the stakeholders into one of the following categories.

	What is their role?	Who represents it?
Implementation Coordinator	Will oversee implementing each of the steps of the Guide. Will coordinate with the other stakeholders to ensure the achievement of the objectives.	It is advisable for the person responsible for the sustainability or environmental conservation position in the organization takes on this role.
Supporting Areas	They will be responsible for executing actions for data recovery and generating strategies and lines of action.	Mandatory, the person in charge of procurement or who manages the acquisitions databases within the organization. It is also recommended that managers or supervisors from related operational areas being involved.

During the kickoff meeting, it is important to achieve the following:

- Confirm the commitment of the management team, who will assign the necessary responsibilities to the operational staff for successful implementation completion.
- Define the employees responsible for the implementation, preferably the individual who will oversee and coordinate the implementation actions of the Guide and serve as the liaison with other departments within the facility.
- Instruct all the staff involved that their participation is required, emphasizing the importance of sharing information regarding their respective areas and operational processes.

Stakeholders to call:

Primary stakeholders. To ensure a successful start of activities, the following individuals shall participate in this initial introduction meeting: the management team of the organization, the staff responsible for environmental matters, and the procurement or purchasing department. These areas will play a leading role during the implementation process of the Guide, and they will bear the greatest responsibility within the organization.

Secondary stakeholders. In addition to the attendance of the primary stakeholders, it is advisable to also have the staff responsible for each department within the organization (managers or coordinators) to attend to the meeting. By inviting them, the aim is to ensure that all departments are informed about the objectives of implementing the Guide and what will take place during this period. The above is important to ensure a better understanding of the work process, obtain the necessary information for the diagnosis, and promote co-creation of strategies and recommendations for the proposed changes in the Action Plan.

Once the interest and commitment to implementing the Guide have been communicated within the organization, the activities and technical work to identify the used plastic products can begin.

3.3 Identification of plastic products

Before starting this activity, it is important to understand that the use of plastic products is widespread in our societies, and literally, plastic products are everywhere.

With this preliminary reflection, it is recommended to go on a tour of all areas of the organization to record and take pictures of each area and product that is being identified. During this tour, it is important not to assume that it is already known which products are being used and where are being used. This allows for the opportunity to expand the listing of products to be assessed.

If the implementation is being carried out in a hotel, it is advisable to conduct the tour through the areas that guests have contact with, but also those areas where they do not, such as from

front desk to administrative or maintenance areas. Image 1 shows a flowchart with the proposed path for the information gathering process using the example of a hotel.

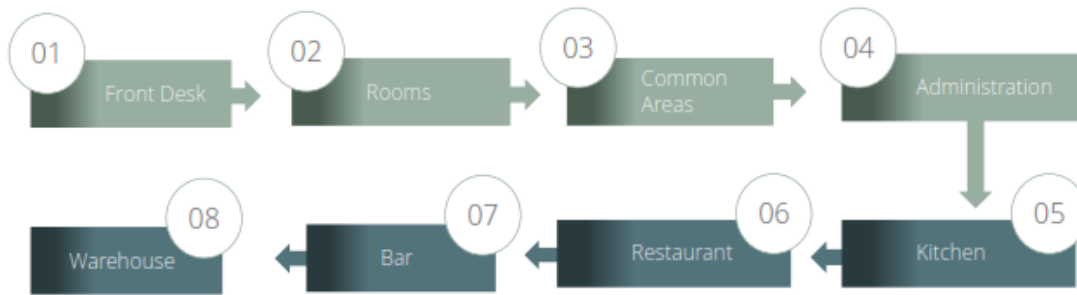


Image 1. Information gathering path in an Example Organization: A Hotel

While the order of the tour does not matter, what is important is to record each plastic product being used. Through this tour, it will become evident that plastic is one of the materials most commonly used during daily operations.

In this initial record, it is advised to include single-use and short-lifespan disposable plastics such as bottles, straws, stirrers, plates, disposable knives, spoons, and forks, disposable food containers, and others.

Additionally, it is suggested to include packaging or wrapping materials of products delivered by suppliers, as well as food or cleaning product containers. It is also recommended to include products for which the efficiency of use is to be reviewed, such as waste containment bags, pens, electronic cards, bracelets, etc.

Here are some examples of products that can be found in various areas of a hotel and are recommended to be included in the assessment:

Front Desk: <ul style="list-style-type: none"> · Bracelets · Electronic cards or keys · Pens · Masks 	Rooms: <ul style="list-style-type: none"> · Water bottles · Soft drinks bottles · Coffee capsules · Plastic cups · Small shampoo bottles · Hand soaps · Cotton swabs · Beauty kits for rooms · Toothbrushes · Plastic combs · Bags for waste containers · Laundry bags · Dry cleaning bags 	Common areas: <ul style="list-style-type: none"> · Waste bags
Management: <ul style="list-style-type: none"> · Water bottles · Disposable cups, plates, knives, spoons, forks, or food containers · Waste bags · Soft drinks · Pens · Masks · Alcohol gel containers 	Kitchen: <ul style="list-style-type: none"> · Food portion containers · Bags to store portions of food · Film plastic or vitafilm for food preservation · Disposable cups, plates, knives, spoons, forks, or food containers · Straws · Products such as soups, seeds, vegetables, fruits, and others that are packaged in plastic or procured in small portions, for example, a one-kilogram bag of rice. · Beverages or liquid products purchased in small portion containers, such as a one-liter orange juice. · Waste bags · Disposable containers 	Restaurant: <ul style="list-style-type: none"> · Disposable cups, plates, knives, spoons, forks, or food containers · Food disposable containers · Individually packaged condiments, sugar packets, coffee creamer cups, tea bags. · Straws
Bar: <ul style="list-style-type: none"> · Disposable cups, plates, knives, spoons, forks, or food containers · Food disposable containers 	Warehouse: <ul style="list-style-type: none"> · Food packaging · Beverage's packaging · Cleaning products packaging 	Event halls: <ul style="list-style-type: none"> · Disposable cups, plates, knives, spoons, forks, or food containers

- Individually packaged spices, sugar, coffee creamer, tea bags.
- Straws

- Room products packaging
- Packaging (...)

- Food disposable containers
- Individually packaged spices, sugar, coffee creamer, tea bags.
- Straws
- Balloons
- Party kit: masks, confetti, toys, etc.

Plastics are used during many activities in the day-to-day operation, Image 2 shows the photographic record of some of the products found in areas that have or do not have contact with the guest in a hotel.



Image 2. Identification of plastics in the areas of a hotel.

Once the listing of products has been gathered, the person in charge of procurement in the organization shall be requested to provide information related to the procurement of those products during the previous year prior to the implementation. This could cover a calendar year or the 12 months leading up to the implementation month.

The aim is to determine the total quantity of products purchased in a year, which will establish an ANNUAL CONSUMPTION BASELINE. Based on this information, the monthly average purchase per product can be estimated. This will be useful in setting a maximum monthly purchase limit for each product during the monitoring of the established objectives, ensuring sustainability of the actions.

The information to be requested from the procurement department regarding the identified products includes:

- Product name and characteristics
- Product identifier/Serial number/Code/Key within the organization's procurement system
- Type of packaging in which it is purchased
- Quantity of product per packaging
- Cost in money per packaging
- Quantity of purchased packaging

The information that the implementation coordinator shall gather is:

- Area where each product is used
- Type of plastic the product is made of
- Weight of the plastic product in kilograms

As an example, if we are analyzing the purchase of plastic water bottles, the required information is as shown in Table 1.

Table 1. Purchase Information for Generating the Baseline.

Product	Purchase characteristics
Organization Area	Rooms
Product name and characteristics	500 mL water bottle
Identifier No./Folio No./ Code / Product Key within the procurement system of the organization	Folio: ALL001
Type of packaging in which these are purchased	Box
Number of purchased packages	100
Quantity of product per package	500 bottles per box
Cost in money of each package	\$ 500.00 Mexican pesos
The type of plastic is made of	(1) PET
Weight of the product in kilograms	Weight of the bottle: 0.020 kg.

3.4 Baseline and Monitoring Digital tools

Once the tour for the recognition and data collection of the products used has been completed, the training on the use of the Baseline and Monitoring digital tools start. These tools are designed to assist in the recording of all the information during the implementation stages of the Guide and consist of an Excel tool and a Power BI tool.

It is advised that in this initial interaction with the Baseline and Monitoring digital tools (hereinafter referred to as the Excel and Power BI tools), first review the Excel file that builds the

database on plastic product consumption. In the following steps, review of the Power BI file that generates interactive visualizations of the data may be performed.



To understand how the Baseline and Monitoring digital tools work, the implementation coordinator shall refer to the document "User Manual for the Digital Tools of the Less Plastic Guide" and can also seek assistance from the tutorial videos provided as part of the Guide.

The sheets or sections of the Excel tool that shall be reviewed are:

- Presentation sheet. Contains the background of the Guide
- Instruction sheet. Contains a description of the content and functions of the sheets or sections of the Excel tool.
- Organization Information Sheet. Allows entering general information about the organization, as well as the setup of the following sheets according to the characteristics of the organization's areas and the products used in them.
- Record sheet. It is a user interface that allows entering information into the database.

Once these sections have been reviewed, it is important to understand how to enter information through the Organization Information sheet and the User Interface of the Record sheet. The following Images 3 and 4 show the structure of the Organization Information Sheet.

Organization Information							
ORGANIZATION				LOCATION		SUSTAINABILITY	
Organization	SunBreeze Hotel	Average monthly operation percentage	80	Country	Belize	Certifications awarded to the company	
Business sector of the company	Hospitality	Average length of stay (Hotels)	4 days	Municipality	San Pedro	The Company has any documents that contain the sustainability policy?	
Number of rooms/tables/other	200	Services offered	Hotel/Restaurant/Spa/Dive shop	Address			
Average guests per room/tables/other	3	No. of workers		Geographic location			
Key Project Indicators							
Main measurement parameters	In this cell, key indicators that are obtained as a result can be recorded, such as: Average plastic consumption by the company in a period, Annual expenditure on plastic products, and total generation of plastic waste in a period						
Secondary measurement parameters	In this cell, key indicators that are obtained as a result can be recorded, such as: Average plastic consumption per guest, room, annual procurement expenditure on plastic products per customer, room, table, tour, amount of waste generated per customer, room, etc.						

Image 3. Top section of the Organization Information Sheet.

DATA FOR THE REGISTRY				
ORGANIZATION AREAS	PLASTIC PRODUCT	TYPE OF PACKAGING	WASTE MANAGEMENT OF THE COMPANY	PLASTIC TYPE
Administration	Chlorine Bucket 45kg HTH	Roll	Recycle	(1) PET o PETE
Purchasing	Nursery Can 5 Gallon	Package	Reuse	(2) HDPE o PEAD
Laundry	Soft Xtra Star-Eco	Boxes	Decompose	(4) LDPE o PEBD
Restaurant	Builder C Star-Eco- C(60L)	Singles	Refuse	(5) PP
Bar	Sour Control Star-Eco	Drum	Refill	(3) PVC
Kitchen	Supreme Detergent Gal	Bulk	Reduce	(6) PS
Reception	Advacare		Donate	(7) OTHERS
Guest Rooms	Foca Soap Powder 5kg			
Diveshop	Crystal Btles 1 Ltr			

Image 4. Bottom section of the Organization Information sheet.

The Record Sheet is the interface that allows the entry of information about plastic products, Image 5 shows its structure. This interface retrieves the information that was entered in the previous section, the Organization Information sheet. The tutorial videos will explain the correct way to handle and enter information into it.

PLASTIC PRODUCTS RECORD

Identifier number	AH 001	Identifier number to search		SEARCH
Company areas	Administration	Number of purchased packages	34	?
Plastic product	Supreme Detergent Gal	Acquisition expenditure by packaging type	\$45.00	
Plastic type	(1) PET o PETE	Weight of the pastic product	0.070	
Packaging types	Singles	Management types	Recycle	
Quantity of product per package	1.00			

CLEAN

SAVE

MODIFY

DELETE

Image 5. Structure of the user interface in the Record sheet.

Once the user is familiar with using the Excel tool and have gathered all the necessary information about the plastic products, it is feasible to proceed to record each of them.

IV. STEP 2 – MEASURE

Once the information has been entered into the Excel tool, the Quantitative Analysis Sheet and the Indicators Sheet may be reviewed. The first one displays three tables summarizing the products consumed in the organization, the types of plastic they are made of, and the areas that consume the most. This information is presented on a monthly and annual basis. Images 6, 7, and 8 correspond to the Plastics Inventory, Plastic Types Inventory, and Organization Areas Inventory tables, respectively.

QUANTITATIVE ANALYSIS						
PLASTIC PRODUCTS INVENTORY						
PRODUCT	PRODUCT UNITS PER MONTH	MONTHLY WEIGHT (kg)	MONTHLY ACQUISITION EXPENDITURE	PRODUCT UNITS PER YEAR	ANNUAL WEIGHT (kg)	ANNUAL ACQUISITION EXPENDITURE
Laundry bag	2,500.00	65.00	13,500.00	30,000.00	780.00	162,000.00
Clear plastic bag 90 x 1.20 cal 400 25	500.00	10.50	2,500.00	6,000.00	126.00	30,000.00
Basket bag 50 x 56 cm 2000 pcs	12.00	48.00	3,240.00	144.00	576.00	38,880.00
Honey soap bag 30 g yuc-herbal 1/500	120,000.00	2,760.00	84,000.00	1,440,000.00	33,120.00	1,008,000.00
600 mL purified water bottle	560.00	28.00	636.00	6,720.00	336.00	7,632.00
Regular coffee bag in-room for/4 cups; box w/50 pk	18,000.00	117.00	3,525.57	216,000.00	1,404.00	42,306.84
Spices bag in-room for/4 cups; c/50 pk	4,000.00	23.20	10,800.00	48,000.00	278.40	129,600.00
65 mL amenity bottle for rooms	12,000.00	252.00	14,088.20	144,000.00	3,024.00	169,058.40

Image 6. Plastics Inventory

PLASTIC TYPES INVENTORY						
PLASTIC TYPE	PRODUCT UNITS PER MONTH	MONTHLY WEIGHT (kg)	MONTHLY ACQUISITION EXPENDITURE	PRODUCT UNITS PER YEAR	ANNUAL WEIGHT (kg)	ANNUAL ACQUISITION EXPENDITURE
(1) PET o PETE	178,528.00	2,142,336.00	3,547.30	42567.5712	\$ 391,432.33	\$ 4,697,187.96
(2) HDPE o PEAD	0.00	0.00	0.00	0	\$ -	\$ -
(4) LDPE o PEBD	38,188.00	458,256.00	674.58	8095.008	\$ 124,734.20	\$ 1,496,810.40
(5) PP	19,500.00	234,000.00	204.75	2457	\$ 96,486.00	\$ 1,157,832.00
(3) PVC	0.00	0.00	0.00	0	\$ -	\$ -
(6) PS	0.00	0.00	0.00	0	\$ -	\$ -
(7) OTHERS	0.00	0.00	0.00	0	\$ -	\$ -
Total	236,216.00	2,834,592.00	4,426.63	53,119.58	\$ 612,652.53	\$ 7,351,830.36

Image 7. Plastic types of inventory

HOTEL AREAS INVENTORY						
HOTEL AREAS	PRODUCT UNITS PER MONTH	MONTHLY WEIGHT (kg)	MONTHLY ACQUISITION EXPENDITURE	PRODUCT UNITS PER YEAR	ANNUAL WEIGHT (kg)	ANNUAL ACQUISITION EXPENDITURE
Laundry	2,500	30,000	65.00	780.00	\$ 13,500.00	\$ 162,000.00
Rooms	180,440	2,165,280	3,844.70	46,136.45	\$ 236,788.25	\$ 2,841,459.00
Front desk	20,800	249,600	209.95	2,519.40	\$ 101,426.00	\$ 1,217,112.00
Bar	34,126	409,512	240.45	2,885.44	\$ 255,384.81	\$ 3,064,617.72
Kitchen	21,902	262,824	481.84	5,782.13	\$ 38,547.52	\$ 462,570.24

Image 8. Organization areas inventory

The Indicators Sheet displays, also in three tables, the ranking each product occupies with respect to three indicators.

1. Cash expenditure made for each product
2. The weight of the waste that will be generated by its use and disposal.
3. Number of pieces or units purchased for each product.

INDICATORS						
Ordinal Position	PRODUCTS OF GREATER IMPORTANCE ACCORDING TO THE ACQUISITION EXPENDITURE (AE) INDICATOR		PRODUCTS OF GREATER IMPORTANCE ACCORDING TO THE WEIGHT INDICATOR (kg)		PRODUCTS OF GREATER IMPORTANCE ACCORDING TO THE PRODUCT QUANTITY INDICATOR	
	Product feature	(AE) indicator	Product feature	Indicador Para	Product feature	Indicador CP
2	Product name	Capsule coffee 50	Product name	Vitafilm roll	Product name	Capsule coffee 50
	Monthly acquisition expenditure	\$ 39,846.00	Monthly weight	481.84	Product units per month	22,188.00
	Monthly weight	339.38	Monthly acquisition expenditure	38,547.52	Monthly acquisition expenditure	39,846.00
	Product units per month	22,188.00	Product units per month	21,902.00	Monthly weight	339.38
4	Product name	Honey soap bag 30 g yuc-herbal 1/500	Product name	65 ml amenity bottle for rooms	Product name	Disposable spoons
	Monthly acquisition expenditure	\$ 84,000.00	Monthly weight	252.00	Product units per month	20,750.00
	Monthly weight	2,760.00	Monthly acquisition expenditure	14,088.20	Monthly acquisition expenditure	166,195.05
	Product units per month	120,000.00	Product units per month	12,000.00	Monthly weight	74.70
3	Product name	Orange electronic card with logo for rooms	Product name	Capsule coffee 50	Product name	Vitafilm roll
	Monthly acquisition expenditure	\$ 36,486.00	Monthly weight	339.38	Product units per month	21,902.00
	Monthly weight	204.75	Monthly acquisition expenditure	39,846.00	Monthly acquisition expenditure	38,547.52
	Product units per month	19,500.00	Product units per month	22,188.00	Monthly weight	481.84
1	Product name	Disposable spoons	Product name	Honey soap bag 30 g yuc-herbal 1/500	Product name	Honey soap bag 30 g yuc-herbal 1/500
	Monthly acquisition expenditure	\$ 166,195.05	Monthly acquisition expenditure	2,760.00	Monthly acquisition expenditure	120,000.00
	Monthly weight	74.70	Monthly weight	84,000.00	Monthly weight	84,000.00
	Product units per month	20,750.00	Product units per month	120,000.00	Product units per month	2,760.00
5	Product name	Clear plastic bag 60x90 for ice	Product name	Orange electronic card with logo for rooms	Product name	Orange electronic card with logo for rooms
	Monthly acquisition expenditure	\$ 79,789.76	Monthly acquisition expenditure	204.75	Monthly acquisition expenditure	19,500.00
	Monthly weight	33.75	Monthly weight	36,486.00	Monthly weight	36,486.00
	Product units per month	3,376.00	Product units per month	19,500.00	Product units per month	204.75

Image 9. The tables on the Indicators Sheet display the expenditure in money, quantity of products purchased, and weight of generated waste

Based on these two sheets, it is possible to start determining which products have the most impact on the organization's operations, using the strategic indicators from the Less Plastic Guide (Image 10).



Image 10. Strategic indicators of the Guide

To continue with the measurement exercise, the Power BI tool can be consulted, which also generates information that forms the Baseline as it helps to have a more agile interpretation of the information and assists with the prioritization process.



The Power BI tool will help provide an interactive and detailed view of the strategic indicators from the Guide. Through various dynamic charts, it will be possible to view the total consumption of the organization, as well as the details about each product and area.

The sheets in the Power BI tool that complete the consumption Baseline of the organization are:

- **Quantitative analysis.** Three tables like the quantitative analysis tables in the Excel tool are displayed (Image 11).
- **Chart Analysis.** It shows three charts. The first bar chart presents, for each area, the consumption, expenditure, and quantity of products per month. The second bar chart displays the same data but categorized by the type of plastic from which the products are made. The third mosaic chart shows the purchased products and their relationship with the ratio of total purchases per year (Image 12).
- **Annual Weight.** It displays a pie chart with the products and their ratio according to the weight of waste they generate (Image 13).

- **Annual Units.** It displays a pie chart with the products and their ratio according to the total quantity of products acquired each year (Image 14).
- **Annual Expenditure.** It shows a pie chart with the products and their ratio according to the expenditure in money made each year for their purchase (Image 15).

The following images display the structure of the plastic consumption baseline in an organization.

Image 11. Quantitative Analysis sheet of the Power BI tool.

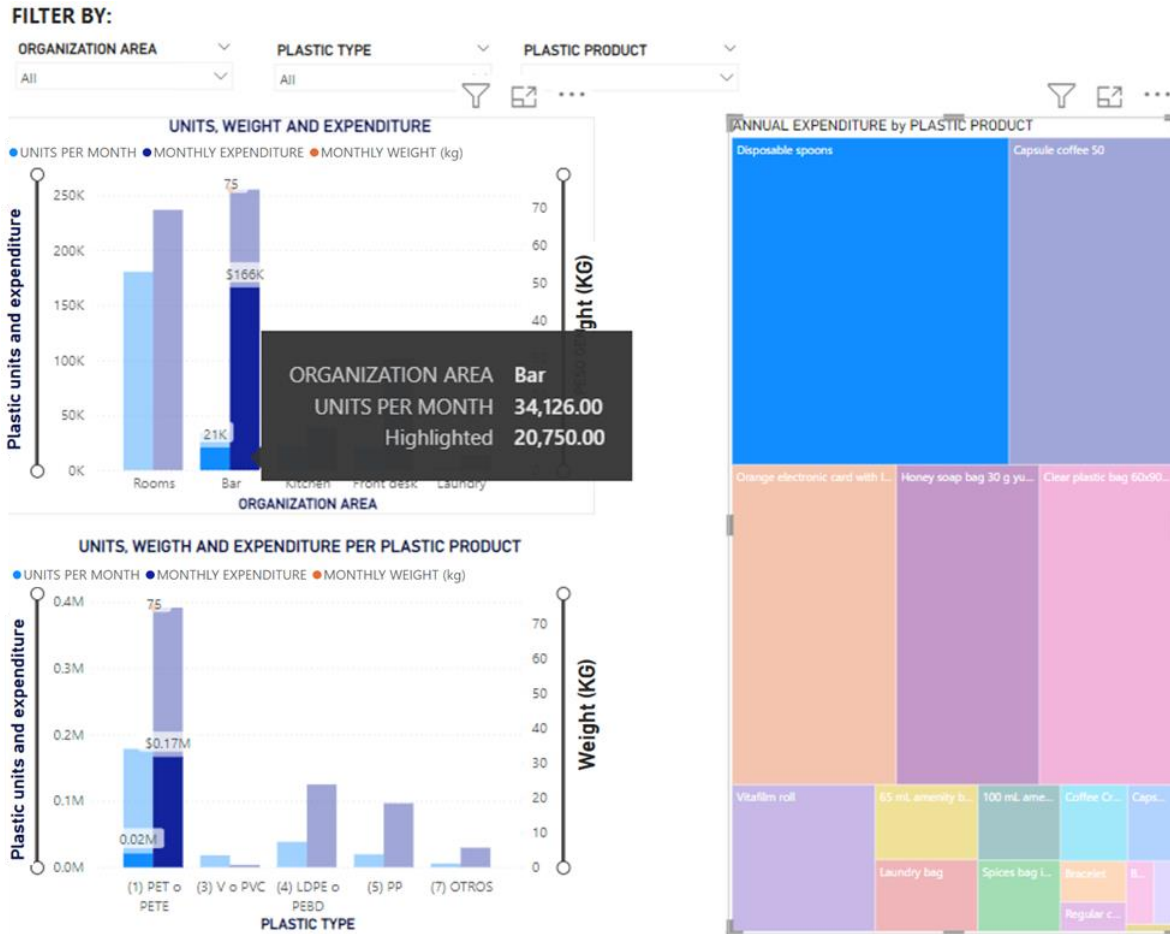


Image 12. Chart Analysis sheet of the Power BI tool.

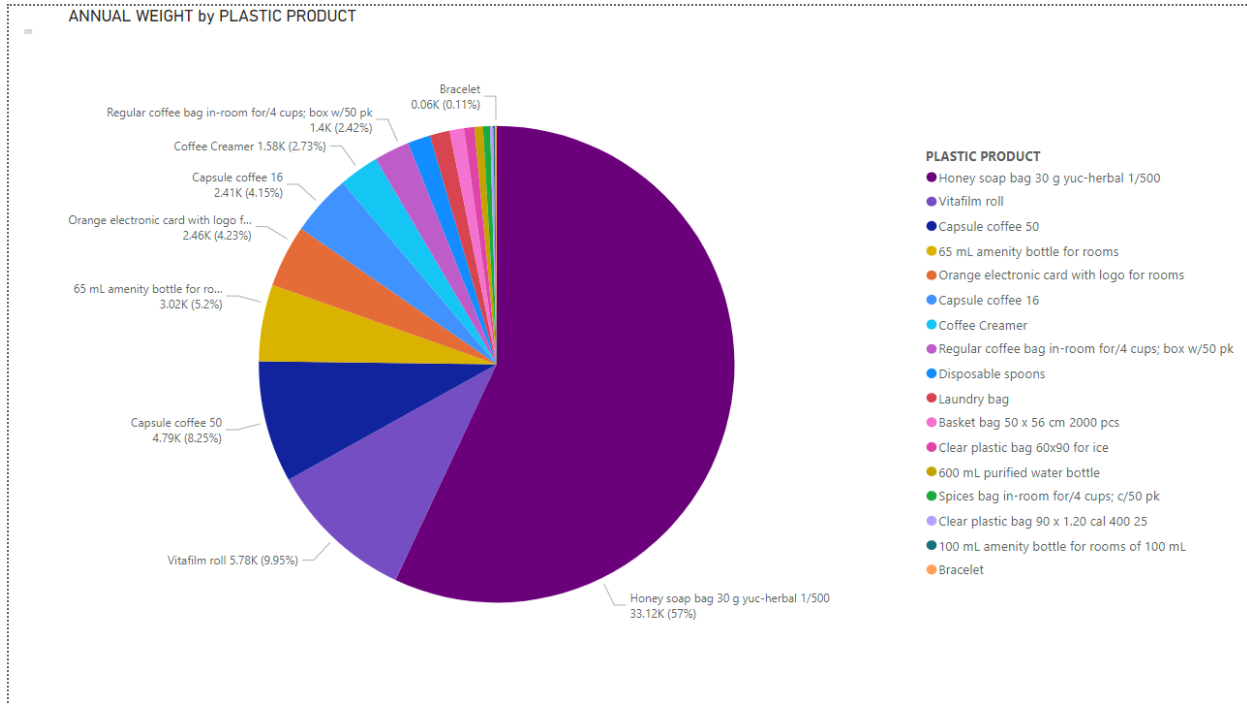


Image 13. Annual Weight sheet of the Power BI tool.

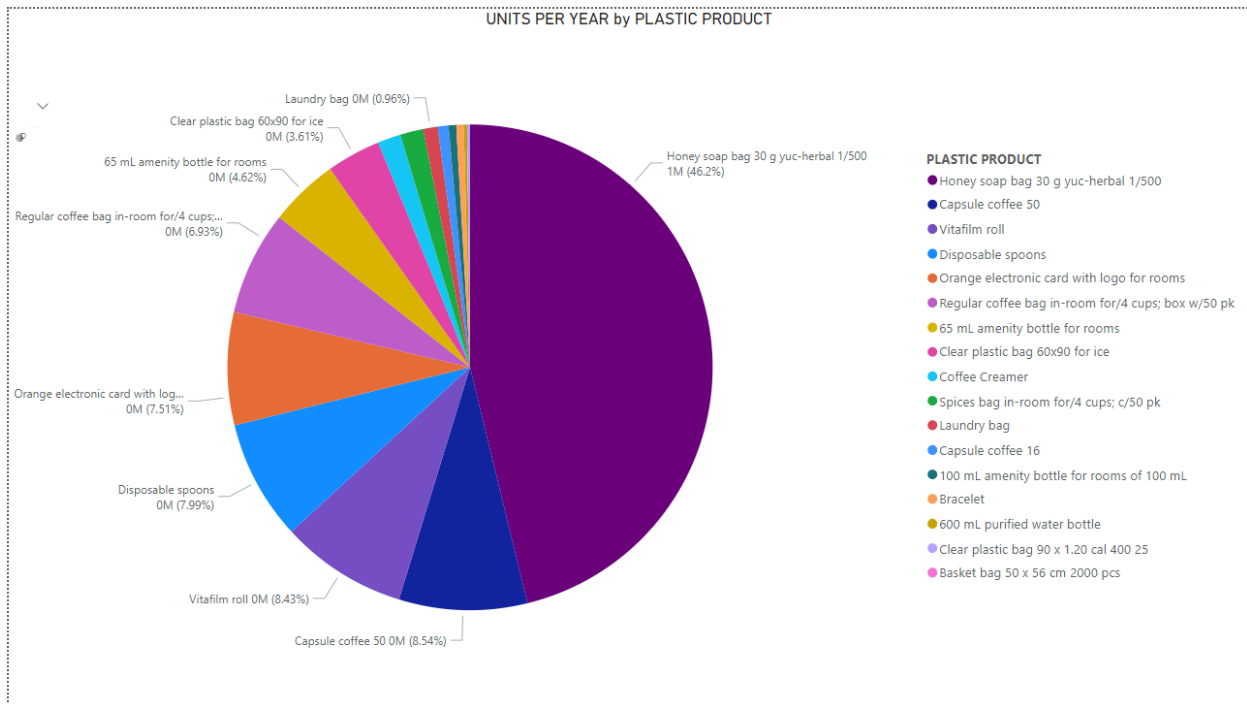


Image 14. Units per Year sheet of the Power BI tool.

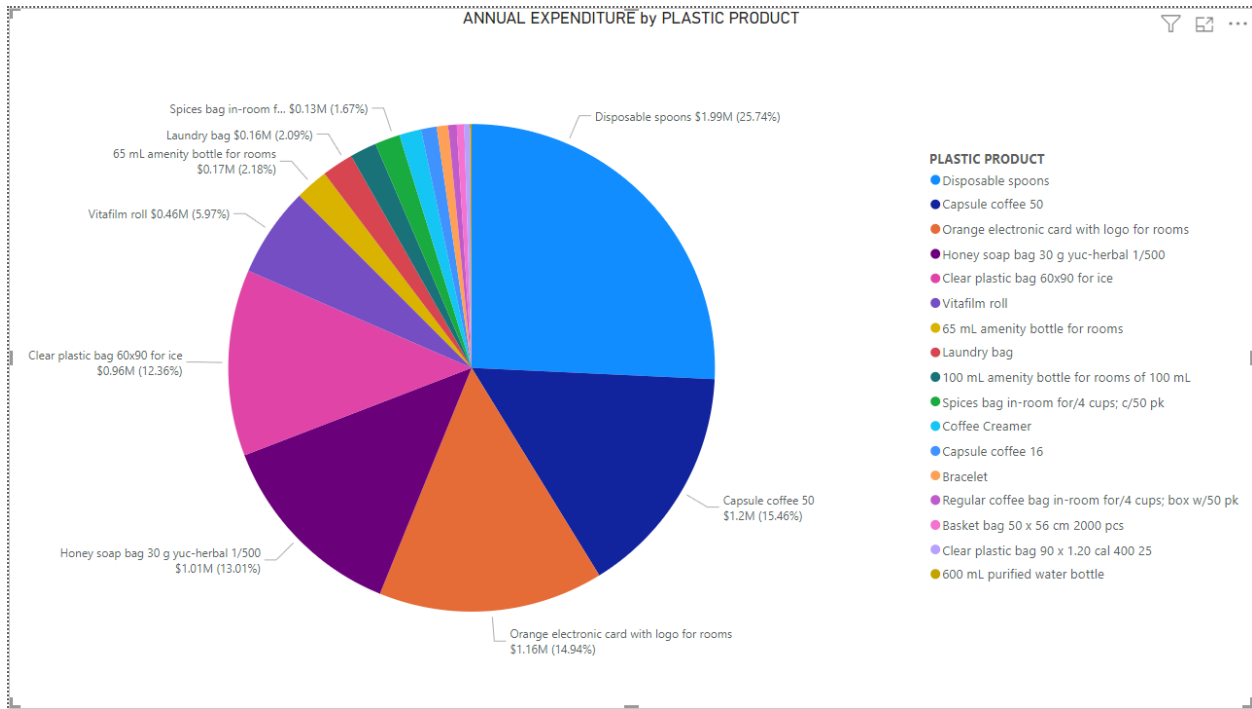


Image 15. Annual Acquisition Expense sheet of the Power BI tool.

This stage of the Guide implementation process is focused on verifying the information and starting with the identification of areas that use the most plastics to determine the most commonly used products. Once this information is verified, it is possible to go to Step 3.

V. STEP 3 – PRIORITIZE

Once the information about the organization's expenditure on plastic products, the quantity of units purchased for each product, and the weight of waste generated from their disposal is known, it is feasible to proceed with the selection of products for which consumption reduction is desired.

To carry out this selection, it is recommended to use some screenings that will enable prioritization. Image 16 displays four screenings that group different criteria for product prioritization.

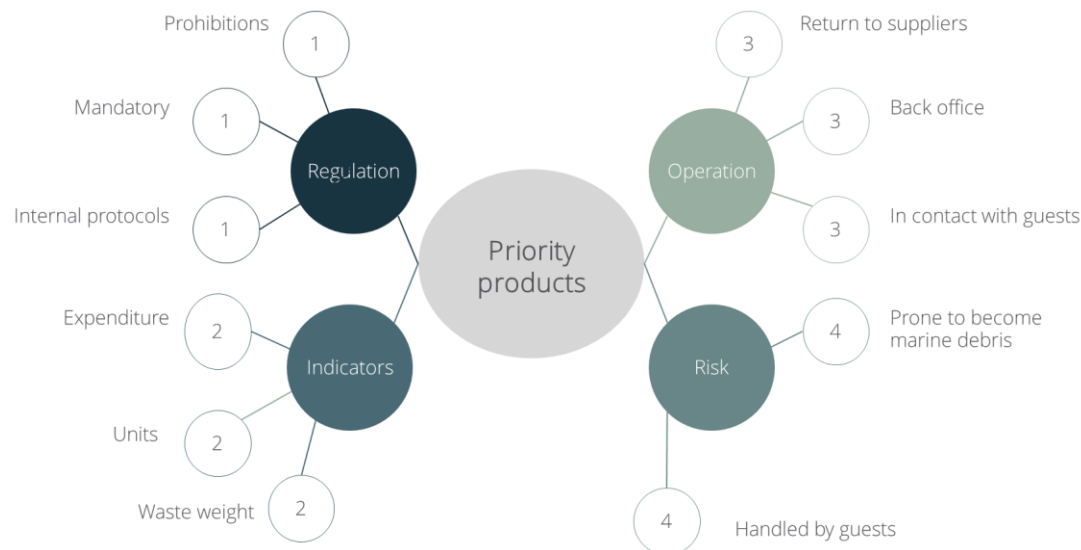


Image 16. Screenings for product prioritization.

5.1 First Screening: Regulations

The first screening criterion to consider is the existence of regulations related to the use of plastics. First, it is important to screen the regulatory framework established by the government at different levels in case there is any regulation on plastics that restricts their use within the country's territory. For example, if there are prohibitions on the free or sale distribution of bags, straws, and other disposable products such as plates, cups, spoons, and forks.

Second, it is necessary to screen whether there are regulations that mandate the use of plastic products. For instance, ongoing sanitary regulations related to COVID-19 or certifications required by the organization or the hotel. There may also be internal protocols that indicate the use of plastic as a practice adopted by the organization or for safety and hygiene certifications.

Based on this first screening, it will be possible to determine which ones shall be eliminated to comply with the laws and which ones must be used mandatorily. However, it is recommended to conduct a detailed review to ensure that no sanitary regulations, certifications, or organizational

requirements are overlooked or misinterpreted, and to determine if it is indeed possible to eliminate or at least reduce the consumption of certain products.

5.2 Second Screening: Baseline indicators in the Guide

The second screening criterion that can be applied is related to the consumption indicators obtained from the Excel and Power BI tools of the Guide. Reducing cash expenditure by decreasing the purchase of the most consumed plastic products will be one of the management's interests.

It is recommended to use a combination of these indicators to select products which reduction would have the greatest impact on reducing expenditure, the quantity of units for each product, and the weight of generated waste.

Annex 1 provides a practical example of how the prioritization exercise can be conducted using the screenings explained in this section.

5.3 Third Screening: Marine pollution

The third screening that can be used is related to the risk or how likely a product may be to become part of marine pollution. The information provided by activities such as beach clean-ups, helps identify the products commonly found during these clean-ups. The results allow us to identify the waste products that are most frequently found. Many of these products, such as bottles and their caps, balloons, disposable plates, spoons, and forks, are commonly used within hotels.

In this regard, these products should primarily be discontinued in areas where guests have direct contact with the sea. This is because any negligence or irresponsible handling could result in these items ending up in the marine environment.

5.4 Fourth Screening: Operation

Lastly, once a group of products has been screened based on the potential economic, health, and environmental benefits, it is important to review which ones have a higher or lower impact on the operation if they were to be eliminated or their use reduced.

There may be decisions that can be quickly taken, such as the return of packaging to suppliers. This not only reduces waste generation but also facilitates operations by avoiding the handling of these materials.

Subsequently, it is important to assess the feasibility of eliminating, substituting, or reducing the products used in each area. This analysis shall preferably be conducted in collaboration with the staff responsible for these areas, as they are the ones who execute the processes and use the products. A practical exercise for considering this screening is shown in Annex 1.

Once the screening exercise has been carried out (see example in Annex 1), a listing can be created with the selected products, the stated strategies, and the proposed period to achieve the goals. This technical analysis will help generate information that supports decision-making and serves as the foundation for the Action Plan.

As a summary, an initial proposal that the organization could make for reducing the consumption of plastic products is as follows:

Table 2. Listing of priority products for the proposed Action Plan.

Product	Strategy	Percentage	Period in years
Laundry bag	Reduction	20	1
Clear plastic bag 90 x 1.20 cal 400 25	Reduction	20	1
Basket bag 50 x 56 cm 2000 pcs	Reduction	20	1
Purified water bottle 600 mL	Elimination/Substitution	100	1
Regular coffee bag in-room for/4 cups; box w/50 pk	Elimination/Substitution	100	1
Spices bag in-room for/4 cups; c/50 pk	Elimination	100	1
65 mL amenity bottle for rooms	Elimination/Substitution	100	1
Capsule coffee 16	Elimination	100	1
Capsule coffee 50	Elimination	100	1
100 mL amenity bottle for rooms of 100 mL	Elimination/Substitution	100	1
Bracelet	Elimination	100	1
Clear plastic bag 60x90 for ice	Reduction	10	1
Disposable spoons	Elimination		1
Coffee Creamer	Reduction	20	1
Vitafilm roll	Reduction	20	1

Based on this listing, it will be possible to estimate the savings resulting from the adoption of the strategies, as well as the reduction in waste generation within the organization.

In the example analysis, an apparent savings would be generated, which refers to the amount of money that shall not be spent on the products selected for consumption reduction in the organization. However, this does not necessarily mean that the organization is saving money, as it is likely that expenses will be incurred to acquire reusable products that substitute the ones being eliminated. The apparent savings amount shall be seen as the resource that can be used for alternative products.

In this analysis, there is also a real savings, which is the result of the sum of the products that have been eliminated and will not be substituted, as well as the reduction in the consumption of other products.

Table 3. Estimation of apparent savings and real savings after adopting reduction strategies.

Total expenditure of the organization on plastic products.	\$ 12,525,771.00
Apparent savings	\$ 6,979,228.00
Real savings, which is the sum of:	
Savings from elimination \$24,041.00	\$ 769,896.00
Savings from reduction \$745,855.00	

The value of this proposal is that it has a technical, economic, and operational rationale that has been validated by the organization's own employees. It shows the potential economic benefits if adopted.

It is suggested to present this information in an executive-style document to the management areas to initiate the approval process for the Action Plan.

Finally, to provide economic viability to the implementation of this proposal, an analysis of the market for alternative options that can substitute the products previously used can be conducted. It is important to consider that there is already a base budget, which is the apparent savings indicated in the analysis.

VI. STEP 4 – TAKE ACTION

6.1 Action Plan Development

An action plan is a planning instrument that helps outline the course of where one wants to go and the route to achieve it. It enables the achievement of specific goals for a team or project by deciding in advance the activities that need to be performed, how these will be carried out, the schedule in which these will be done, who will be responsible for their completion, and how the results will be assessed.

It is a tool through which the different operational areas of an organization schedule priority management activities, goals, products, and related budget towards common objectives. Additionally, it serves as a reference for the monitoring progress during the respective duration of the plan.

Main purposes served by this management tool:

- It organizes the activities to be carried out by different operational areas of an organization, and in some cases, in collaboration with other companies, suppliers, or strategic partners, towards achieving corporate objectives.
- It facilitates the design of indicators that enable both the monitoring and assessment of objectives.
- It allows for the allocation of resources (human, financial, and material) in the various operational activities to enable the achievement of objectives.
- It serves as input for accountability, both internally within the organization and towards its customers and stakeholders.

In the following diagram (Image 17), the steps to follow for developing the Action Plan for implementing the Guide are represented, from defining the team to describing the strategies to be implemented. It is important to be careful to address the following questions throughout the process of developing the Action Plan: WHAT do we want to do? HOW do we want to do it? WHEN shall it be done? WHO shall do it?



Image 17. Steps to follow for developing the Action Plan:

The first boxes are shown in gray because they represent preliminary phases prior to the development of the Action Plan. In other words, to reach this step, the identification, measurement, and prioritization of plastic products to be addressed in each organization must have been completed.



Before developing the Action Plan, as shown in Image 17, it will be essential to have the list of prioritized products that have been identified as a result of the prioritization activities (Step 3) conducted at the beginning of the Guide implementation. An extended version of the proposed methodology for developing the Action Plan is presented in Annex 2.

6.2. Work team

As a first step in developing the Action Plan, it is recommended to form a team that will be responsible for structuring the document to be implemented later. To do so, it is suggested to convene a planning group within the organization to structure the action plan. This could be the same group of people who were involved in the previous phases for measurement, identification, and prioritization.

Ideally, the team responsible for developing the Action Plan shall be formed of individuals who have knowledge of the operational areas of the facility and who can make decisions regarding the implementation of strategies, such as the elimination of a plastic product identified as a priority, and the areas associated with these decisions.

6.3. Situational analysis

Once the work team is formed, it will be convenient to conduct a situational analysis of important aspects for the organization that need to be considered for the establishment of objectives, action plans, and strategies. It is advised to review four aspects that will form the framework for the Action Plan: institutional documents, resources, operational capacity, and stakeholders. Below, each aspect is briefly described, and an example is provided:

- Institutional documents
- Resources
- Operational capacity
- Stakeholders

6.4 Vision

Based on the situational analysis, it is suggested to define the vision, which refers to the desired future state that the organization aims to achieve with the implementation of the Action Plan.

The purpose of the vision is to guide, inspire, and align a group as a whole to achieve a shared concept of the organization in the future.

Without a clear and documented vision, the organization will only be carrying out isolated actions that lack a shared direction towards established future goals. And this can have an impact on the ability to achieve significant change in reducing priority plastic products and, in the long run, in decreasing waste generation.

In general terms, it is recommended that a vision be:

- Clear and concise. The more direct and concise, the better. It is suggested to keep the vision statement for the Action Plan implementation within 1 to 3 sentences, clearly communicating the organization's vision.
- Future-oriented. It is about defining where it is intended to go in addressing the problem, and it shall always be future-focused.
- Fixed term. Experts recommend that the vision should aim for a specific point in the future where the set objectives are desired to be achieved.
- Ambitious but realistic. It is often formulated as an ambitious objective while still being grounded. It is said that if the vision set is not achievable, it will not be encouraging, will likely fail, or may simply be irrelevant for execution.
- Abstract. It shall be a broad statement of the work to be done, while the details will be described in the strategies and actions resulting from the vision.

The vision shall be reviewed and validated by the entire team as well as the organization's executives. Below are some examples of Vision statements from tourism companies that have been involved in reducing waste generation, primarily plastic products:

Grupo Iberostar aims to be free of single-use plastics by 2020, waste-free by 2025, and carbon-neutral by 2030.

Source: <https://waveofchange.com/>

6.5 Objectives

Once the team has determined the vision of the Action Plan, the next step will be to develop objectives that are focused on achieving that vision and ensuring the fulfillment of the Action Plan. Objectives shall be understood as specific, measurable results of an initiative. Objectives provide guidance on what will be achieved (what), to what extent (how much), in what way (how), and within what time frame (when).

Experts in strategic planning suggest that the key to writing realistic objectives is to identify the changes that need to occur in order to achieve the stated vision. Some ways to do this include researching successful cases or best practices from similar facilities, consulting with people who are involved in daily operations and can provide their insights on what is feasible to accomplish, and identifying the resource, infrastructure, and logistical requirements to achieve the desired changes.

At this stage of the planning process, it is not necessary to have all the precise and quick answers to the questions posed by the objectives, but rather a general overview of what needs to happen to bring about the expected changes in reducing unnecessary plastic products in the organization.

6.6 Expected results

Once the objectives have been identified, the next step is to determine the expected results (ER) for the achievement of each objective. These expected results can be as specific or general as desired.

The next step will involve identifying the necessary actions to achieve each of the expected results or changes, which will be explained in the following section.

6.7 Action lines and strategies

Once the expected results have been identified, it is recommended to create a comprehensive list of all the actions or strategies that are considered necessary to achieve the expected results or changes. This exercise can be done as a general brainstorming session for all the expected results, or it can be done separately for short-term, medium-term, and long-term expected results for each objective, according to the preference of the person coordinating the participation process. It shall be noted that for the purposes of this Manual, an action or strategy is understood to be the activities that the organization will undertake to achieve the elimination, substitution, or reduction of plastic products consumption.

A strategy is defined as the set of specific and concrete actions to achieve a defined objective. In this regard, it is suggested to provide precise and detailed wording of the actions to be carried out to achieve the expected result and, accordingly, meet the objectives.

Once the comprehensive list of all actions/strategies is available, it is feasible to proceed to classify them into three action lines: Elimination, Substitution, Reduction.

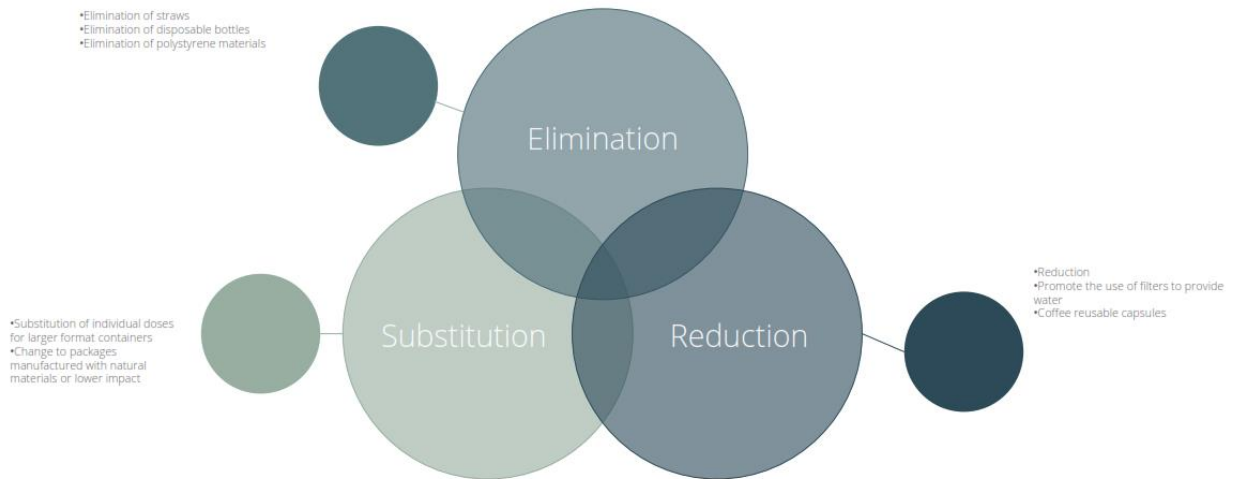


Image 18. Example of classification of actions/strategies according to their Action Line.

6.8 Indicators

Once the action lines and strategies have been defined, it is necessary to determine the measurement indicators for each expected result. An indicator is a specific, observable, and measurable characteristic that can be used to demonstrate the changes and progress made towards the achievement of an expected result.

An indicator shall be defined in precise terms, avoiding ambiguity, and accurately describing what is being measured. If practical, the indicator shall provide a relatively good idea of the necessary data required to measure it or how to obtain the information.

To determine the indicators for the Action Plan to be implemented, it is suggested that they be:

- Relevant to the strategy and desired result.
- Represent a goal to be achieved within a known schedule.
- Comparable over consecutive periods each time they are measured.
- They shall be assigned to a position or department responsible for their measurement.

The indicators shall be aligned with the objectives and vision of the Action Plan, including the situational analysis framework, compliance with laws, regulations, internal policies, and any certifications or labels to which the organization is subscribed.

Once the indicators have been established, it can be said that the road map for implementing the Action Plan is complete. It will be important to agree with the team on how to monitor and assess each of the strategies proposed in the Plan.

6.9. Schedule

All the strategies to be implemented to achieve the objectives of an Action Plan shall be outlined within a schedule. The activity schedule of a project is a project management tool that displays the listing of strategies/actions to be implemented in chronological order. One of the most important benefits of establishing an activity schedule is that all team members can have a visual representation of the implementation road map of the Action Plan.

Among the most common tools for designing an activity schedule are the Gantt Chart and the PERT Chart, which place the strategies (or groups of strategies) within a specified schedule, according to the duration of the Action Plan implementation. The most used one is the Gantt Chart, which consists of a bar chart matrix where time variables are placed on one axis and activities, progress status, responsible parties, etc., are placed on the other axis. It is a convenient tool for ongoing projects, and precise deadlines can be set for each strategy to be implemented.

VII. STEP 5 – ASSESS

Monitoring is the systematic process of collecting and analyzing information to compare the progress made in implementing an Action Plan. In addition, the monitoring process helps identify trends and patterns, adapt strategies, and support decision-making regarding substantial changes needed to achieve the set objectives.

The Action Plan shall be monitored against the expected results and the planned objectives. For a constant monitoring record, it is always preferable to automate the process using tools that allow for visualization and comparison of results, such as logs, forms, questionnaires, etc. The Monitoring of a Plan of Action shall be ongoing during the execution of strategies and/or activities, according to the work schedule.



The assessment involves a systematic and objective process of the Plan of Action at the end of a defined period. Its purpose is to determine the relevance and achievement of its objectives, as well as efficiency, effectiveness, and impact. An assessment shall provide credible and useful information that allows for the incorporation of results and feedback to make informed decisions and continue the implementation process of the Action Plan with necessary changes or adjustments.

Table 4. Monitoring and assessment in Step 5.

Monitoring	Assessment
<ul style="list-style-type: none"> - A systematic process where information is gathered and analyzed to compare the progress achieved against the formulated Action Plan and verify the attainment of the expected results. - The analysis includes assessing how the strategies are being implemented and their effectiveness in relation to the established schedule and resources used. - It analyzes trends in the implementation schedule. 	<ul style="list-style-type: none"> - Systematic process to measure a completed process within a set schedule that reflects progress and its results. - Measures the progress made towards achieving the set objectives. - Responds to specific questions related to the design of the Action Plan, how it was executed, the results obtained, and opportunities for improvement. - Its objective focuses on the obtained effects, results, and impacts that contribute to future decision making.

To perform a well-organized process for the monitoring and assessment see Annex 3, which shows an integration matrix of the information that can help to present the information in a logical and orderly fashion.

The Excel tool of the Guide contains a sheet designed to monitor progress, which is the Monthly Monitoring sheet. It allows for the periodic entry of information to monitor the results according to the actions outlined for each area or product.

In the monthly monitoring sheet, it will be required to record the set objectives for each prioritized product in the Action Plan, the expected annual percentage, the quantity of purchased plastic products during the month being monitored, and any improvements made in waste management practices. To have a detailed understanding of the required information and the operation of this sheet, the user shall refer to the "User Manual" document included in the information package of the Less Plastic Guide.

MONTHLY MONITORING			
SEARCH		Month	
Identifier number for updating		Units purchased during the month	
Quantity of purchased Product		Type of management during the month	
Management type			
Objective			
Percentage			
CLEAN		UPDATE	

Image 19. Monthly Monitoring Sheet user interface

The visualization of progress can be done through the Power BI Template on the Monthly Monitoring and Monthly Results sheets. These sheets display information about the expected goals, the achieved results, and the progress status on a monthly basis.

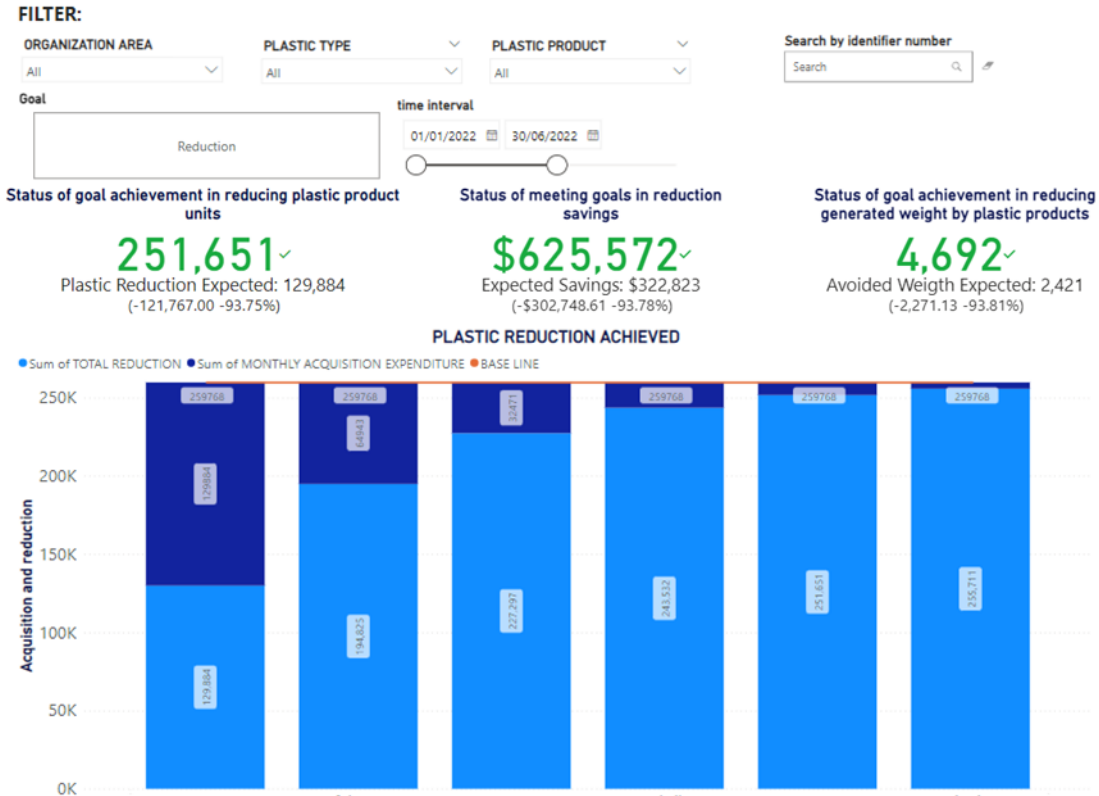


Image 20. Monthly monitoring sheet in the Power BI tool.

The Annual Results sheet allows the user to review what happened during that period. Summarizing the results will allow for reviewing the reconsideration or achievement of the actions that were carried out. It is important to note that the process only ends when the organization decides so, and it is always possible to take further steps forward. A deeper analysis would allow, for example, reviewing the use and consumption of products that do not meet Circular Economy criteria, leading to a whole new assessment and generation of strategies in the organization's transition to Sustainability.

The information generated by the Power BI tool will help in two ways. First, it will assist in gathering the necessary information for monitoring and verifying that those responsible for the actions are fulfilling them. Second, it will provide data for assessing the results over a longer period, such as a year or two, depending on the schedule set in the Action Plan.

For a better understanding of how the Line Base and Monitoring tools work, it is advisable to review the user manual provided for these tools.

VIII. STEP 6 - COMMUNICATE

The communication process is a crucial aspect during the implementation of the Less Plastic Guide, as it involves making changes in the organization's operations and activities that require the participation of employees. It is essential to ensure that everyone is well-informed and engaged to achieve these changes successfully. In this context, for the implementation of the Guide, three stages are identified in which assertive communication will be key to success.

The initial stage occurs when assessing the need for implementing the Guide or not. As mentioned throughout the document, the commitment of managerial or executive levels is crucial for a successful implementation. Therefore, the messages shared during the presentation will be important in generating interest from the team.

Some of the reasons why an organization would be interested in implementing the Guide are:

- Reduction of operational costs;
- Facing the challenges posed by plastic product bans;
- Market positioning through progresses and recognition in sustainability matters.

Currently, these three topics are not unfamiliar to companies in the sector, and they are likely to be good incentives for adopting the Guide. Furthermore, the implementation helps pave the way for the organization's participation in initiatives such as the aforementioned Global Tourism Plastics Initiative.

As references of the Guide, the following links may be seen which refer about the previous implementation, the Circular Caribbean Project and the Global Plastics-Free Tourism Initiative, which can serve to encourage the start of the transition towards the reduction of the consumption of plastics.

- OLAS Project: https://youtu.be/8rctNUUhh_g
- Circular Caribbean Project: www.sica.int/caribecircular
- World Initiative on Tourism and Plastic: <https://www.unwto.org/es/desarrollo-sostenible/iniciativa-mundial-turismo-plasticos>

The second stage where communication becomes important is when the management has decided to implement the Guide. It is then when the employees shall receive the sustainability objectives that are pursued, the problems related to marine pollution by plastics and that without the active commitment of the employees this implementation would not be possible. The role that the employees of the organization will play will be decisive to succeed in the implementation of each step of the Guide.

The third stage is during the implementation of the tool. During this period, and in the future, it will be relevant to effectively communicate the reason for the work and achieved progress. These messages are advised to be communicated to employees, customers, and other stakeholders who are involved or have a stake in the organization's operations. This will help ensure that internal processes flow smoothly with customers and employees, and that externally, the organization is recognized for its role as a champion in promoting sustainable practices.

The design of the communication strategy is a task that each organization must undertake according to its own structure, scope, and resources. However, to support this process, a series of materials are provided, retrieved from the OLAS project, which can be helpful as inspiration or can be used directly by tailoring them to the organization's image. These materials can be found in the Guide Information Package.

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X. ANNEXES

ANNEX 1. Methodological proposal for the Application of Screenings during the prioritization process of plastic products

This methodology aims to, in a practical way, help select the plastic products that have the greatest potential to be eliminated or to reduce their consumption within the organization. The application of the proposed screenings is as follows:

1. Identify the products that are banned or restricted in the country or municipality.
2. Make a comprehensive selection based on the indicators generated by the Baseline;
3. Select products that are more likely to become marine debris, considering technical and scientific information and their usage conditions within the organization, such as if they are used in areas that have contact with bodies of water.
4. Classify these products according to the feasibility, as assigned by the organization's employees, to be eliminated, substituted, or for their consumption to be reduced.

Screening 1. Banned products

To carry out the selection of banned products, it is necessary to review the official publications of national, local, or municipal governments to determine which products are regulated and the nature of the regulations, such as whether they are banned, or their use is conditioned under certain circumstances. It is important to refer to these regulatory sources to ensure compliance with legal requirements and to make informed decisions about the use of specific products in the organization.

Screening 2. Comprehensive listing based on Baseline indicators

To select the 60 % of products that rank highest in the three indicators, assign a score based on their presence. This will select the 60 % that has the highest ranking for acquisition expenditure, waste weight, and product quantity. Once these have been identified, values from 1 to 3 will be assigned depending on whether they are ranking in the top 60 % of values for each indicator. For example, if a product is in the expenditure indicator, a value of 1 is assigned to it. If it is also in the 60 % of the waste weight indicator, another value of 1 is assigned, and if it is in the product quantity indicator, another value of 1 is assigned. In the end, its rating would be 3

As an example of this exercise, the following table shows the selection of products that occupy the top ten positions within the total number that underwent analysis.

Products with greater ranking in the first positions of the indicators of the Guide				
Criteria for value assignment				
Ranked the top positions in the 3 indicators	3			
Ranked the top positions in the 2 indicators	2			
Ranked the top positions in the 1 indicators	1			
Product	Product units per year	Annual Weight (kg)	Annual acquisition expenditure	Value according to its presence in 60 % of the highest values of the three indicators
Laundry bag	44,160.00	1,413.12	127,506.48	2.00
Clear plastic bag 90 x 1.20 cal 400 25	11,448.00	801.36	108,692.40	1.00
Basket bag 50 x 56 cm 2000 pcs	12,000.00	3.60	20,748.00	
Honey soap bag 30 g yuc-herbal 1/500	6,000.00	201.96	47,310.00	
600 mL purified water bottle	313,938.00	7,848.45	769,148.10	3.00
Regular coffee bag in-room for/4 cups; box w/50 pk	432.00	23.76	41,058.00	
Spices bag in-room for/4 cups; c/50 pk	59,136.00	768.77	137,786.88	1.00
65 mL amenity bottle for rooms	75,912.00	18.22	19,926.90	
Capsule coffee 16	91,999.92	22.08	20,377.98	1.00
Capsule coffee 50	6,800.00	1.63	2,380.00	
100 mL amenity bottle for rooms of 100 mL	456,950.00	11,880.70	28,500.00	2.00
Bracelet	87,675.00	13,151.25	28,875.00	2.00
Orange electronic card with logo for rooms	644,298.00	5,476.53	15,627.84	2.00

Clear plastic bag 60x90 for ice	153,456.00	6,905.52	17,112.00	2.00
Disposable spoons	4,000.00	134.40	12,507.36	
Coffee Creamer	1,500.00	82.50	9,481.62	
Vitafilm roll	480.00	10.56	969.60	

This selection can be presented in a summarized table format as shown below.

Product	Value based on its ranking in the top 60% of the highest values among the three indicators.
Laundry bag	2.00
Clear plastic bag 90 x 1.20 cal 400 25	1.00
Basket bag 50 x 56 cm 2000 pcs	
Honey soap bag 30 g yuc-herbal 1/500	
600 mL purified water bottle	3.00
Regular coffee bag in-room for/4 cups; box w/50 pk	
Spices bag in-room for/4 cups; c/50 pk	1.00
65 mL amenity bottle for rooms	
Capsule coffee 16	1.00
Capsule coffee 50	
100 mL amenity bottle for rooms of 100 mL	2.00
Bracelet	2.00
Orange electronic card with logo for rooms	2.00
Clear plastic bag 60x90 for ice	2.00
Disposable spoons	
Coffee Creamer	
Vitafilm roll	

The table displays the values assigned to the products that would have the greatest environmental and economic impact if their consumption is reduced. It is advisable to include at least 60 % of the recorded products in this analysis. In this way, if one hundred products were recorded, these could be subject to the allocation of this value to the first sixty positions that represent 60 % of the total.

On the other hand, if the organization decides to take an aggressive stance regarding the exercise of reducing total consumption, it is advisable to include all products in the prioritization exercise of strategies.

Screening 3. Products prone to become marine debris

A listing shall be made based on the technical or scientific information that indicates which plastic waste products are most found on beaches or in oceans. Consideration shall also be given to

which products are used in areas of the organization's facilities that are more exposed or in contact with bodies of water that serve as pathways for their entry into the ocean.

Screening 4. Feasibility of elimination, substitution, or reduction of consumption

This process shall be carried out through a cross-functional exercise involving the responsible individuals from different areas of the organization who are also users of the products. Their experience in the operation and their knowledge of the function that each product serves, as well as the possibility of making changes, will be leveraged.

During this process, it will be encouraged for the responsible individuals of each area to use their own judgment in classifying the products. In this regard, the questions to be asked will be focused on the feasibility, based on their operational experience, to eliminate, substitute, or reduce the consumption of each of the selected products. However, it is advised to have the following before approaching this process:

- Listing of banned products
- Listing of products likely to become with marine pollution
- Baseline report showing the impact of consumption of these products for the organization
- Listing of solutions that have been implemented in other organizations
- Listing of options that substitute each of the products that have been selected

This information shall be presented as a summary to provide context regarding the importance of discontinuing the use of plastic products that are part of the assessment. Additionally, it will help them learn about other organizations and the options they have used to tackle this challenge.

In order to have a listing of potential options, it is suggested to carry out a research on the existing options for the substitution of plastics. As external supporting material, the information available on the website of the "INICIATIVA MUNDIAL SOBRE TURISMO Y PLÁSTICOS" (Global Tourism and Plastics Initiative) by the World Tourism Organization (WTO), in collaboration with the United Nations Environment Programme (UNEP) and the Ellen MacArthur Foundation may be reviewed, that may be found at the following link: [Iniciativa mundial sobre turismo y plásticos \(unwto.org\)](https://www.unwto.org/es/iniciativa-mundial-sobre-turismo-y-plasticos)

Once the process has been explained and the information has been presented, the user will be asked to rate or validate the previously assigned rating regarding the feasibility of applying an Elimination, Substitution, or Reduction strategy for each product. In this matrix, a value of 1 will be assigned in each column whenever it is considered that the strategy is feasible for the product. In this way, if elimination is feasible, a value of 1 is assigned in the corresponding column. If substitution is feasible, a value of 1 is also assigned. And if it is also considered that reduction is possible, another value of 1 is assigned.

In this ranking, each product can have up to three times the assigned 1 value. There will be products that have this value assigned three times, while others may have it assigned twice. Some products, according to the participants' criteria, may only be subject to the implementation of one strategy and will only have a value of one assigned once. There may be certain products that are considered critical and will not be assigned any value.

The next step is to establish, based on the criteria and operational experience of the responsible individuals in each area, the most viable strategy, and the schedule in which it can be implemented. It is proposed that operational changes have a one-year schedule, while tactical changes have a two-year schedule.

The following is an example of the matrix to be built.

Operational feasibility for the reduction							
To assign a value of 1 in case the strategy is considered feasible for the product					To assign a value of 1 if the change is considered feasible within one year, and 2 if the change requires a two-year period	Strategy	Percentage
Product	Feasibility of elimination	Feasibility of substitution	Feasibility of reduction	Value according to the strategies that can be adopted	Changes (operational 1 year / Tactical 2 years)	Elimination = E Substitution = S Reduction = R	
Coca-Cola 355 mL		1		1	2	I/O	100
Bottle of pure water		1		1	2	I/O	100
Disinfectants Grill GL		1		1	1	I/O	100
Large plastic bags (black)			1	1	1	D	20
Citronella			1	1	1		
Straws	1	1	1	3	1	D	95
Small plastic bags (white)	1	1		2	1	D	20
Juice		1		1	1	I/O	
Cheese		1		1	1		
Cream		1		1			
Cups 16 oz	1	1	1	3	1	E	100
Coffee cup	1	1	1	3	1	E	100
liquid soap		1		1	1		

Spaghetti pasta		1		1	1		
Macaroni pasta		1		1	1		
Fettuccine pasta		1		1	1		
Chao Mein		1		1	1		
Penne pasta		1		1	1		
Paper Towels		1		1			
Toilet paper		1		1	1		
Napkins		1		1	1		
Ramekin 2 oz		1		1	1		
Disposable gloves			1	1	1	D	20
Bee Honey		1		1	1		
ground coffee		1		1	1		
Muriatic acid		1		1	1		
Portioned ketchup	1	1		2	1	I/O	100
Mustard	1	1		2	1	I/O	100
Mayonnaise	1	1		2	1	I/O	100
Portioned jelly	1	1		2	1	I/O	100
0				0			

Once the products have been identified or ranked according to the 4 screenings, the user can generate a matrix where a value of 1 is assigned to the banned products, the same value to those that are prone to become marine debris, the impact rating according to the indicators of the Guide, and the rating based on the feasibility for change. The highest scores indicate that products, when their consumption is reduced, could generate greater benefits according to the criteria assessed in this process.

The Final Value for Prioritization column shows the total value that has been assigned to each product that shows the extent of the impact that can be achieved by eliminating or decreasing its consumption.

This assessment matrix could be arranged as follows:

Ranking obtained by each screening						Strategies		
Plastic products	Banned products	Products with greater impact on the organization	Products prone to become marine debris	Operational feasibility for change	Final value for prioritization	Strategy	Percentage	Period (years)
Straws	1	3	1	3	8	D	95	1
Cups 16 oz	1	3	1	3	8	E	100	1
Coffee cup	1	2	1	3	7	E	100	1
Portioned jelly	0	3	1	2	6	I/O	100	1
Coca-Cola 355 mL	0	3	1	1	5	I/O	100	2
Bottle of pure water	0	3	1	1	5	I/O	100	2
Small plastic bags (white)	0	2	1	2	5	D	20	1
Juice	0	3	1	1	5	I/O	0	1
Portioned ketchup	0	3	0	2	5	I/O	100	1
Mustard	0	2	1	2	5	I/O	100	1
Mayonnaise	0	2	1	2	5	I/O	100	1
Disinfectants Grill GL	0	2	1	1	4	I/O	100	1
Paper Towels	0	3	0	1	4	0	0	0
Toilet paper	0	3	0	1	4	0	0	1
Large plastic bags (black)	0	2	0	1	3	D	20	1

Cheese	0	2	0	1	3	0	0	1
Napkins	0	2	0	1	3	0	0	1
Ground coffee	0	2	0	1	3	0	0	1
Muriatic acid	0	2	0	1	3	0	0	1
Citronella	0	1	0	1	2	0	0	1
Cream	0	1	0	1	2	0	0	0
Liquid soap	0	1	0	1	2	0	0	1
Ramekin 2 oz	0	1	0	1	2	0	0	1
Disposable gloves	0	1	0	1	2	D	20	1
Spaghetti pasta	0	0	0	1	1	0	0	1
Macaroni pasta	0	0	0	1	1	0	0	1
Fettuccine pasta	0	0	0	1	1	0	0	1
Chao Mein	0	0	0	1	1	0	0	1
Penne pasta	0	0	0	1	1	0	0	1
Bee Honey	0	0	0	1	1	0	0	1

ANNEX 2. Methodological proposal for the development of an Action Plan

As a complement to what is described in Section VI of this Manual, the following provides further insights into the contents for developing an Action Plan that is specific, measurable, and integrates the various variables necessary for its implementation, such as resources, key stakeholders, among others.

Situational analysis

Once the work team is formed, it will be good to conduct a situational analysis of important aspects for the organization that need to be considered for the establishment of objectives, action plans, and strategies. It is suggested to review four aspects that will form the framework for the Action Plan: institutional documents, resources, operational capacity, and stakeholders. Below, each aspect is briefly described, and an example is provided:

1. **Institutional documents.** It is recommended to review the internal policies of the organization (mission, vision, values), as well as any certifications or local, national, or international initiatives to which it is subscribed. Furthermore, activities related to the certifications or badges that the organization holds shall be taken into account. These activities that are audited by certifying agents can provide important clues for the strategies to be implemented for the management of priority plastics to be eliminated or substituted.
2. **Resources** It is suggested to conduct an analysis with the team to identify the available resources that the organization currently has for the implementation of the Action Plan. These resources can generally fall into three broad categories:
 - a. **Human.** Referring to the number of people needed and/or available for the implementation of an Action Plan, if the required number of people is not available, partnerships can be established with higher education institutions to receive interns or mechanisms can be created to encourage employees who wish to participate with additional motivation.
 - b. **Economic.** It refers to the current financial availability for the implementation of the Action Plan. It is advised to discuss within the team the current financial situation of the organization to invest in the short, medium, and long term in ensuring the implementation of strategies for the reduction of priority plastics. A first point to review is the apparent savings that can be generated by reducing the consumption of priority products, as well as the real savings.
3. **Operational capacity.** It refers to understanding the purchasing, consumption, and disposal routes of the identified priority products to identify the necessary changes to be made in the daily operation. This issue constitutes one of the key points as part of the situational analysis to achieve the elimination, substitution, or reduction of the use of

identified priority plastic products and ensure the fulfillment of the objectives of the Action Plan. Therefore, once again, emphasis is placed on the importance of having the representation of the various operational areas of the organization within the work team.

4. **Stakeholders.** In this initial stage of developing the Action Plan, it will be necessary to identify the key stakeholders who will be part of the Action Plan and how they are interconnected. In general, it is advised to classify the stakeholders into one of the following three categories.

	What is their role?	Who represents it?
Coordinator	They will be responsible for the implementation of each component of the Action Plan, including assessment and monitoring. Will coordinate with the other stakeholders to ensure the achievement of the objectives of the Action Plan.	It is suggested that the person who has been involved in the implementation of the Guide since Phase I takes on this role. Typically, this is a managerial or leadership position in sustainability or environmental conservation.
Implementers	They will be responsible for carrying out the actions and strategies that correspond to their operational area.	It is suggested that the managers or supervisors of the operational areas related to the strategies of the Action Plan be responsible for their implementation.
Partners	Provide external solutions to the organization that contribute to achieving the objectives of the Action Plan.	Suppliers, distributors, waste collectors, organizations that accept material donations, academic institutions, public and private organizations, and civil society organizations.
Spokespersons	Act as spokespersons for the implemented strategies or actions, share the vision of the Action Plan within or outside the organization. It will be important to promote the actions to position the hotel or facility and its good practices in plastic control and reduction.	It is suggested to involve the communication and marketing or human resources departments, as well as the media or influencers.

Vision

Based on the situational analysis, it is advised to define the vision, which refers to the desired future status that the organization aims to achieve through the implementation of the Action Plan. The purpose of the vision is to guide, inspire, and align a group as a whole to achieve a shared concept of the organization in the future.

Without a clear and documented vision, the organization will only be carrying out isolated actions that lack a shared direction towards established future goals. And this can have an impact on the ability to achieve significant change in reducing priority plastic products and, in the long run, in decreasing waste generation.

In general terms, it is recommended that a vision be:

- Clear and concise. The more direct and concise, the better. It is suggested to keep the vision statement for the Action Plan implementation within 1 to 3 sentences, clearly communicating the organization's vision.
- Future-oriented. It is about defining where it is intended to go in addressing the problem, and it shall always be future-focused.
- Fixed term. Experts recommend that the vision should aim for a specific point in the future where the set objectives are desired to be achieved.
- Ambitious but realistic. It is often formulated as an ambitious objective while still being grounded. It is said that if the vision set is not achievable, it will not be encouraging, will likely fail, or may simply be irrelevant for execution.
- Abstract. It shall be a broad statement of the work to be done, while the details will be described in the strategies and actions derived from the vision.

The vision shall be reviewed and validated by the entire team as well as the organization's executives. Below are some examples of Vision statements from tourism companies that have been involved in reducing waste generation, primarily plastic products:

Grupo Iberostar aims to be free of single-use plastics by 2020, waste-free by 2025, and carbon-neutral by 2030.

Source: <https://waveofchange.com/>

Accor Hotels Group is deeply interested in creating sustainable value and it plays an active role in rewarding the planet and the community, undertaking to reduce its carbon emissions by 46 % by 2030. Incorporate more than 700 hotels into the Too Good To Go initiative and support more than 430 projects through the Accor Heartlist Solidarity Foundation.

Source: <https://group.accor.com/en/group/our-commitments/our-commitment-to-the-planet>
<https://www.fairmont.com/sustainability/>

Objectives

Once the team has determined the vision of the Action Plan, the next step will be to develop objectives that are focused on achieving that vision and ensuring the fulfillment of the Action Plan. Objectives shall be understood as specific, measurable results of an initiative. Objectives provide guidance on what will be achieved (what), to what extent (how much), in what way (how), and within what time frame (when).

One of the most used tools to define objectives is using the SMART methodology (for its acronym in English: specific, measured, achievable, relevant, time-bound), as described below:

- These are *specific*. These indicate how much (for example, 80 %) that will be achieved and by when.
- These are *measurable*. Clear evidence of its execution can be obtained, in addition to that it can be quantified in records, logs or reports.
- These are *achievable*. These are feasible to perform based on the present and future situational analysis.
- These are *relevant to the vision*. The fulfillment of each objective will add to achieving the vision reached for the Action Plan.
- These are *defined in time*. These can be reflected in a time frame or schedule to ensure compliance.

Experts in strategic planning suggest that the key to writing realistic objectives is to identify the changes that need to occur to achieve the stated vision. Some ways to do this include to research success stories or best practices from similar facilities, consulting with people who are involved in daily operations and can provide their insights on what is feasible to accomplish, and identifying the resource, infrastructure, and logistic requirements to achieve the desired changes.

At this stage of the planning process, it is not necessary to have all the precise and quick answers to the questions posed by the objectives, but rather a general overview of what needs to happen to bring about the expected changes in reducing unnecessary plastic products in the organization.

Expected Results

Once the objectives have been identified, the next step is to determine the expected results (ER) for the achievement of each objective. These expected results can be as specific or general as desired. Next, the way on how to identify the expected results, from the methodology called Theory of Change is explained. It is a tool to support the planning of a certain process, which aims to identify the general and specific mechanisms through which change is expected.


To apply this tool, it is advised to call the work team to a workshop format meeting where all ideas and proposals related to the fulfillment of the objectives are expressed in a participatory way.

Next, a series of suggested questions is proposed to identify the expected results:

1. What is the main expected result that the Action Plan aims to achieve?
2. What results or changes are expected to be achieved in the long term to meet the main expected result of Question 1?
3. What results or changes are expected to be achieved in the mid-term to meet the expected results of Question 2?
4. What results or changes are expected to be achieved in the short term to meet the expected results of Question 3?

Having a list of expected results in the long, mid, and short term will allow to establish a specific and materialized course of the point to which is intended to reach, with concrete actions or facts. This is because the Theory of Change uses a "backwards" logic, starting from the objectives that are intended to be achieved and working backwards to identify the expected results (in the long, medium, and short term).

In the following table, a proposed format is presented to determine the expected results using the Theory of Change tool, based on the set objectives. The information entering is from right to left.



Expected Results (ER)	Objectives	Action Plan Vision
Long-term 1. ... 2. ... 3. ...	Objective 1 (...)	(...)
Mid-term		
Short-term		

Long-term	Objective 2 (...)	
Mid-term		
Short-term		
Long-term	Objective 3 (...)	
Mid-term		
Short-term		

The next step will involve identifying the necessary actions to achieve each of the expected results or changes, which will be explained in the following section.

Action lines and strategies

Once the expected results have been identified, it is recommended to create a comprehensive list of all the actions or strategies that are considered necessary to achieve the expected results or changes. This exercise can be done as a general brainstorming session for all the expected results, or it can be done separately for short-term, medium-term, and long-term expected results for each objective, according to the preference of the person coordinating the participation process. It shall be noted that for the purposes of this Manual, an action or strategy is understood to be the activities that the organization will undertake to achieve the elimination, substitution, or reduction of plastic product consumption.

A strategy is defined as the set of specific and concrete actions to achieve a defined objective. In this regard, it is suggested to provide precise and detailed wording of the actions to be carried out to achieve the expected result and, consequently, meet the objectives.

The document entitled "Strategies for Prioritization Prevention during the Implementation of the Guide for the Prevention of Unnecessary Plastics in the Tourism Sector," available as part of the support materials provided by Circular Caribbean, includes a list of 30 suggested actions or


strategies that could be used at this point, and additional ones that each team deems necessary can be added.

Once the user has the comprehensive list of all actions/strategies, it is feasible to proceed to classify them into four action lines: Elimination, Substitution, Reduction, Disposition. To recall the definitions of each of these concepts, the user can go to Section III of the document "Strategies for Prioritization Prevention during the Implementation of the Guide for the Prevention of Unnecessary Plastics in the Tourism Sector."

Once the strategies are grouped according to each Line of Action, it is suggested to make a second classification either by operational areas or by types of products, as explained below:

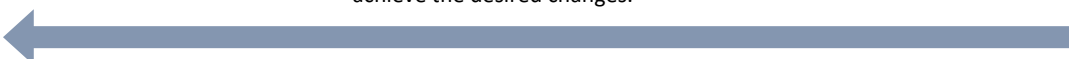
- A. Operational areas. The strategies that correspond to a common operational area can be grouped together, meaning that all strategies related to each area such as food and beverage, rooms, maintenance, procurement, etc., are grouped together (Table 5).
- B. Types of products. The strategies that correspond to a prioritized product type can be grouped together, meaning that all strategies related to items such as plastic straws, plastic bags, disposable containers, single-use plastic packaging, etc., are grouped together as shown in Table 6.

Table 5. Example of classification of strategies according to the operational area. The information is entered from right to left, where each line of action establishes the operational areas in which strategies will be implemented to achieve the desired changes.



Responsible Manager	Strategy	Operational area	Action Line
Housekeeper	1. Eliminate amenities with disposable plastic containers	Rooms	Elimination
Housekeeper, Communication	2. Eliminate complimentary plastic bottles. Promote the use of tap water if it is potable.		
Food and beverages	3. Eliminate straws	Food and beverages	
Food and beverages	4. Eliminate unicef disposable containers		
Housekeeper, Procurement, Maintenance	1. Install dispensers of amenities in bathrooms.	Rooms	Substitution
Housekeeper, Procurement	2. Substitute complimentary plastic water bottles with refillable containers.		
Food and beverages, Procurement	3. Tea bags/envelopes wrapped in paper	Food and beverages	
Food and beverages, Procurement	4. Provide sugar, salt and pepper in a larger presentation, not small envelopes.		

Table 6. Example of classification of strategies according to type of product. The information is entered from right to left, where each line of action is linked to the type of priority product, in the operational areas where the strategies will be implemented to achieve the desired changes.



Responsible Manager	Strategy	Priority Product	Action Line
Food and beverages	1. Eliminate straws from dining areas, restaurants, and bars.	Straws	Elimination
Food and beverages	2. Eliminate unicef disposable food containers	Unicef disposable food containers	
Shopping, Boutique/Shops, Food and Beverage	1. Substitute plastic bags with bags made of degradable (paper) or reusable (non-synthetic fabrics) materials.	Plastic bags	Substitution
Housekeeper, Procurement	2. Substitute complimentary plastic water bottles in rooms with refillable containers.	Disposable plastic bottles	

Food and beverages, Procurement	3. Substitute disposable plastic containers with returnable presentations.		
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Indicators

Once the action lines and strategies have been defined, it is necessary to determine the measurement indicators for each expected result. An indicator is a specific, observable, and measurable characteristic that can be used to demonstrate the changes and progress made towards the achievement of an expected result.

An indicator shall be defined in precise terms, avoiding ambiguity, and accurately describing what is being measured. If practical, the indicator shall provide a relatively good idea of the necessary data required to measure it or how to obtain the information.

To determine the indicators for the Action Plan that will be implemented, it is suggested that they be:

- Relevant to the strategy and desired result.
- Represent a goal to be achieved within a known schedule.
- Comparable over consecutive periods each time they are measured.
- They shall be assigned to a position or department responsible for their measurement.

The indicators shall be aligned with the objectives and vision of the Action Plan, taking into account the situational analysis framework, compliance with laws, regulations, internal policies, and any certifications or labels to which the organization is subscribed.

Table 7. Example of indicators to measure the strategies to be implemented in the Action Plan.

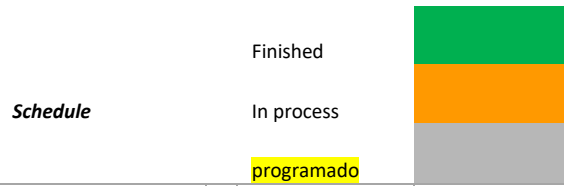
Indicator	Responsible Manager	Strategy	Operational area	Action Line
Eliminate 100 % of the use of amenities in rooms with disposable plastic containers at the end of the first year of operation of the Action Plan.	Housekeeper, Procurement	Eliminate amenities with disposable plastic containers	Rooms	Elimination
Substitute 100 % of complimentary plastic water bottles with refillable containers at the end of the first year of operation of the Action Plan.	Housekeeper, Procurement	Substitute complimentary plastic water bottles with refillable containers.	Rooms	Substitution

Some elements that are suggested to identify when to develop each indicator are:

1. The calculation formula is the mathematical expression that allows identifying how the indicator is calculated (percentages, indices, sums, averages, etc.). Through it, it ensures that anyone interested in replicating the indicators can do so; in other words, it serves as a mechanism for transparency and accountability.
2. Means of verification. They serve as mechanisms to ensure transparency and accountability regarding the generated information. Through the sources of information, the means of verification are generated, which are necessary to establish an indicator and to monitor it over time; therefore, they are a fundamental input in the consolidation of the indicators.
3. Measurement frequency. This establishes the stages in which the measurement of each indicator will be applied within the implementation schedule of the Action Plan. These can be monthly, semi-annual, annual, etc. frequencies depending on the time periods required for the implemented strategies that work regarding each expected result.
4. Comparison with a baseline. The collection of quantitative data at the beginning of a change process provides the context that allows for an initial point of comparison against the strategies to be implemented, thereby making the expected change or result evident.

Once the indicators have been established, it can be said that the road map for implementing the Action Plan is complete. It will be important to agree with the team on how to monitor and assess each of the strategies proposed in the Plan.

Schedule



Action Plan

		2023																																				
	Responsible	Month	January				February				March				April				May				Jun				July				August							
		Week	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Activities																																						
Sustitution																																						
• ...																																						
• ...																																						
Reduction																																						
• ...																																						
• ...																																						
Elimination																																						
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Image 19. Example of a Gantt Chart. Source: Ganttpro

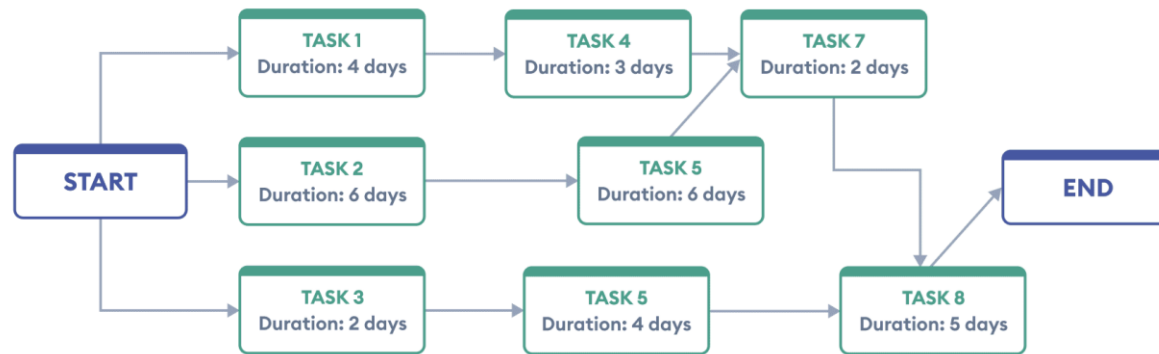


Image 20. Example of a Pert Chart. Source: Fobes.

ANNEX 3. Action Plan Integration Matrix

Once the information for each of the previous sections for the Action Plan has been generated, a comprehensive format can be constructed that includes all the determined fields. In most cases, having an Integration Matrix allows for a comprehensive overview of the Action Plan's roadmap and serves as an accessible tool for all team members to manage.

Below is a suggested example for the construction of two integration matrixes, in line with the suggested steps presented in this Manual.

Expected Results (ER)	Objectives	Action Plan Vision
Long-term	Objective 1 (...)	
Mid-term		
Short-term		
Long-term	Objective 2 (...)	
Mid-term		
Short-term		

Measurement indicator	Execution period	Responsible Manager	Strategy	Priority Product	Action Line
					Elimination
					Substitution
					Reduction
					Disposal

**MANUAL FOR IMPLEMENTING THE
LESS PLASTIC GUIDE**

**Tools to prevent the consumption of plastics in the
tourism sector**

**"Preventing plastic waste in the seas of Central America
and the Caribbean (Circular Caribbean)."**