

## **Outcome Report from the Second Steering Committee Meeting of the COAST Project**

**25-27<sup>th</sup> August 2010, Kribi, Cameroon**

### **Background Context:**

This was the second SCM for the COAST project and it took place over a three day period, attended by representatives from each Partner country (Tourism and Environment Ministries) as well as representatives from UNWTO, UNEP and UNIDO. A total of 27 people attended the meeting.<sup>1</sup>

The first day's chairperson was proposed by Ms Ayimba of Kenya as Mr Fadipe Ashamu of Nigeria. He was elected to chair the first part of the meeting, but due to his early departure from the meeting, a second chairperson was elected to continue in his absence, Dr Wassouni, FP of the GCLME project for the second day. However, owing to unforeseen circumstances, Dr Wassouni had to leave at the end of day two of the meeting, and so a third chairperson was elected to guide participants during the third day, namely Mr Baraza from Kenya. Throughout the proceedings Ms Lena Hoareau acted as co-chair to assist those named above.

### **Meeting Discussion and Outcomes:**

The meeting started at 11.15am after an official opening ceremony and cocktail gathering<sup>2</sup>.

The agenda items to be discussed were as follows (outcomes on each of these are presented below):

1. Partner Country presentations (x9)
2. UNIDO sub contracting process and implementation for the remain three years of the project
3. UNWTO presentation on policy and governance study
4. UNWTO presentation on the proposed eco-tourism training and implementation approach
5. Presentation on the Training Needs Assessment report and recommendations
6. UNEP and the Project PIR report and scoring
7. Proposed logframe revisions, the M&E national and regional framework and demonstration project M&E technical support including a draft TOR for an M&E consultant
8. Presentation of the proposed budget for the regional work plan, and budget summary for each partner country
9. GIS mapping work at the Kenya Demo site – an example for sharing
10. Eco-tourism stakeholder d/base development and the COAST project website and intranet
11. Resolutions on: UNWTO inputs; the second proposed demo site in Nigeria; the proposed timing of the Mid Term Review; the location and timing of the 3<sup>rd</sup> SCM
12. Recommendations from Participants for future meetings.

---

<sup>1</sup> For the full participants list please refer to Annex A attached to this Report.

<sup>2</sup> Refer Annex B for a copy of the full SCM agenda and Annex C for the timetable.

## 1. Partner Country Presentations

All countries provided updates on their implementation status, challenges and achievements. The major issue for all partners has been the slow process of negotiation over the COAST Project sub contracts and their activation. Another important point which was clarified was that the GEF funds are not available for the development of infrastructure. Rather these are supposed to focus on capacity building and technical support for developing Best Practices and Technologies. This point was explained by Dr Ujor from Nigeria who said that during the PDF-B planning phase, it had been agreed that it was up to national governments to build up tourism infrastructure wherever this was needed. The table below presents a summary of the main points arising from the country level presentations.

**Table 1. Country Presentation Key Points**

<b>Country</b>	<b>Management</b>	<b>Training</b>	<b>Contracts</b>	<b>Co-funding<sup>3</sup></b>	<b>Major challenges</b>
<b>Cameroon</b>	Demo Coordinator Recruited. Site committee formed	Demo Coordinator induction training. TNA completed	Signed but no first invoice received yet by UNIDO	Has been committing funds since 2006 (cash & inkind)	Slowness of contracting process. Cameroon govt budget cycle different from UNIDO cycle
<b>Gambia</b>	Demo Coordinator Recruited. National steering committee formed, but not yet at site level. New Tourism sector Focal Point appointed.	Demo Coordinator induction training TNA completed	Signed but no first invoice received yet by UNIDO	Has committed funds in cash & inkind since 2009	Slowness of contracting process. Wish to keep the Sanyan Community Forest area as part of the demo project
<b>Ghana</b>	Demo Coordinator Recruited. Formal inauguration of the site committee is expected during Sept. Preparation of	Demo Coordinator induction training TNA completed	Signed and first invoice paid	Has committed co-funding inkind, but no figures were provided	Slowness of contracting process. No payment of DPC since his recruitment

<sup>3</sup> See Table 2 which refers specifically to co-funding related to the COAST project.

	MoUs with local NGOs. New Tourism sector Focal Point appointed.				
<b>Kenya</b>	Demo Coordinator Recruited. GIS & mapping work started for the demo site	Demo Coordinator induction training. TNA completed	Signed and first invoice paid	Has committed funds in kind since the PDF-B phase	Slowness of contracting process.
<b>Mozambique</b>	Demo Coordinator Recruited. Meetings held with local stakeholders including SNV (ST_EP project)	Demo Coordinator induction training. TNA completed	Counter-signed contract not received by UNIDO yet & no first invoice yet	Has committed funds in kind since 2009	Slowness of contracting process
<b>Nigeria</b>	Demo Coordinator Recruited. 9 other local government projects are being financed by the Nigerian government and support the work of the COAST project	Demo Coordinator induction training. TNA completed	Signed Contract not yet received by UNIDO, nor the first invoice, so no payments yet made	Has committed funds since the PDF-B phase of the project, and as a result of recent Lagos State government contracts a sum of more than \$6.5m is being invested in the Demo site area	Slowness of contracting process
<b>Senegal</b>	Two Demo Coordinators Recruited. Two new Focal Point person appointed (Environment and Tourism)	Demo Coordinator induction training. TNA completed	Signed but no first invoice received yet by UNIDO	No cash co-funding is available, but in kind has been committed since the PDF-B phase	Slowness of contracting process and lack of funds. No payment of the DPCs since they were appointed in March 2010.
<b>Seychelles</b>	Local Consultant hired to assist manage the proposed	Project Coordinator induction training. TNA completed	Signed and first invoice paid	Has committed funds in kind since the PDF-B phase	Slowness of contracting process

	demo sites (up to 5 are proposed)				
<b>Tanzania</b>	Demo Coordinator Recruited.	Demo Coordinator induction training. TNA completed	Signed and first invoice received during the SCM	No cash co-funding is available, but inkind has been committed since the PDF-B phase	Slowness of contracting process and lack of funds has hampered implementation work

**Table 2. Co-financing by Partner Country**

	PDF-B (planning phase)	In-kind 2009/10	In-Cash 2009/10	Non USD 2009/10	Total
<b>Cameroon</b>	\$48,750	\$40,800	\$76,500		<b>\$166,050</b>
<b>Gambia</b>				D852,551	<b>D852,551</b>
<b>Ghana</b>					
<b>Kenya</b>	\$62,400	\$ 54,300			<b>\$116,700</b>
<b>Mozambique</b>		\$20,850			<b>\$20,850</b>
<b>Nigeria</b>	\$128,000		\$6,535,000		<b>\$6,663,000</b>
<b>Senegal</b>					
<b>Seychelles</b>	\$24,000	\$11,550			<b>\$36,550</b>
<b>Tanzania</b>	\$44,500	\$11,700			<b>\$56,200</b>
<b>UNIDO</b>		\$30,000	\$100,000		<b>\$130,000</b>

2. UNIDO sub contracting process and implementation for the remaining three years of the project

Ms Maabdi presented the UNIDO procedure for contracting partners into the COAST Project (as partner countries). The key steps in the contracting process had already been shared with all partner countries in April 2010. The main discussion outcomes were as follows:

- Once both parties (Partner Country and UNIDO) have signed the contract documents, each partner country needs to send an original copy of the first, and subsequent, invoice (or letter requesting payment) to the UNIDO Contracts officer in Vienna in order for UNIDO to issue the first, and any subsequent, disbursement of funds (as per the contract); as well as the bank details
- Where UNIDO has a local in-country office (these exist in 7 of the 9 countries), partner countries may send their original invoices through these offices without cost to themselves, by requesting that the documents be sent by DHL/courier together with other UNIDO office documents to UNIDO HQ in Vienna; All contractual correspondence must be clearly addressed as follows:

Attn. Ms. Natalie Maabdi, Contracts Officer  
UNIDO - Procurement Services Unit/OSS/PSM

- All invoices must have the contract number and UNIDO project number clearly shown on the document. This will speed up the process of payments;
- The COAST Project TC will send all partner countries a copy of the report template which was discussed during the first SCM in Mozambique to facilitate narrative and financial reporting<sup>4</sup>;
- Where a partner country sees the need to modify the implementation of activities/purchases in a contract, they should write to both the Technical Coordinator and Project Manager (by email) in order to obtain permission to adjust the activity/purchase. So long as there are no additional cost implications by the modifying action(s), the proposed change(s) is likely to be agreed swiftly;
- For the next three years remaining in the COAST project, each country will receive a set of documents containing the TOR and budgets for the coming 3 years and will be requested to formally agree to them in an official correspondence which will have to be sent back to N. Maabdi, in Vienna (by email). Once the acceptance is received, a contract amendment will be issued and originals will be addressed to the respective signatories for their signature. This contract amendment will need to be signed and returned as an original copy to the UNIDO Contracts officer. These will then remain in force for the length of the project;
- If any problems should occur during the contract agreement process or even during the contract period, partner countries are requested to immediately contact Ms Natalie Maabdi (please also copy the project manager and technical coordinator), so that the issue can be resolved swiftly.

3. UNWTO presentation on policy and governance study

Mr Marcel Leijzer from UNWTO made the presentation. The study will benefit all 9 partner countries and will start during the last quarter of 2010 and run through to the second quarter of 2012. A total budget of approximately \$ 153000 will be utilised by the project for this purpose. The Steering

---

<sup>4</sup> Refer Annex D of this report for a copy

Committee approved the study after some discussion on the need to extend the time to allow for feedback from partner countries on the initial results from the policy and governance analysis at country level. See Table 3 under item 4 below for further details.

4. UNWTO presentation on the proposed eco-tourism training and implementation approach

This was a second presentation from Mr Marcel Leijzer. The UNWTO involvement was first approved at the 1<sup>st</sup> SCM held in Mozambique during July 2009, and now that a Letter of Agreement (LoA) has been agreed between UNIDO and UNWTO, the work on eco-tourism will commence. The first activity will be a series of regionally organised ST-EP training programmes for the Demo Project Coordinators (DPCs) and the Tourism Focal Points in each of the COAST project countries. The first of these will be held in Senegal (Sept 27-30<sup>th</sup> 2010), followed by one in Ghana (Nov 15-19<sup>th</sup> 2010) and the final in Kenya (Nov 29- Dec 3<sup>rd</sup> 2010). Each of the seven partner countries which are benefiting directly from UNWTO's technical support (Senegal –site 2, Nigeria, Gambia, Ghana, Cameroon, Kenya, Tanzania) will have \$50,000 for investment in sustainable tourism activities within their demo site areas. Overall the sustainable tourism inputs and policy & governance study will have a cost to the project amounting to \$ 548,000.

**Table 3. Sustainable Tourism and Policy & Governance Study Proposed Expenditure 2010-2012**

Country	National (directly transferred)	Regional (provided as UNWTO time and experts)
Cameroon	\$50,000	\$198,000
Gambia	\$50,000	
Ghana	\$50,000	
Kenya	\$50,000	
Mozambique	UNWTO ST-EP Inhambane Project	
Nigeria	\$50,000	
Senegal	\$50,000	
Seychelles	MBP project	
Tanzania	\$50,000	

5. Presentation on the Training Needs Assessment report and recommendations

The Technical Coordinator presented an overview of the main results from the Training Needs Assessment across the 9 partner countries, with an explanation of how the process had been conducted and the methods used during each country visit. After some discussion it was agreed that the RCU will take a lead on those trainings which are likely to benefit more than a single partner country (i.e. multi-country), while further discussion and communication are needed to address the more local training

needs which have been identified at demo site level. The TC together with FPs will take a lead on developing TORs for agreed training activities based upon the TNA country reports for this purpose. The TC reminded all participants that all these reports are now available to download from the COAST website ([www.coast.iwlearn.org](http://www.coast.iwlearn.org) ).

- It was agreed that each country team will identify and agree with the RCU on in-country training priorities for submission to UNIDO by the end of Sept 2010.

#### 6. UNEP and the Project PIR report and scoring

Mr Edoardo Zandri, UNEP Task Manager, presented an overview of the role of UNEP within the project, the programme implementation report (PIR) and the current progress scores which had been recently agreed jointly with UNIDO. The main outcomes from the discussion were as follows:

- The COAST project is seriously behind schedule due to administrative delays and as a result has a large number of ‘unsatisfactory’ and ‘marginally unsatisfactory’ scores;
- In order to address this situation, UNIDO and Partner Country executing agencies (i.e. those contracted to deliver on the demo project activities) have agreed to work more efficiently and ensure that all existing contracting processes are active and funds are being disbursed by the end of Sept 2010;
- Looking to the future, for the remaining three year period of the project (i.e. from Dec 2010 to Nov 2013) the existing contracts will be amended and extended to cover the whole of the remaining project period. These extensions should all be activated (i.e. signed by both parties) before the end of Dec 2010 so as to ensure smooth flow of funds and project level activities;
- GEF projects do not support infrastructure development, other than simple and low cost investments at a community level. The main emphasis of the COAST Project is therefore on capacity building, training, and technical know how (support to develop technologies and processes)
- It was agreed that the UNEP and UNIDO would review project progress at the end of January 2011 in order to assess if the above measures are improving project implementation. On the basis of this internal review, a decision will be made on whether to delay the Mid Term Review to early 2012
- The following ten action points were suggested for inclusion in the annual PIR to address project delays incurred to date. These are now included in the PIR as below:

*“The entire project team recognises that the pace of progress towards stated outcomes and delivery of agreed outputs, especially at the site level, has to increase significantly in FY11, in order to bring the project back on track. This affects most project outputs with progress ratings at MS, MU and U. Agreed urgent management measures include:*

1. Establishment and full activation of contractual agreements with all partners at the country level as well as with UNWTO and other subcontractors (e.g. regional training programmes and the coral reef-management, monitoring and conservation sub-contracts/consultancies). All sub-contracts/consultancies should be fully active not later than the end of December 2010;
2. UNIDO to step-up and provide increased consistent support and guidance to demo project coordinators and demo sites’ teams (and particularly in project management and administration

- aspects, besides technical support) so as to ensure the timely delivery of agreed outputs in FY11, bringing the project back on track;
3. UNIDO Coordinator based in Nairobi to take on a more proactive role in project management aspects, including more proactive liaison with the Vienna Office and all sub-contractors, so as to ensure a more timely finalisation and set-up of all managerial, contractual and financial aspects of the project that are still not in place;
  4. UNIDO Project Manager in Vienna and UNIDO finance/legal/contracting team are to significantly step-up their level of time-input and support for this project in the coming months. The level provided so far is clearly well below the minimum required, as demonstrated by the very poor performance of this project since its inception.
  5. Country teams, and in particular, Country Focal Points and Demo Project Coordinators, also have to increase their level of responsiveness and interaction with the UNIDO team, in order to recuperate time lost, fully activate all contractual arrangements and initiate the effective disbursement of GEF funds at the country level.
  6. All parties to prioritise the setting up of local teams at each demo site and equipping them with financial and technical means to implement their TOR and workplan, so that they may feed into and benefit from the broader project activities;
  7. The UNIDO coordinator to take the lead and define a Training Programme on the basis of the TNA and starting identification and contracting of relevant training institutions - implementation should start as soon as local coordinators are employed and their demo project teams are active;
  8. UNIDO to activate the long overdue LoA with the UNWTO not later than September 2010, so as to initiate the planning for the ST-EP training and trigger other key UNWTO activities envisaged in the sub-contract (i.e. policy and governance study);
  9. All COAST team members to begin using the project website as a mean of internal team communication, and the Regional Office to continue to be proactive in drawing upon the necessary technical support for this from the UNEP IWLEARN teams in Nairobi/Bangkok;
  10. UNIDO contracts/management to team prepare immediately for the next 3-year rolling contracts that will take the country demos sites from early 2011 to end of project. This is of paramount importance to avoid a further gap in funds disbursements and associated delays with site-level activities. The new contracting negotiation process should be started in September 2010 and concluded not later than December 2010, so as to ensure a smooth transition from the current contracts to the amended 3 year rolling contracts.”

*(Extracted From 2010 PIR)*

7. Proposed logframe revisions, the M&E national and regional framework and demonstration project M&E technical support including a draft TOR for an M&E consultant

The TC presented changes suggested by UNIDO/UNEP to the overall project logical framework in order to make the indicators and outcomes more achievable. The changes were tracked on a one by one basis, and accepted with some small amendments by the SCM.

- It was agreed that the final amended logframe would be sent together with the minutes of the meeting to members for final approval by the end of Sept 2010 (refer Annex E, attached).



The TC then presented the revised M&E framework for the project, based on the documents which had been previously sent out to all members (the French version will be circulated shortly as it is currently being translated).

- It was agreed that feedback from partner countries would be welcome within the month of Sept 2010, and that thereafter a final version will be circulated to all members by the RCU taking account of such feedback.

The TC then presented an outline of the draft TOR for a proposed M&E support consultant (who will be office based – i.e. no travel to partner countries). This position was hotly discussed and it was agreed that first priority should be given to M&E specialists from within the COAST partner countries or Sub Saharan region.

- It was agreed that the TORs should be reviewed by each partner country and feedback provided to the RCU by the end of Sept 2010. If no feedback is forthcoming, the RCU will then in association with partner countries, advertise the position and select the best qualified regional candidate. This position is being funded using UNIDO funds and is not part of the GEF disbursement. The amount available is therefore limited to \$20,000.

8. Presentation of the proposed budget for the regional work plan, and budget summary for each partner country

The TC presented an overview of the Regional workplan for 2010/11 on an item by item basis. He explained that project activities are divided between regional and country-led activities, hence the contracts as well as the budget table presented by the Project Manager also show regional and country level columns of proposed expenditure for management purposes.

The Project Manager presented an overview of the COAST project budget status and planned expenditure for 2010/11. **Table 4** shows a summary of this.

**Table 4. COAST Project budget and proposed expenditure based on country contracts and the Regional Workplan.**

Country	National	Regional	Total
<b>Cameroon</b>	180,012	172,440	<b>352,452</b>
<b>Gambia</b>	153,347	148,439	<b>301,786</b>
<b>Ghana</b>	236,012	237,239	<b>473,251</b>
<b>Kenya</b>	231,012	332,588	<b>563,600</b>
<b>Mozambique</b>	139,346	327,921	<b>467,267</b>
<b>Nigeria</b>	181,901	242,017	<b>423,918</b>
<b>Senegal</b>	266,012	216,239	<b>482,251</b>
<b>Seychelles</b>	42,504	134,740	<b>177,244</b>

<b>Tanzania</b>	231,012	332,588	<b>563,600</b>
<b>Total (US\$)</b>	<b>1,661,158</b>	<b>2,144,211</b>	<b>3,805,369</b>

- The regional work plan and proposed budget for the period 2010/11 was accepted by members of the SCM.

#### 9. GIS mapping work at the Kenya Demo site – an example for sharing

In order to encourage countries to begin sharing their experiences, the TC presented an overview of GIS and Mapping work which is currently being undertaken to support the Kenya demo project site. This work has been done by a volunteer working on behalf of the COAST project. A meeting with local stakeholders to discuss the draft map products before their revision and printing is to be held in early September at the demo project site. The TC also informed members that UNEP had provided a JPO (Junior Professional Officer) on a part time basis at no cost to the project to support GIS/Mapping work within the East African partner countries. She has already been communicating with FPs and DPCs in Seychelles, Tanzania and Mozambique in order to begin drawing up an action plan for each demo site where maps may be required. The TC also informed members from West Africa that the project had some funds at regional level to support the development of demo site maps (mainly for the purchase of up-to-date satellite imagery) and that FPs and DPCs should get in touch with the RCU for further clarification of their needs.

#### 10. Eco-tourism stakeholder d/base development and the COAST project website and intranet

The TC made a presentation of work recently concluded within Kenya on developing an ecotourism stakeholder d/base showing all those individuals, NGOs, and private sector investors who currently have, or support, ecotourism activities on the north and south Kenyan coast. This activity was undertaken by a BSc Kenyan student as part of her student programme at no extra cost to the project, and is an example for other demo sites to consider. The information gathered will be available for the DPC and his site committee to utilise for networking and training purposes during project implementation.

#### 11. Resolutions on: UNWTO inputs; the second proposed demo site in Nigeria; the proposed timing of the Mid Term Review; the location and timing of the 3<sup>rd</sup> SCM

Towards the end of the meeting, a number of decision were made by the members regarding presentations or topics which had already been presented and discussed earlier during the proceedings. In summary these were as follows:

- The UNWTO two proposed inputs and approaches to supporting ecotourism and policy and governance for sustainable tourism within the partner countries was approved;
- The originally proposed second demo site in Nigeria (Calabar) will be re-examined together with other project progress and interim outcomes at the time of the mid term review;
- The timing of the mid term review is likely to be delayed to 2012, however a final decision on this will be made at the end of January 2011 after a joint review of project progress by UNIDO and UNEP;

- The location and timing of the 3<sup>rd</sup> SCM. To date, since the planning phase of the project all countries except; Senegal, Ghana and Tanzania have had the opportunity to host an SCM. Therefore these should be given preference to host the 3<sup>rd</sup> SCM in July/August 2011. However, Seychelles was also proposed as an alternative location. It was agreed that the TC will write to all the above countries asking them for their official position vis-à-vis the next meeting. This should be confirmed by early 2011.

## 12. Recommendations from Participants for future meetings<sup>5</sup>.

At the end of the meeting, the Chairperson requested members for their recommendations for future meetings and for enhancing project implementation progress. The main recommendations suggested were as follows:

- The next SCM hosting country should be asked if they are willing to organise and host the whole event without external assistance (except for international travel arrangements). UNIDO would then have to establish a separate sub-contract to disburse the funds required for accommodation, translation, stationery, local transport and administration and site support, directly to the local executing agency;
- National expertise from within the 9 partner countries should be given preference when advertising for external consultants, on condition that they have the required expertise and experience;
- There should be improved communication at all levels within the project and specifically between UNIDO Vienna, the RCU, Partner Countries (FPs and DPCs), UNWTO and local implementation partners;
- FPs need to pass on the outcomes (this report) to all their respective DPCs in order to keep them informed on project decisions and progress;
- FPs should be one of the main target groups for capacity building at national level within the project;
- At the next SCM, time should be set aside on the first day (half day) for side meetings between partner countries and implementing agencies in order to discuss important issues which may require decisions to be made as part of the SCM agenda. This will allow all members (old and new) to be familiar with the key issues and challenges in the project;
- The next SCM should avoid the period of Ramadhan and Aid Festivity;
- Members of the SCM should be asked about their flight preferences/routing prior to the finalisation of ticketing, and should be free to offer alternative routings (within the deadline indicated in the Aide Memoire) if the UNIDO travel office option does not appear the most direct solution;
- The project should explore the possibility of renumeration the FPs in some manner within the constraints of the present budget;
- Funds disbursements need to be fast-tracked with immediate effect in order to speed up project implementation;
- The next host to the SCM should be free to offer to chair the meeting if they so wish, and facilitate the election of a co-chair.

---

<sup>5</sup> Refer Annex F for the participants evaluation of the SCM

13. Meeting Closure

The meeting was closed by the host Government representative, Mr M Kombi, on behalf of the Minister of Tourism at 18:45.