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COAST Project

Reduction of Environmental Impact from Coastal Tourism through the Introduction of Policy Changes and Strengthening Public-Private Partnerships

Inception Report
(Final Version)

September 2009

Project Coordination Unit
Nairobi

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COAST – Collaborative Actions for Sustainable Tourism Project
UN Gigiri Complex
P O Box 41609
00100 GPO
Nairobi
Kenya

Tel: +254 20 7625286
Fax: +254 20 7624368
Mob:+254 732 500157
Web: http://coast.iwlearn.org

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The report was prepared by Dr Hugh Gibbon of the Regional Coordination Unit of the COAST project.

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List of Acronyms

BAPs	Best Available Practices
BATs	Best Available Technologies
CBO	Community Based Organisation
CITES	Convention on International Trade in Endangered Species
COAST	Collaborative Actions for Sustainable Tourism Project
CSD	Commission on Sustainable Development
CTA	Chief Technical Advisor/Technical Coordinator
DTIE	Division of Trade, Industry and Economics of UNEP
EMS	Environmental Management Systems
eRICH	Virtual Regional Information Clearing House
FPs	Focal Points
GEF	Global Environment Facility
ICZM	Integrated Coastal Zone Management
LME	Large Marine Ecosystems
NEPAD	New Partnership for Africa's Development
NGO	Non Government Organisation
PDF-B	Planning phase of a GEF project
PD	Legally binding Project Document
PIR	Project Implementation Review
RCU	Regional Coordination Unit
SCM	Steering Committee Meeting
SMEs	Small and Medium sized Enterprises
ST-EP	Special Programme for Sub-Saharan Africa
TC	Technical Coordinator
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organisation
UNWTO	United Nations World Tourism Organisation
VEC&L	Voluntary Eco-Certification and Labelling
WSSD	World Summit on Sustainable Development

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Executive Summary

long evolution from the time of the initial planning phase application which was submitted to the Global Enviroment Facility in September 2003[2], until the present implementation phase, beginning August 2009[3]. The Planning phase (PDF-B) lasted from late 2004 to March 2006 when the project was endorsed by UNEP for financing to the Global Environment Facility.

This Inception Report represents an important milestone in the project history as it presents a revised and updated schedule of Partner Country demonstration documents and a revised and adjusted global budget for a 5 year implementation period of the project which will now run until to November 2013.

While the original Project Document remains the legally binding reference for all parties in the COASTproject, this Inception Report will also be used by all parties for implementation and monitoring purposes. The key changes from the orginal project document are noted below:

- Much reduced general background text and narrative

While drawing from the Project Document (PD); much of the historical background reference material has been removed; Table 2 on National Legislation, Policies and Strategies has been excluded; Table 3 on Institutional Structures in the Participating Countries has been excluded; all the technical annexes have been excluded, and the presentation of the project components (Objectives and Goal) has been simplified and shortened. The intention is to produce a shorter more understandable document for implementation purposes.

- Streamlined logical framework which is now cross-referenced at Regional, Country and individual Demonstration Site level

In the PD, the logical framework did not provide any detail for activities or outputs at the country or demonstration site level as the documentation focused on the three thematic approaches . This has now been rectified with each demonstration site having its own logical framework, cross referenced to the four major components (Objectives) of the COAST project, at country and regional levels.

- Expanded Country level documentation, first year workplans and budgets

Annex C2 in the PD presented the demonstration projects in some detail and these documents have been updated and expanded upon to include workplans and budgets for the first year of implementation which is now expected to begin in the final quarter of 2009.

- Workplans and budgets for the first year of implementation for the Regional Coordination Unit (RCU) in Nairobi

A workplan and budget for the first year of implementation for the RCU (covering both UNIDO and UNWTO inputs) has been developed based upon the revised project time frame and budget.

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[1] During the planning phase of this project it was referred to by its full objective title: "Reduction of Environmental Impact from Coastal Tourism through Introduction of Policy Changes and Strengthening Public-Private partnerships". Its revised name for implementation purposes has been agreed as: "Collaborative Actions for Sustainable Tourism" – which is shortened as COAST for ease of reference.

[2] Prepared by the consultant, Terry Jones.

[3] The COAST project effectively began on the 19th of November 2008 with the arrival of the CTA in Nairobi. A coordination office was established during November/December of 2008, and a seven month inception phase of the project lasted from January to July 2009.

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d budget which shows increased benefit from the GEF
untries

Owing to the delays in start up, the COAST project budget required to be revised and reviewed to account for changes in emphasis within the project since its original design and formulation. In brief the main changes made and endorsed by the COAST first SCM are; an expanded technical role for the Technical Coordinator to take on some of the Biodiversity, Cleaner Production and Public Participation functions; much reduced funding for GIS hardware /information management and GIS international advice making funds available for more local training and investment at country level. The consultant inputs on Public Participation and Awareness have been re-designed as National Demonstration Project Coordinators for each demonstration site bringing in the additional funds required from the budget line on National Technical Experts.

- A strengthened management structure for implementation purposes at the demonstration, country and regional level.

Figure 2 provides an overview of this structure which will be repeated in each partner country. The lead project Focal Point person will usually be from the Environment Ministry in each country, but may in some countries be led by the Focal Point person from the Tourism Ministry. Having two Project Focal Point persons will add additional strength to the project through regular cross sector linkage, advice and reporting within each partner country. The cross working between representatives from these two sectors was well established during the planning and design phase of the project (PDF-B), and the aim is to continue to build on this arrangement throughout the implmentation phase. The Demonstration Project Coordinators will report to the Lead Project Focal Point, and will be assisted by a pro bono local management committee comprising of local partners and stakeholders from within each demonstration site.

Key Issues Remaining:

- Within the work plan for each demonstration and for each separate major task or activity, we now need to establish a budget estimate for undertaking each activity. This exercise will need to be carried out by the focal point persons, demo project coordinators and other relevant partners for each activity based upon the local needs. A generic GEF budget allocation broken down by UNEP financial expenditure headings has already been provided to each country to assist in this process.

- At the level of the executing agency in each country, there will need to be a Letter of Agreement, MOU, or Sub Contract[4] drawn up between UNIDO and that partner which clearly states the responsibilities of each contracting party. Funds will then be disbursed via the local UNIDO office based upon the activities prioritised in each year's work plan. Funds spent will require to be fully receipted before a replacement tranche is disbursed.

- Further work will be required at each of the demo project sites to obtain the commitment of partners and stakeholders during the first year of the demonstration project. This has been reflected in the work plan, and should be considered a priority networking activity for the Demonstration Project Coordinator as soon as he/she is in post. It will be especially important for the government designated Environment and Tourism officers at site level to be active in supporting and promoting such engagement.

- The current demo project documents provide some suggested indicators for developing an M & E framework, but work still remains to:

[4] Refer Annex L for the generic template to be used for this purpose.

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collected and with what regularity
at, within the M&E framework
year in order to build up a picture of change during the demo project period and to report on these

- Agree on monitoring targets (to be reported on in the Project Implementation Review - PIR).

- It is essential that funds and time be allocated for language translation purposes throughout the COAST project in order to maximise accessibility to key learning arising from project activities (BAPs and BATs).

Each of these aspects is detailed within the report and following the successful conclusion of the first Steering Committee Meeting (SCM) in the COAST Project, these, and a number of other key decisions[5] have been endorsed and agreed by all Country partners and SCM members

[5] The first SCM of the COAST project approved: i) a generic job description for the post of demonstration project coordinator; a method for tracking co-funding from partners; an MoU template for UNIDO to use in managing its relationship with executive agencies in each partner country; a regional level work plan for the period July 2009- June 2010; a revised 5 year project level budget; a formal endorsement to seek approval from UNEP to extend the project to November 2013; and an endorsement on the role of UNWTO within the project.

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T Project

the 48,000 km of sub-Saharan African coastline are under threat to a varying degree from the impacts of development-related activities. In particular, coastal tourism contributes to the threats to the coastal and marine ecosystems through tourism-related pollution, contamination and degradation. At the same time, coastal tourism is often considered the 'environmentally friendly' alternative to more exploitative livelihood options. Based on the identified issues and proposals at the Ministerial and Heads of State meeting in Johannesburg at the World Summit on Sustainable Development (2002) and the thematic group on coastal, marine and freshwater ecosystems of the New Partnership for Africa's Development (NEPAD), this project has been developed to; demonstrate best practices & strategies to reduce the degradation of marine and coastal environments of trans-boundary significance, and to; enhance sustainable tourism practices. There are nine countries involved in the project including; Cameroon, Gambia, Ghana, Nigeria and Senegal (in West Africa), and Kenya, Tanzania, Mozambique and Seychelles (in East Africa). The project includes countries from four out of the five Large Marine Ecosystems (LMEs) in Africa. Coastal tourism in sub-Saharan African countries already contributes a significant portion of export services and GDP[6] in some countries, and yet there is still immense scope for further growth[7].

During the PDF-B planning process all participating countries identified the need for a more integrated approach to planning for coastal tourism, with appreciation of the need to protect biodiversity alongside socio-economic and cultural priorities, and the need for a comprehensive and effective regulatory framework to ensure the long term sustainability of tourism sector. Even those countries that have already started to develop a policy and strategy framework for sustainable tourism, (such as Seychelles and Senegal) identified the need to strengthen such polices and strategies as a key priority, particularly with regards to eco-tourism. The current lack of mid to long term planning of tourism developments and regulation of tourism activities is impacting directly on the health and well-being of the marine and coastal environment and the quality of life of people who live there.

The COAST Project supports the NEPAD Environment Initiative, which recognizes that "*a healthy and productive environment as a prerequisite for sustainable development.*" The Environment Initiative has targeted eight sub-themes for priority interventions. The coastal management sub-theme recognises the "*need to protect and utilise coastal resources to optimal effect*". The environmental governance sub-theme also recognises the need to secure institutional, legal, planning, training and capacity-building requirements that underpin the other sub-themes.

The project will help meet the specific objectives of the NEPAD Environment initiative and the objectives of the regional Nairobi and Abidjan Conventions, as well as assist the region in meeting their obligations to the various regional and global priorities identified under Agenda 21 (Chapter 17) and the WSSD.

[6] For example, in 2004 international tourism receipts represented 21 % of total export of services in Senegal, 54% in Kenya and 80% in the Seychelles. International tourism receipts in Ghana, Tanzania and Kenya represented around 6 % of the total GDP, while in the Seychelles it reached almost 35 % in the same year (WTO, 2005).

[7] International tourist arrivals to Africa as a whole grew at an average annual rate of 5.8 % between 1990 and 2004 and are predicted to continue to rise. It is estimated that total international tourist arrivals to Africa will increase from 33 million in 2004 to 47 million in 2010 and to 77 million by the year 2020 (WTO Tourism 2020 Vision).

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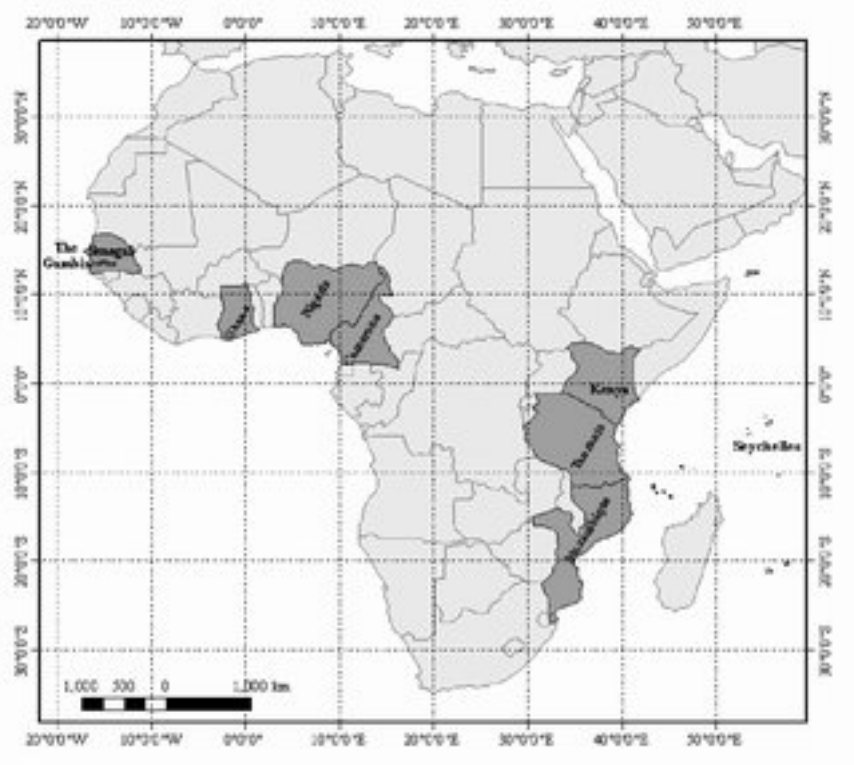
the whole project (Regional)

e distribution of the countries in sub-Saharan Africa participating in the project (shaded in dark grey).



The implementation of this Project will complement ongoing national efforts to address concerns in the coastal and marine environment. Countries however also reported common challenges associated with both the impacts on the marine and coastal environment resulting from existing tourism developments and, the threats to the environment and future tourism potential due to the lost opportunity to create environmentally sound practices. The national activities that have been implemented thus far have not been coordinated or harmonized within the region and do not address trans-boundary issues. The regional approach proposed by the COAST Project will facilitate a common understanding and learning to develop sustainable coastal tourism, and will also address common and trans-boundary issues.

During the PDF-B planning phase of project preparation, the following main threats were categorised:

- Damage from tourism related pollution and contamination
- Direct destruction and degradation of coastal & marine ecosystems
- Unsustainable use of natural resources by the tourism sector
- Overall trans-boundary concerns (e.g. habitat fragmentation, sedimentation flows, species distributions, water quality)
- Weak policy frameworks, inadequate legislation, regulation and enforcement
- Lack of appropriate institutional frameworks
- Limited or poor spatial and infrastructure planning
- Limited human resources and capacity
- Lack of general public understanding, awareness and information outreach
- Limited data and information on tourism

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by the private sector
communities
ppropriate technology
- Limited finances and inadequate economic support.

The Project aims to address many of these barriers through a set of sequential interventions that will lead to the adoption of sustainable tourism practices and strategies within each country which have been designed and elaborated to suit each specific country's needs at the national and local level. A primary focus of the Project will be toward on-the-ground **demonstration activities** addressing issues pertinent to identified national biodiversity 'hotspots' that can then be transferred and replicated to other sites within the Project system boundary and beyond[8].

The inter-country consultative and coordination mechanisms, initiated during the planning phase (PDF-B process), will be consolidated by the COAST project to ensure joint policies and actions on sustainable tourism and environmental management as well as a contribution to the avoidance of potential conflicts and instability in these regions in future. Furthermore, the proposed demonstration projects/activities on eco-tourism will provide alternative livelihoods for local communities that will lead to improved food security and promotion of greater socio-economic stability in coastal regions.

3.0 Goal, Purpose and Objectives of the Project (refer to **Section 9.0** for project logical framework)**:**

The long term **goal** of the project is:

To support and enhance the conservation of globally significant coastal and marine ecosystems and associated biodiversity in sub-Saharan Africa, through the reduction of the negative environmental impacts which they receive as a result of coastal tourism.

The **purpose** of the project is:

To demonstrate best practices and strategies for sustainable tourism development so as to reduce the degradation of marine and coastal environments of trans-boundary significance.

The project has **FOUR main objectives** (these are called *components* in the PD) and these are listed below:

(i) To capture Best Available Practices and Technologies (BAPs and BATS) for contaminant reduction & sustainable collaborative tourism investment[9]. This objective has **three sub themes**:

a. Establish and implement Environmental Management Systems (EMS) and Voluntary Eco-Certification and Labelling (VEC&L) schemes
b. Develop eco-tourism initiatives to alleviate poverty through sustainable alternative livelihoods, and generate revenues for conservation of biodiversity and for the benefit of local communities
c. Improve reef recreation, management and monitoring mechanisms and strategies;

[8] The criteria used to select the demonstration sites are listed in Annex J of this report.

[9] Collaboration will involve a number of stakeholder groups including; the private sector, public sector bodies and local communities supported by NGO or CBOs.

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echanisms for sustainable governance and management that
n of coastal ecosystems from land-based tourism sources of

(iii) and capacity support requirements emphasising an integrated approach to sustainable reduction in coastal ecosystem and environmental degradation within the tourism sector;

(iv) To develop and implement information capture, information processing and management mechanisms to promote information dissemination, learning & sharing.

Risks and Assumptions:

There are three key assumptions here, that: (i) the participating countries have the political will to adopt Sustainable Tourism Strategies, (ii) mechanisms can be evolved for private sector involvement that are acceptable within traditional governance processes, and (iii) willing cooperation and partnership can be fostered between the public and private sector in the implementation of such strategies. All of the participating countries have made a commitment, through their formal endorsement of the project and through co-funding arrangements, to the purpose and objectives of this Project. In signing up to the agreement between GEF and their Country (i.e. the PD) they made a statement of confirmation that they will endeavour to fulfil these objectives, and will cooperate positively in negotiating and adopting sustainable tourism management strategies and policies in their respective regions. The major risks to the project are indicated in Section 9.0 within the logical framework table.

4.0 Report on Progress for the period January-June 2009[10]

The Technical Coordinator (TC) arrived in Nairobi on the 19th November 2008 to set up the project's Regional Coordination Unit (RCU). This is hosted by the Kenya and Eritrea UNIDO office based at Gigiri. For the first 2 ½ months up to the end of January 2009, work focused on; establishing the office, purchasing computer and communications equipment; stationery stocks; recruiting a project secretary; re-establishing contacts within the Ministries of Environment and Tourism in all 9 partner countries, as well as with key partner organisations named in the Project Document. For the first three months after arrival the TC used his own personal laptop with a wireless modem internet connection to undertake his coordination duties.

Within the first three months of operation, a project brief and summary budget, together with a workplan for a six month inception period running to the end of June were produced and circulated to all partner countries. These documents were utilised in planning for the first round of country visits by the TC as part of the inception period workplan.

As part of every country visit the demonstration project narratives were edited and revised and then logical frameworks developed from prioritised activities developed from stakeholder meetings and discussions at each site. A workplan and budgeting process were also discussed and drafted during each site visit. All the potential demonstration sites (except one in Nigeria – Calabar/Akassa) were visited during the first six months of 2009. During the first COAST Project SCM (July 2009), these materials were used by the Project Focal Points to develop their country presentations for peer review and endorsement (Table 2 below).

[10] Refer to Annex E for a copy of the Technical Coordinatorôs first six month work plan for 2009. Please note that the number sequencing of this work plan was specific to the inception period of the COAST project. From July 2009 onwards, a revised number sequencing has been utilised in order to facilitate easy comparison of project progress across each project year during the implementation phase.

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ng and revising the project five year work plan and budget
ntries were likely to benefit from the investments across
n project level and to improve management oversight of
these funds.

A first consultancy input to identify and develop detailed case studies of existing Best Available Practices and Best Available Technologies from within the tropics and sub-tropics was commissioned and the consultant prepared a presentation as an input to the Inception workshop.

Finally, but not least, considerable time was invested in June and July 2009 in preparation for holding the Inception meeting and first SCM in Bilene, Mozambique. A total of 26 participants attended from 11 different countries.

Major Outcomes from the Inception Period

All nine country visits have now been completed, and in each country meetings held with the key partners and previously identified stakeholders. These visits have proved useful to:

- Demonstrate more explicit linkage and 'added value' from the project at national and regional level

The COAST project is a regional intervention which apart from a series of demonstration projects, also works to influence and change practices and behaviours at the national and regional level in the relevant sectors in partner countries. Table 1 below depicts the major thematic cross-linkages within the project and provides an *indicative* overview showing which countries will benefit primarily from which thematic streams.

The project will support these cross cutting linkages through the provision of; technical advice, training and capacity building events, as well as peer sharing and exchange, at both national and regional levels. The 'engine' of the project remains the demonstration projects in each partner country, but as implementation lessons and experiences develop, these will be channelled into national and regionally appropriate fora for dissemination and learning purposes. The cross cutting themes of the COAST Project will provide a focus and direction for these activities at all three levels within the project structure.

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Table 1. GCRS1 project cross-cutting themes and Partner Countries

Theme	Cameroon	Gambia	Ghana	Kenya	Mozambique	Nigeria	Senegal	Seychelles	Tanzania
Sustainable tourism BAPS/BATs, regulatory & policy arrangements, and sustainable financing	✓	✓	✓	✓	✓	✓	✓	✓	✓
EMS & Eco-certification			✓	✓	✓		✓ site1	✓	✓
Eco-tourism	✓	✓	✓	✓		✓ site1	✓ site2		✓
Reefs & mangroves				✓	✓			✓	✓
ICZM & land use planning	✓	✓	✓	✓	✓	✓	✓	✓	✓
Governance & management	✓	✓	✓	✓	✓	✓	✓		✓

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ntry specific design for the demonstration activities

Each partner country (except for the Seychelles where the COAST project is collaborating with the GEF supported 'Mainstreaming Biodiversity' project) now has a draft logical framework for each demonstration project which indicates how the project is specifically contributing towards the four outcome level objectives. These logical frameworks need further work to improve the monitoring and outcome level indicators, but they have already aided a much sharper focus for the activities proposed at country level.

- Re-establish (and in many cases initiate contact for the first time), with key potential partners and ascertain their interest and commitment to the project

It is nearly three years since the end of the planning phase (which was concluded around mid 2006) for the COAST project, and unsurprisingly in several countries key people have moved on, or changed their job responsibilities. Also, new developments have come about within the private sector and at community level. The first round of visits to the project sites has enabled the Technical Coordinator and Counterpart government staff to introduce the purpose and objectives of the COAST Project to many of the current stakeholders and partners at each site. These visits will have to be followed up as soon as possible (i.e. during the remainder of 2009) by the locally recruited demonstration project coordinators, and through the establishment of local demonstration management committees (with representation from many of these same stakeholders and partners), if the project is to obtain successful 'buy-in'.

- Identify practical bottlenecks/needs and discuss how to overcome these so as to ensure a smooth operation for each demonstration project

There is a clear need for local coordination and control of demonstration project activities at each of the selected sites. A revised budget has therefore been developed to allow for each demonstration project to have a locally recruited coordinator, provision of a motorbike to facilitate his/her movement and coordination role in the area, facilitation of data collection and reporting through provision of a laptop or desk PC, and some funds for communication and internet access. Collection of regularly updated and complete datasets for each demonstration site will be critical for project success as these data will be the primary vehicle used to demonstrate positive outcomes or changes.

- Initiate a first step towards planning and budgeting for the first year of demonstration activities (likely to begin now during the last quarter of 2009)

Initial work plans for the first six to 12 months[11] of demo project implementation have been drafted during each of the country visits, and these will be strengthened and developed further as co-financing commitments become clearer. A co-financing excel sheet format has been circulated to all country contact points for completion by the two partner Ministries (Environment and Tourism). Completion of this format will also facilitate the inclusion of funding for the demonstrations in national budget allocations for 2010 and beyond.

- Confirm the Focal Point persons in the Ministries of Environment and Tourism with whom we will be working over the coming five years[12].

[11] Owing to government financial cycles, some countries will revise their six month work plans into 12 month plans during November 2009.

[12] These people are listed in Annex F of this report.

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ect to build up a database of contact persons within te sector, as well as NGO/CBO and community level ailable to the locally recruited demonstration project ill help them to establish an early and progressive rapport with stakeholders in each demonstration site area.

Table 2: Revised Focus of Partner Country Demonstration Projects

Sub-theme	Objective/ Component	Country	Focus of Demonstration Project
1.a	Establish and implement Environmental Management Systems (EMS) and Voluntary Eco-Certification and Labeling (VEC&L) schemes	Senegal 1	Environmental Management Systems for hotels in the Saly Portudal area on the Petite Cote
		Tanzania (part only)	Mafia Island site
		Ghana (part only)	Ada estuary
		Kenya (part only)	Watamu bay area
		Seychelles	Pilot sites linked through the GEF supported 'Mainstreaming Biodiversity' project
1.b	Develop eco-tourism initiatives to alleviate poverty through sustainable alternative livelihoods, and generate revenues for conservation of biodiversity and for the benefit of local communities	Nigeria 1*	Heritage and cultural eco-tourism along the Badagry peninsular
		Cameroon	Ecotourism developments in the Kribi beach area (Londji beach, Lobe falls, Grand Batanga)
		The Gambia	Strengthening community-based ecotourism and joint-venture partnerships within a revised coastal land use policy framework
		Ghana*	Integrated Eco-tourism Destination Planning and Management, Ada Estuary
		Senegal 2	Petite Cote Ecotourism destination Planning (Mbour, Malicounda, Ngueniene and Joal)
1.c	Improve reef recreation, management and monitoring	Mozambique	Community-based ecotourism, reef management and environmental management systems, focusing on Tofo Bay and Pomene reserve & coastline

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		ychelles	Pilot sites linked through the GEF supported 'Mainstreaming Biodiversity' project
Integrated *(1.a;1.b;1.c)*	Integrated Sustainable Tourism Destination Planning[13]	Tanzania	Integrated destination planning and management on Mafia island, Kinondoni and Bagamoyo
		Kenya	Integrated Planning and Management of Sustainable Tourism at Watamu on the Kenya Coast

* Yet to be confirmed: Nigeria Demo site 2: Coastal Use Zonation and Integrated Coastal Management in the Akassa Coastal Area of the Niger Delta, Nigeria. Also, the second proposed site in Ghana (Nzulezo) has been dropped from the project owing to limited local resources.

5.0 Collaborative Management Structure and Implementation Approach

Background:

The COAST project is a collaborative effort across nine different African countries and draws upon the financial support and technical expertise of; UNEP, UNIDO, UNWTO and SNV. Technical expertise needs to be delivered in a facilitatory manner and not through 'top down' directives. The aim of this collaboration is to support and build local ownership of the outcomes from the project where ever these occur at; the implementation, policy and regulatory, or strategic planning level. Only 25% of the funds in the project come from multilateral sources (GEF), the remaining 75% come from the partner countries and organisations and communities within these (private sector, NGOs, CBOs and community associations). It is therefore important that these groups identify the needs and key priorities within the project.

The primary emphasis of the Project is towards on-the-ground demonstrations which form the major expenditure in the Project. The lessons learnt and project relevant information will be disseminated through printed media and a web based project information exchange mechanism linked to IW: LEARN[14].

Implementing Agency:

As the implementing agency, UNEP/DGEF will be responsible for overall project oversight and supervision to ensure consistency with GEF and UNEP policies and procedures. UNEP will also provide guidance on linkages with related UNEP and GEF funded programmes. UNEP will be responsible for regular liaison with the Executing Agency on substantive and administrative matters and for participating in key meetings and workshops (e.g. the SCM).

UNEP/DGEF will provide assistance and advice to UNIDO on project management (e.g. revisions of work plans and budgets), and policy guidance in relation to GEF procedures, requirements and schedules.

[13] This term refers to an approach which considers the whole eco-system of a tourist destination, and not just its separate parts.

[14] IW-LEARN is an International Waters Learning Exchange and Resource Network which is hosted by UNEP at the GEF sponsored website: www.iwlearn.net

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arance and transmission of financial and progress reports to be responsible for review and approval of all substantive reports produced in accordance with the schedule of work.

In recognition of the importance of the tourism sector for socio-economic development and the potential impacts on the environment UNEP has developed a strategy for sustainable tourism development. The UNEP Division of Trade, Industry and Economics (UNEP/DTIE) has been appointed by the Commission on Sustainable Development (CSD) as the Interagency Coordinator or lead agency responsible for implementation of Agenda 21 issues on tourism. Together with the World Tourism Organization (UNWTO), UNEP is the main focal point on sustainable tourism for CSD and the Convention on Biological Diversity. This Project is fully consistent with the UNEP strategy for sustainable tourism development which has the following objectives:

- To promote sustainable tourism among government agencies and the industry.
- To develop sustainable tourism tools for protected/sensitive area management.
- To support implementation of multilateral environmental agreements related to tourism (such as CSD, Biological Diversity, Climate Change, Regional Seas, Marine Impacts from Land-Based Activities, Migratory Species, CITES, Ramsar, and World Heritage)[15].

Executing Agency:

The United Nations Industrial Development Organisation (UNIDO) will serve as the Executing Agency for the COAST Project and will ensure execution of; technical cooperation, administrative and financial matters. UNIDO services can be summarised as follows:

- Recruitment and management of international and local project staff (RCU staff)
- Financial control and management of project budget and expenditure
- Timely production of financial and progress reports to UNEP/DGEF
- Management of sub contracts
- Arrangement of regional trainings and workshops
- Procurement of project equipment
- Regular reporting to UNEP/DGEF and other parties as required.

UNIDO has conducted several analyses on the tourism sector through the Organization's two Branches (Private Sector Development and Trade Capacity-building) who offer tailor made services (notably policy and capacity building activities, developing standards and quality, certification, enhancing private sector participation and building public-private partnerships) to industries including the tourism sector (mostly SMEs). This capacity will be utilised by the COAST project as part of UNIDO's co-funding obligations.

UNIDO has two other Branches with activities that directly support this project, and upon which the COAST project will draw for expertise as appropriate, notably:

- *Investment and Technology Promotion Branch* - supporting innovation, technology needs assessment, technology management and transfer including development of appropriate tools and methodologies in commercial sectors;

[15] The project is consistent with GEF's operational strategy and programmes and is consistent with OP 10 (contaminants in international waters), and in addition will contribute to OP 9 (integrated land & water management) and OP 2 (biodiversity in marine and coastal ecosystems).

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promoting cleaner and environmentally sound technologies, er resources and introduction of pollution control and waste- g in private sector on benefits of cleaner and sustainable production, implementing environmental management systems and certification schemes in industries, and corporate social responsibility.

Collaborating Executing Agency:

The World Tourism Organisation (UNWTO) has been a party involved since the PDF-b (planning phase) of the project. It will lead on support for the eco-tourism work within the COAST project, as well as support in some of the policy and tourism strategy development needs within the project. Currently a Letter of Agreement is being prepared to facilitate this collaboration between UNIDO and UNWTO. UNWTO is also expected to contribute in some of the regional training activities as it currently manages a special programme area on Sustainable Development of Tourism. Through this a wide range of; manuals, guidelines and good practice compilations have been published and a series of capacity building seminars and workshops have been conducted to promote a more sustainable tourism sector through the definition of adequate tourism policies and the application of tourism planning and management techniques. Recognising the specific needs of African countries, UNWTO has created a *Special Programme for Sub-Saharan Africa (ST-EP)*, in which poverty reduction through sustainable tourism is a top priority. Currently there is a growing portfolio of ST-EP projects where technical expertise and assistance is provided for selected destinations and communities in developing countries where tourism has been identified as a key opportunity for poverty reduction.

Peer Review Function:

The Netherlands development organisation (SNV) has also been an interested party to the COAST project since the PDF-b (planning) phase. SNV is currently undertaking a number of coastal tourism initiatives within some of the COAST project partner countries (e.g. Ghana, Mozambique, Kenya and Tanzania), and is expected to play a peer review role in advising and providing expertise in the areas of eco-tourism, sustainable business development and tourism marketing. As a co-funding partner they are a member of the Steering Committee for the project.

In addition to SNV, there are a number of national level NGOs that are identified in the Project Document (e.g. Ghana – REDO, Ricerca, NCRC, Ghana Wildlife Society; Cameroon – SPIHT) as contributors to co-funding either in cash or in-kind. These organisations are also likely to play an important peer review role within their respective countries, and specifically in supporting the COAST project demonstration site activities.

Implementation Approach[16]:

In each of the participating countries (except the Seychelles where the project will work through the already established GEF supported 'Mainstreaming Biodiversity' project), a pro bono Management Committee will be formed to guide and assess progress at the nine project learning sites (3 countries originally had two demo sites each, but currently only Senegal has confirmed it has two). In each country where there is a demo project, a Demonstration Project Coordinator will be hired and supported to oversee and coordinate the implementation work plans.

Pro bono Management Committee:

At each demonstration site a stakeholders management committee will be established in order to maximise local ownership, participation and responsibility for the activities planned and implemented. The committee will also provide support to the demonstration project coordinator in relation to

[16] Refer to Figure 1 for a graphical depiction of the COAST project implementation structure. Full TORs can be found in the sub contract template for UNIDO and partner countries in Annex L.

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eholder groups, assist in the collection of monitoring and
s while ensuring that the Demonstration coordinator acts
nittee will also have responsibility for marketing and
ves.

Demonstration Project Coordinators:

The Demo Project Coordinators will be responsible for a number of specific tasks in relation to the work plan of the COAST Project within the geographic area of their demo site. These are listed below. Each Demo Coordinator will report to the Lead Project Focal Point (see below). The following will be the main (but not limited) tasks of the Demo Project Coordinators:

1. To initiate local awareness raising activities within the Demo site in order to inform local partners from the government and private sectors and the local community about the start of the project;
2. To coordinate with local partners and stakeholders to ensure that project activities are carried out in an efficient and effective manner at all times in accordance with the project's annual work plan;
3. To ensure that information and data required for monitoring and evaluation work are collected and collated (tabulated) and forwarded to the Lead National Focal Point on a regular (quarterly) basis;
4. To report on progress within the project area on a regular basis (quarterly) to the Lead Focal Point as per a specified reporting format (to be briefed on the details of this during their induction);
5. To work with all COAST project consultants or staff members and project visitors to ensure that they are able to carry out their work or visit in a well informed and well coordinated manner;
6. To inform the Lead National Focal Point as early as possible on any unforeseen issues or difficulties which may, or are likely, to lead to delay or disruption of project implementation;
7. To maintain a tabulated database/list of all locally relevant stakeholder representatives and partners and to update this regularly and forward a copy to the Lead National Focal Point;
8. To represent the Demo Project partners and stakeholders at any National (and possibly international events) from time to time, and to inform and advise other organisations, entities, or visitors about the progress of the project in their area.

Project Focal Point Persons:

The Lead Focal Point (FP) in each country will be responsible for; managing and coordinating the implementation activities and monitoring budget expenditure; ensuring that Government Co-financing for the project is made available as per the project document; coordinating national level activities for the COAST Project; oversight of the implementation of the demonstration project(s); and close liaison and coordination with the Ministry of Tourism project Focal Point[17] on tourism sector support inputs to the COAST project activities at national and demonstration level. Every year annual work plans will be developed reflecting the prioritisation of activities towards achieving the project outcomes (as stated in the demonstration and regional level logical frameworks). They will represent their country in association with the nominated Focal Point within the Ministry of Tourism, at Regional Steering Committee Meetings, and will be in regular contact with the COAST Technical Coordinator.

The Lead FP has responsibilities at three levels; for demonstration site oversight, at the National level for coordination and linkage with other government and development partner agencies, and at Regional level on thematic as well as strategic issues of importance. He/she may call upon an ad hoc

[17] Or vice versa where the lead FP is from the Ministry of Tourism.

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e the National GEF Focal Point) from time to time where
project require to be deliberated upon beyond the confines
rs of government.

Regional Coordination Unit:

Coordination and communication is managed through a small Project Regional Coordination Unit (RCU) which is hosted by the UNIDO Kenya office in Nairobi. A Technical Coordinator (CTA) is assisted by a Project Secretary and coordinates communication with the Environment and Tourism Focal Point Person in each country. UNIDO also provides a part time Project Manager and additional part time administration support to the project through their Vienna office.

The RCU will be responsible for the overall coordination for implementation of the project including; following up on co-funding commitments as well as new funding possibilities, technical backstopping (with UNWTO) and assisting Project Focal Point persons, managing international consultants and contractors, as well as establishing MoUs and sub contracts with partner governments. Since much of the lesson learning in the project is expected to come from the demo sites, each of these projects will be expected to submit regular reports though their Lead Project Focal Point[18] person to the Regional Coordination Unit in Nairobi. Key lessons (including Best Available Technologies and Best Available Practices) will be compiled by the RCU and shared across all countries, and with all stakeholders, by dissemination through partner country agencies and via the COAST web site.

Project Steering Committee (regional):

The project structure includes a Regional Steering Committee[19] which is primarily responsible for; overall strategic policy and management direction to the COAST Project; review and assessment of progress and demo projects; review of draft strategies for improving sustainability of environmental benefits and their replication through institutional arrangements and policy instruments drafted by the project; monitoring and reviewing of co-financing delivered to the project in line with GEF requirements and the project document; reviewing and approving the annual work plan and budget.

Like the Project Focal Points at National level, when the Steering Committee feels there is need for external technical advice beyond the capacity of the project, they will ask the executing agency to make this available through hiring in additional expertise in areas where such specialist knowledge may be required.

[18] There are two Focal Point (FP) persons in each Partner Country, one from the Ministry of Environment, the other from the Ministry of Tourism. The Lead FP is usually, but not always, representing the Ministry of Environment.

[19] Membership includes; UNEP, UNIDO, UNWTO, SNV, partner country environment and tourism Focal Points, other co-funders including NGOs and private sector partners.

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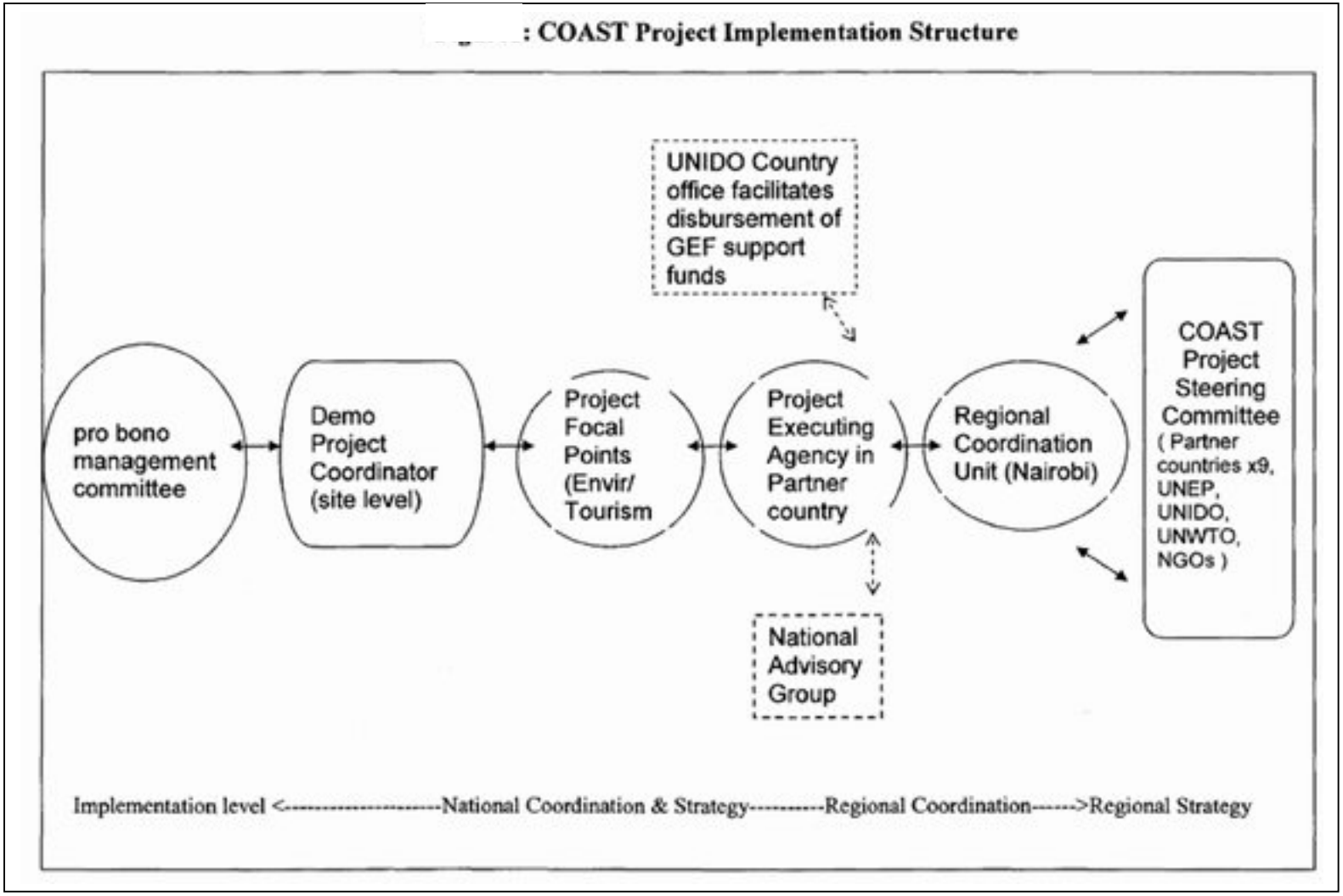
Figure 2



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The project addresses sustainability through the following mechanisms and approaches:

- Targeted capacity building

Each partner country will benefit from a training needs assessment to be undertaken early within each demonstration project area, in order to identify capacity limitations or barriers which may hamper project progress. The COAST project will then provide expert technical advice and training/capacity building services, wherever possible in conjunction with a locally identified training or learning service provider, in order to overcome such limitations.

- Awareness raising and environmental, social and cultural heritage education

During project implementation (expected to last between 3-4 years at each demonstration site), the COAST project will undertake awareness and publicity events in order to strengthen environmental conservation, and enhance social and cultural norms in the project areas. This will be particularly targeted towards visitors and local communities in order to reduce social conflicts as well as damage to the environment.

- Self-regulation

Project partners and stakeholders will be encouraged to adopt voluntary codes of conduct to ensure sustainable use of the coastal resources within each demonstration site. The project will also work with government committees and agencies mandated to enforce compliance with statutory and regulatory requirements in order to provide new evidence and lessons to decision makers from the demo sites for policy and regulatory revision purposes.

- Alternative livelihood opportunities for coastal communities

Many of the demonstration projects are focusing on eco-tourism developments and service support activities, and these will aim to benefit local communities through diversifying their livelihood opportunities. The project will encourage cross learning between partner countries in a number of thematic areas including eco-tourism and joint venture partnerships.

- Multi-sector institutional frameworks

In some countries there are already multi-sector task groups or committees who are mandated to provide strategic oversight and planning guidance for coastal area management. Where these exist, the COAST project will work closely with such bodies to ensure that lessons and learning from the demonstration projects are available to enhance decision making. Where such bodies do not yet exist, the project will strive to engage with multi-sector representatives to promote integrated coastal zone management and to support the development of decision making mechanisms that will remain in place post project.

- Stakeholder participation in project implementation and evaluation

During the first year work plan period at each demonstration site, the project will ensure that all relevant stakeholders are identified and invited to become active partners and participants in the demonstration activities. Baseline perceptions and data will be collected and later evaluated against

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most significant changes resulting from project

- Encouraging private sector investment

Apart from GEF support funding and partner government co-financing commitments, within the demonstration areas, private sector investors will be encouraged to actively contribute towards development costs. The project will aim to demonstrate improved benefits can be realised from the increased environmental sustainability of their businesses through increased energy efficiency, as well as increased visitor receipts as a result of the improved quality of their services.

6.0 Stakeholder Involvement Plan

The COAST project relies upon a wide network of relationships for its implementation to be successful. This is especially important at the country and project demonstration level. One of the strengths of the project derived from its planning phase, is the cross sector networking which is present between the Ministries of Environment and Tourism. This will continue to be promoted throughout the five year implementation period. At the demonstration project site level stakeholders are represeented across three groups – local government, private business and entrepreneurs, and, community groups and associations. Each of these groups will be invited to nominate a representative to the pro bono management committee. In this way the project aims to develop a strong sense of local ownership for lessons coming out of the implementation experience. It is expected that this committee will meet at least every 3-4 months during the implementation phase of the demo projects.[20]

The first stage of engagement has already begun through the first round of country visits made by the Technical Coordinator. These will be followed up with a period of intensive networking and relationship building as soon as the demonstration project coordinators have been hired and have started work at each site (expected to be early 2010). Once the demo project coordinators are in post, a second visit by the Technical Coordinator will be planned in coordination with UNWTO, with the objective to develop a monitoring and evaluation framework with local partners. This framework will provide a clear indication of each partner's role and responsibility for data collection and monitoring purposes. Also during the first six months of demo project start up, a baseline survey for each demonstration project will be undertaken and local partners and stakeholders will be involved in the execution of this.

Finally, during each year of demonstration project implementation[21] there will be an opportunity for local partners and stakeholders to review and assess progress against the output and outcome indicators described in their respective project logical framework.

7.0 Monitoring and Evaluation Plan

Monitoring activities can be broken down into three major categories of activity:

Day to day monitoring of implementation progress:

This is the responsibility of the RCU and is based on the Regional level annual work plan with the support of all responsible co-executing agencies (regional and national levels). The RCU will inform UNIDO and the UNEP/DGEF Task Manager of any delays or difficulties faced during

[20] For TORs please refer to Annex M.

[21] During year 3, a mid term review of the project will be carried out and this will provide the opportunity for a third party to review progress with the demonstration site partners.

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pport or corrective measures can be adopted in a timely
gress and performance/impact indicators of the COAST
. This matrix will have to be discussed, reviewed and then
adopted as part of the agenda for the second project SCM to be held in July 2010. The RCU will propose to SC members that the project adopt the logical framework elements from the PIR and use this format for sequential annual reviews and reporting of progress thereafter. Targets and indicators for subsequent years would be refined annually by the SCM as part of the internal evaluation and planning process within the COAST Project.

Periodic monitoring of implementation progress:

The RCU will complete periodic montoring of progress through the half-yearly reports to be submitted to UNEP/DGEF. In addition, country visits made by both UNIDO and UNWTO staff will in part be utilised to keep track of progress and difficulties during the implementation period. Each country is expected to be visited at least once during each project year to technical backstopping and support.

Annual monitoring:

Each demonstration project will hold an annual progress review which will be used to generate lessons to feed into each year's SCM. All locally based and engaged stakeholders are expected to participate in such reviews which will be coordinated by the demo project coordinators with support from the pro bono management committees. As mentioned above , a draft project logical framework has now been developed for each demonstration project. This document will be revised and upgraded to include a monitoring and evaluation plan for each site during the first year of demo project implementation. Thus every demonstration project is expected to have an M & E plan and to be implementing this plan by the time of the second Regional Steering Committee Meeting (planned for July 2010).

The main steps envisaged in formulating the M &E plan for the first year of implementation will be as follows:

- In coordination with UNWTO during the period August 2009-March 2010, provide technical support to each demonstration project coordinator and local management committee to strengthen the project logical framework, output and outcome indicators, and M & E implementation plan with clear partner roles and responsibilities agreed
- Undertake the demonstration project baseline data collection exercise together with all the relevant local partners and stakeholders. This is to be completed by April 2010.
- Analyse and report on the baseline status of each demonstration project by May 2010.
- Hold an annual progress review event with partners and stakeholders by June 2010 in order to provide up to date information and data for the Project Focal Points to present at the second SCM, programmed for the end of July 2010.
- Project Focal Points will also be asked to report on any significant national or regional policy and regulatory developments which may promote or hinder the testing and development of BAPs or BATs at demo site level during each year of implementation at the annual SCM gathering.

7.1 Project level Monitoring and Reporting:

The Project Manager in conjunction with the Technical Coordinator of UNIDO will be responsible for the preparation and submission of the following reports that form part of the monitoring process. Items a) through d) are mandatory and strictly related to monitoring, while items e) and f) have a broader purpose and the frequency and nature will be determined by the COAST project during implementation.

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ised immediately following the Inception workshop and first work plan and report on progress made during the inception period up to the end of July 2009. The report also contains a detailed budget for the first full year of implementation. It includes a detailed narrative on the institutional roles and responsibilities, coordinating actions, and feedback mechanisms of all the project partners. In addition it highlights changes in external and internal conditions that may affect project implementation, including unforeseen or newly arisen constraints.

This report will be used for management purposes during project implementation and will be made available to all partners via email and via a resources section on the COAST project website.

b) Half-yearly Progress Report (HPR) and Project Implementation Review (PIR):

The HPR is a self-assessment report prepared by project management and submitted to the UNEP office. It provides them with the opportunity to input into the reporting process, and also forms a key background document for Steering Committee meetings.

The PIR is prepared on an annual basis following the first 12 months of project implementation. The purpose of the PIR is to reflect on progress achieved in meeting the project's annual work plan and assess performance of the project against the intended outcomes, through outputs and partnership working. The PIRs are circulated after each SC meeting so comments and feedback on this report is carried out through subsequent country visits as well as by email, so that all the primary stakeholders in the COAST project are kept informed fully on the project's progress.

The PIR has two parts: Part I asks for a numerical rating of project relevance and performance as well as an overall rating of the project. Part II asks for textual assessment of the project, focusing on major achievements, early evidence of success, issues and problems, recommendations and lessons learned. The PIR is prepared by the Technical Coordinator after consultation with the relevant stakeholders, and is submitted to UNEP, Nairobi.

The main content of the PIR are as follows:

- Analysis of project performance over the reporting period, including outputs produced and where possible, information on the status of the outcomes;
- Constraints experienced in the progress towards results and the reasons for these;
- Prioritised constraints affecting achievement of results;
- Annual work plans and related expenditure reports;
- Lessons learned;
- Clear recommendations for actions to address key problems.

UNEP analyses the individual project PIRs by focal area, theme and region in order to identify common issues/results and lessons. The reports are also valuable for the independent evaluators who can utilise them to identify any changes in the project structure, logframe and indicators, work plans and budgets, as well as to view past history of delivery and self assessment.

c) Periodic Thematic Reports:

As and when called for by; the Steering Committee, UNIDO, UNWTO, or UNEP, the project team will prepare specific thematic reports focusing on a specific issue or topic. The request for a Thematic Report will be provided to the management team (RCU) in a written form and will clearly state the issue, theme or activity that needs to be reported on. These reports can be used as a form of lesson

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es, or troubleshooting exercises to evaluate and overcome
mplementation.

d) Project Terminal Report:

During the last three months of the project, the RCU will prepare the Project Terminal Report. This comprehensive report will summarise all the activities, achievements and outputs from the project, and will include; lessons learned, objectives met or not met, structures and systems implemented, as well as policy and regulatory procedures or recommendations made. This report will be the definitive statement of the Project's activities and achievements during its lifetime. It will also lay out recommendations for any further steps that may need to be taken in order to ensure sustainability and replicability of the project's activities.

e) Technical Reports (project specific – optional):

Technical reports are detailed documents covering specific areas of analysis or scientific interest within the overall project. Technical reports will be prepared by the RCU, but may result from hired-in consultant or technical advice and inputs commissioned by the project. These reports will represent the project's substantive contribution to specific technical or thematic areas within the project, and will be used to disseminate relevant information and best practices to stakeholders at; local, national, regional and even international level.

f) Project Publications (project specific – optional):

Project publications will form a key method for; publicising, crystallising and disseminating the activities, results and achievements of the project. These publications may be scientific or informational texts on the activities and results from the project and will commonly be in the form of; journal articles, brochures and posters, multi-media formats including web-based media. The project team will determine which, if any, Technical reports merit formal publication, and will also in consultation with other project partners, plan and produce such publications in a consistent and recognisable format. All such publications may require the approval of UNIDO and other implementing or executing partners prior to publication.

7.2 Independent Evaluation:

The COAST project will be subject to at least two independent external evaluations as follows:

a) Mid-term Review/Evaluation:

An independent mid-term evaluation will be undertaken during 2011 for the COAST project. This evaluation will determine progress made towards the achievement of outcomes, and will make recommendations for any course of corrective action that may be required to enhance performance. It will focus on; the effectiveness, efficiency and timeliness of project implementation, and will highlight issues requiring decisions or actions. The evaluation will also present initial lessons learned about project design, implementation and management. The findings from this review will be incorporated as recommendations for enhanced implementation during the final half of the project's lifespan. The organisation, terms of reference and timing of the mid-term review will be decided after consultation between the SC members of the project. The TORs for this exercise will be prepared by UNEP in consultation with the project partners.

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ke place approximately three months before the end of the COAST project. This evaluation will look at impact and sustainability of the results, including the project's contribution to capacity development and achievement of global environmental goals. The final evaluation will also provide recommendations for follow-up activities by specific parties or stakeholders. The TORs for this exercise will be prepared by UNEP in consultation with the project partners, but will be commissioned independently by UNEP/DGEF.

Audit Clause:

UNIDO will provide UNEP/DGEF will quarterly financial reports as well as certified annual financial statements, through an audit of the financial statements relating to the status of the UNEP/GEF funds according to established procedures. The audit will be conducted by a legally recognised auditor.

7.3 Expected Overall Project Outcomes[22]:

The first indicator of success will be the adoption by the participating countries of sustainable tourism management and development policies and strategies that clearly reflect the Africa Process objectives and those of GEF (with particular focus on reduced land-based sources of pollution). By the end of this 5-year project it is expected that each country will have adopted and be implementing a Sustainable Tourism Management Strategy at national level, with some aspects being regionally integrated. This will have captured their needs and requirements in respect of specific land-based and contaminant related threats and impacts, and there should be evidence to demonstrate an ability to address these through an expansion of Best Available Practices and Best Available Technologies (BAPs and BATs). The Strategies will be specifically customised to the needs of each country using the lessons and practices both from within the project boundary, and external to it, by drawing on global experience.

The second main indicator of success will be a noticeable reduction in environmental stress to the coastal and offshore environments at the selected demo sites, as a result of sustainable tourism practices. This will be confirmed through measurable target indicators to be defined by each country at the beginning of demonstration project implementation (e.g. water quality, critical habitat distribution and 'hotspot' changes, species numbers/distributions, energy / water consumption per head, number of tour and visitor operations implementing EMS, visitor awareness on critical environmental issues).

The third indicator of success will be the improvement of benefits from tourism to host communities at the demo sites (e.g. through enhanced alternative livelihoods, secured beach access and landing rights, improved sanitation).

Every country will also have received targeted training and capacity building to suit their specific requirements, with a particular focus on collaborative resource management mechanisms including sustainable resource sharing practices.

The major deliverable from the COAST Project at the national level will be in the form of guidelines and mechanisms/strategies for policy and regulatory reforms that will reduce land-based and anthropogenic impacts from coastal tourism.

[22] Refer Table 3, below for listing of these.

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	Local Outcomes
Best Available Practices and Best Available Technology strategies for sustainable tourism demonstrated	Working Environmental Management Systems (EMS) in place at all appropriate demonstration sites
	Eco-tourism initiatives for alternative livelihoods and revenues developed for biodiversity conservation and local communities at relevant demonstration sites
	Improved reef recreation, management and monitoring mechanisms in place at all relevant demonstration sites
Mechanisms for sustainable tourism governance and management established	National guidelines and strategy for policy and regulatory changes in place
Training and Capacity Building for sustainable tourism delivered	Local communities, private sector and local authorities benefited from tailor made training inputs. National capacity increased through regional and technical sharing events.
Virtual Information Coordination and Clearing House established (eRICH)	National executing agencies (environment and tourism) contributing information to eRICH, and gaining from it, resulting in improved public understanding of the dynamics between tourism and coastal and marine conservation

8.0 Budget and Co-financing Arrangements

A revised COAST Project budget has been prepared and a summary of this is provided in Table 6 below. This budget was presented to partners at the first SCM and has now been endorsed for implementation purposes. The main areas of change from the original budget are as follows:

- Provision of a new position of Demonstration Project Coordinator for each of the demonstration projects which subsumes the original PPA consultant (local) and national technical experts budget lines;
- Increased expenditure on funds for both the regional coordination unit and demonstration project implementation purposes (motorbikes, laptop computers, internet and communication), leading to a reduction in budget for GIS /IMS equipment;
- Reduced expenditure on international level consultancies in the areas of GIS, and public participation, with the TC taking on some of this role;
- Removal of the Biodiversity/Environment expert, with the TC taking on this role;
- Increased funds for monitoring and evaluation (through co-funding from UNIDO)
- Division of responsibility between UNIDO and UNWTO for the execution of project with UNWTO taking a lead on reef management and eco-tourism support activities.

The table below show the impact of the budget revision on the overall structure of benefits within the COAST Project to partner countries.

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efits from the revised COAST Project budget:

		Proposed	Variance
Ghana 1 & 2	288,070	473,251	185,181
Nigeria 1 & 2	541,367	423,918	-117,449
Senegal 1 & 2	400,000	482,251	82,251
Cameroon	230,450	352,452	122,002
Gambia	283,829	301,786	17,957
Mozambique	374,051	467,267	93,216
Kenya	351,000	563,600	212,600
Seychelles		177,244	177,244
Tanzania	332,067	563,600	231,533
Total	**2,800,834**	**3,805,369**	**1,004,535**

Co-financing arrangements are still being re-evaluated by partner countries based upon their earlier financial commitments agreed during the planning phase of the COAST project (Table 5 below). All country Focal Points have been provided with a simple UNEP co-financing excel reporting format and these are expected to be completed for the upcoming partner government budgetary cycles for 2010 within the next few months (progress check on this to be built into the second SCM).

Table 5: Partners Co-funding Commitments from the Planning (PDF-b) Phase:

Partner	Cash $	In-kind $	Total $
UNIDO	200,000	100,000	300,000
UNWTO		230,000	230,000
UNEP/GPA	25,000	-	25,000
REDO Ghana	-	100,000	100,000
Nat.Con.Res.Centre	-	100,000	100,000
RICERCA NGO			1,800,000
Wildlife Soc Ghana			50,000
African Business Roundtable	10,000		10,000
SPIHT Cameroon	25,000		25,000
AU-STRC		20,000	20,000
SNV Netherlands	15,000		15,000
Cameroon			490,000
Gambia			167,678
Ghana			1,000,210
Kenya			525,000
Mozambique			262,380
Nigeria- site 1 - site 2			2,156,250 2,094,124
Senegal – site 1			300,000

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			405,244
			695,500
			3,066,584
Grand Total			**13,837,970**[24]

[23] Output 3 of the Mainstreaming Biodiversity project in the Seychelles directly links with the COAST objectives and has a budget of $695,500.

[24] Total derived from evidence of written commitments.

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Project Summary Budget: Original/Revision/Proposed New Budget

Original Budget			Budget Revision	Proposed Budget	
10 PROJECT PERSONNEL COMPONENT					
1100	**Project Personnel**				
1101	Technical Coordinator/Cleaner Production Expert	600,000	400,000	Technical Coordinator/Cleaner Production Expert	1,000,000
1102	Environment/Biodiversity Expert	200,000	-200,000	Environment/Biodiversity Expert	0
1103	UNIDO Technical Expert on ESTs/CP	399,200		UNIDO Technical Expert on ESTs/CP	399,200
1199	**Total**	**1,199,200**	**200,000**	**Total**	**1,399,200**
1200	**Consultants**			**Consultants**	
1201	BAT/BEP Consultant (Intâ)	20,000		BAT/BEP Consultant (Intâ)	20,000
1202	Sustainable Financing & Investment Consultant (Intâ)	15,000		Sustainable Financing & Investment Consultant (Intâ)	15,000
1203	EMS and Eco-certification Consultant (Intâ)	15,000		EMS and Eco-certification Consultant (Intâ)	15,000
1204	Ecotourism and Alternative Livelihood Consultant (Intâ)	15,000	-15,000		0
1205	Policy, Legal and Institutional Arrangements Consultant (Intâ)-	20,000		Policy, Legal and Institutional Arrangements Consultant (Intâ)-	20,000
1206	Integrated Coastal Management Consultant (Intâ)	45,000		Integrated Coastal Management Consultant (Intâ)	45,000
1207	Regional GIS & Information Mgt System Expert (Intâ)	190,000	-120,000	Regional GIS & Information Mgt System Expert (Intâ)	70,000
1208	Reef Mgt and biodiversity Consultant (Intâ	15,000	-15,000		0
1209	Public Participation and Awareness (PPA) Consultant (Intâ)	80,000	-80,000		0
1210	EMS and Eco-certification Consultants (Local)	30,000		EMS and Eco-certification Consultants (Local)	30,000
1211	Ecotourism and Alternative Livelihood Consultants (Local)	30,000	-30,000		0
1212	Policy, legal & Institutional Arrangements Consultants (Local)	15,000		Policy, legal & Institutional Arrangements Consultants (Local)	15,000
1213	ICARM & PADH Consultants (Local)	20,000		ICARM & PADH Consultants (Local)	20,000
1214	Reef Mgt and biodiversity Consultant (Local)	20,000	-20,000		0
1215	GIS/EIS Consultants (Local)	60,000		GIS/EIS Consultants (Local)	60,000
1216	PPA Consultant (Local)	40,000	224,000	National Demonstration Coordinators	264,000
1217	National Technical (Inter-ministerial) Experts (Local)	150,000	-150,000		0
1218		0	60,000	Assessment and delivery of training & CB (African Regional Expert)	60,000
1299	**Total**	**780,000**	**-146,000**	**Total**	**634,000**
1300	**Administrative support**			**Administrative support**	
1301	Project Secretary	70,000	24,000	Project Secretary	94,000

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		50,000	16,000	Project Assistant	66,000
		40,000	-40,000		0
1399	**Total**	**160,000**	**0**	**Total**	**160,000**
1600	**Travel on official business (above staff)**			**Travel on official business (above staff)**	
1601	International Travel by project consultants	100,000		International Travel by project consultants	100,000
1602	In-Country Travel for demo project implementation	100,000		In-Country Travel for demo project implementation	100,000
1699	**Total**	**200,000**	**0**	**Total**	**200,000**
1999	**Component Total**	**2,339,200**	**54,000**	**Component Total**	**2,393,200**
	20 SUB-CONTRACT COMPONENT				
2100	**Sub-contracts (MoU's/LA's for UN cooperating agencies)**			**Sub-contracts (MoU's/LA's for UN cooperating agencies)**	
2101	Subcontracts (MOUs/LAs for cooperating agencies)	0		Subcontracts (MOUs/LAs for cooperating agencies)	0
2102	Dev & Impl of mechanisms for sust tourism governance and mgt	115,000		Dev & Impl of mechanisms for sust tourism governance and mgt (UNIDO/UNWTO)	115,000
2103	Asessment & delivery of training and capacity req	60,000	-60,000	Asessment & delivery of training and capacity req	0
2104			395,000	Ecotourism and Alternative Livelihood (including support costs - UNWTO)	395,000
2105			335,000	Reef Mgt and biodiversity(including support costs)	335,000
2199	**Total**	**175,000**	**670,000**	**Total**	**845,000**
2200	**Sub-contracts (MoU's/LA's for non-profit supporting organizations)**			**Sub-contracts (MoU's/LA's for non-profit supporting organizations)**	
2201	EMS and Certification Training Course	50,000		EMS and Certification Training Course	50,000
2202	EMS and Eco-Certification demo Impl	250,000		EMS and Eco-Certification demo Impl	250,000
2203	Reef recreation and biodiv conservation demo Impl	250,000	-250,000		0
2204	Eco-tourism development (alternative livelihoods) demo Impl	250,000	-250,000		0
2205	Integrated Coastal Management & coastal use zonation/planning demo Impl	250,000		Integrated Coastal Management & coastal use zonation/planning demo Impl	250,000
2299	**Total**	**1,050,000**	**-500,000**	**Total**	**550,000**
2999	**Component Total**	**1,225,000**	**170,000**	**Component Total**	**1,395,000**
	30 TRAINING COMPONENT				
3200	**Group training (study tours, field trips, workshops, seminars, etc)**			**Group training (study tours, field trips, workshops, seminars, etc)**	
3201	Meetings on EMS Training Module	40,000		Meetings on EMS Training Module	40,000
3202	Eco-tourism and coastal use Training Meeting	100,000	-100,000	Eco-tourism and coastal use Training Meeting	0
3203	Habitat restoration conservation Training meetings	170,000		Habitat restoration conservation Training meetings	170,000
3204	Regional BAT/BEP and CP training Workshops	200,000		Regional BAT/BEP and CP training Workshops	200,000

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	up	200,000		Regional Scientific & Technical Working Group meetings on the demo projects	200,000
3299	**Total**	**710,000**	**-100,000**	**Total**	**610,000**
3300	**Meetings/conferences**			**Meetings/conferences**	
3301	Meetings/conference, etc	0		Meetings/conference, etc	0
3302	National Stakeholders Committee Meetings	150,000		National Stakeholders Committee Meetings	150,000
3303	Project Steering Committee and TPR meetings	250,000		Project Steering Committee and TPR meetings	250,000
3399	**Total**	**400,000**	**0**	**Total**	**400,000**
3999	**Component Total**	**1,110,000**	**-100,000**	**Component Total**	**1,010,000**
	40 EQUIPMENT & PREMISES COMPONENT				
4100	**Expendable equipment (items under $1,500 each, for example)**			**Expendable equipment (items under $1,500 each, for example)**	
4101	Office supplies	0		Office supplies	0
4199	**Total**	**0**	**0**	**Total**	**0**
4200	**Non-expendable equipment (computer, office equipment, etc)**			**Non-expendable equipment (computer, office equipment, etc)**	
4201	Office equipment including Vehicle for technical assistance	0	66,000	Office equipment including Vehicle for technical assistance (motorbikes and computers x 9 for demo sites)	66,000
4202	Reef & biodiversity demo Equipment	50,000	-50,000		0
4203	Information Mgt System (IMS) Equipment	200,000	-140,000	Information Mgt System (IMS) Equipment	60,000
4204	EMS demo equipment	117,000		EMS demo equipment	117,000
4299	**Total**	**367,000**	**-124,000**	**Total**	**243,000**
4300	**Premises (office rent, maintenance of premises, etc)**			**Premises (office rent, maintenance of premises, etc)**	
4301	Office rent	0		Office rent	0
4399	**Total**	**0**	**0**	**Total**	**0**
4999	**Component Total**	**367,000**	**-124,000**	**Component Total**	**243,000**
	50 MISCELLANEOUS COMPONENT				
5100	**Operation and maintenance of equip.**			**Operation and maintenance of equip.**	
5101	Rental & maint. of computer equip.	0		Rental & maint. of computer equip.	0
5199	**Total**	**0**	**0**	**Total**	**0**
5200	**Reporting costs (publications, maps, newsletters, printing, etc)**			**Reporting costs (publications, maps, newsletters, printing, etc)**	
5201	Meeting Reports Publication	87,000		Meeting Reports Publication	87,000
5202	Translation and Reproduction	83,000		Translation and Reproduction	83,000
5203	IMS reports and Dissemination	50,000		IMS reports and Dissemination	50,000
5204	Project Technical Publication Series	57,000		Project Technical Publication Series	57,000

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		277,000	**0**	**Total**	**277,000**
	charges, etc)			**Sundry (communications, postage, freight, clearance charges, etc)**	
5301	Communications (telex, telephone, fax)	0		Communications (telex, telephone, fax)	0
5302	Others (Postage and pouch charges)	0		Others (Postage and pouch charges)	0
5399	**Total**	**0**	**0**	**Total**	**0**
5500	**Evaluation (consultants fees/travel/DSA, admin support, etc. internal projects)**			**Evaluation (consultants fees/travel/DSA, admin support, etc. internal projects)**	
5501	Demonstration Project Monitoring and Evaluation	70,000		Demonstration Project Monitoring and Evaluation	70,000
5502	Project Evaluation	0		Project Evaluation	0
5599	**Total**	**70,000**	**0**	**Total**	**70,000**
5999	**Component Total**	**347,000**	**0**	**Component Total**	**347,000**
TOTAL BEFORE UNEP PARTICIPATION COSTS		**5,388,200**	**0**	**TOTAL BEFORE UNEP PARTICIPATION COSTS**	**5,388,200**

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lopment projects and programmes:

ly or thematically related projects that the COAST project will liaise with, and in the longer term collaborate through lesson learning and sharing. These are briefly listed below:

GCLME – Combating Living Resource Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions (16 countries in West/Central Africa)

As this project is also being executed by UNIDO and covers some of the same countries as the COAST Project (e.g. Ghana, Nigeria, Cameroon), there is potential for synergy and shared lesson learning for this region.

WIO-Lab – Addressing Land-based Activities in the Western Indian Ocean (Kenya, Tanzania, Mozambique, South Africa, The Comoros, Madagascar, Mauritius, Seychelles)

The COAST project has already been engaging with this project and has indicated in writing where its project interventions may contribute in fullfilling part of the recently finalised Strategic Action Plan for the protection of the coastal and marine environment of the Western Indian Ocean developed by WIO-Lab partners.

Volta Project -Addressing Transboundary Concerns in the Volta River Basin and its Downstream Coastal AreaVolta (Benin, Burkina Faso, Cote d'Ivoire, Ghana, Mali, Togo)

The COAST project demonstration site in Ghana is located at the mouth of the Volta estuary (Ada), and hence experience sharing and lesson learning with the above project may play an important role for this particular demo site.

Mainstreaming Biodiversity Management into Production Sector Activities Project (Seychelles)

The COAST project is working through this UNDP executed project in the Seychelles and has already been in communication with their project management unit in discussing and synchronising work plans.

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9.0 Revised Logical Framework[25]

This constitutes a revised summary logical framework for the whole COAST project.

PROJECT RESULTS	OBJECTIVELY VERIFIABLE INDICATORS[26]	MEANS OF VERIFICATION	ASSUMPTIONS AND RISKS
Long-term Goal: To support and enhance the conservation of globally significant coastal and marine ecosystems and associated biodiversity in sub-Saharan Africa, through the reduction of the negative environmental impacts which they receive as a result of coastal tourism	• Sustainable tourism development policies and strategies adopted by all participating countries • Reduced land based pollution from tourism • Reduced loss of bio-diversity • Diversified tourism sector including eco-tourism investments	• Data from the various African countries involved and regional GEF Marine and Coastal environment monitoring programmes	• countries commit necessary resources for implementation as agreed during PDF-B process • political stability in all of the participating countries and specifically within their coastal regions • Countries financially and politically prepared to adopt Sustainable Tourism Strategies.

[25] This revised logical framework is consistent with the reporting format presented to UNEP in the COAST project's first PIR**.** The project has three logical frameworks integrated across – the overall project (i.e. this one, Components 1-4), the National and Regional level (detailing the Results expected from Component 1, and which countries contribute to each), and the Demonstration level (detailing the outcomes expected within each of Component - including Component 1, Sub-Themes a, b, c). Each demonstration project has outputs which will contribute towards achievement of Components 1, 2, 3 and 4 of the overall project.

[26] As the project will be monitored at the national demonstration project level – and with different indicators for each context, this regional level logframe attempts to focus only on the longer term outcome and impact indicators.

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COMPONENT 1 (Outcome) **BAPs/BATs strategies for sustainable tourism demonstrated**	1.Mechanisms for reduced degradation understood, in place and being utilised 2. National indicators to demonstrate sustainable improvements have been agreed & are being used (national (including demo project indicators))[∂] 3. Project demonstrations providing replicable BATs/BAPs (with costs & benefits) 4. Incentives for sustainable partnerships for civil society, private and public sector documented & disseminated	• Sustainable Tourism Strategies and mechanisms available from partner countries • Project formal evaluation process, M & E reports; National agency reports; and physical, quantifiable proof shown to Mid-Term Evaluators and Final Evaluators at demo sites • Consultant reports • Project half yearly progress reports • Report on Partnership Incentives and Benefits Analysis available to Project • Records of attendance of National Stakeholder/Partnership Meetings • Reports from Demonstration Project Coordinators	• Mechanisms evolve to include the private sector and establish successful public-private partnerships. • Case studies and pilot demonstrations of BAT/BAPs are available, accessible, and are applicable • Examples of suitable Partnerships can be identified for use as case studies. • Demonstrations will deliver practical and expandable BATS/BAPs in every case

[∂] Regional level indicators will also be developed as part of the project's M&E framework, and will be discussed during the second SCM in July 2010.

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	OBJECTIVELY VERIFIABLE INDICATORS[27]	MEANS OF VERIFICATION	ASSUMPTIONS AND RISKS
Sub-theme 1.a: Working Environmental management systems (EMS) in place at demo sites	1 National institutes strengthened through EMS training 2 ∂∂ 3 Increase in capacity of tourism stakeholders to initiate EMS (with the aim to replicate good practices) 4 *"Project experiences in EMS inform policy and regulatory debates"* ∞ 5 Eco-labelling plan and certification schemes operational 6 Waste management control mechanisms operational	• Demo project reports • RCU reports • M&E reports • Partner reports	• Businessmen and communities willing to invest in EMS and voluntary eco-certification

[27] As the project will be monitored at the national demonstration project level – and with different indicators for each context, this regional level logframe attempts to focus only on the longer term outcome and impact indicators.

∂∂ "Enhanced awareness of EMS by all tourism facility stakeholders". This indicator is being proposed to be combined with indicator no 3 in the revised M&E framework for the project which will be discussed during the second SCM in July 2010.

∞ "Policy and regulatory framework for EMS developed" - The project is proposing to change the wording of this indicator to reflect actions which are more within the control of the project, and will submit an M&E framework for discussion at the second SCM to be held in July 2010. A proposed re-wording is shown above.

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Eco-tourism initiatives for alternative livelihoods and revenues developed for biodiversity conservation and local communities at relevant demo sites	...ent procedures & ...l support for developments in eco-tourism established 2. Improved knowledge & information about eco-tourism within and around each demo site 3.Improved knowledge & information about HIV/AIDS and public health at each demo site (through working with partners competent in this field) 4. Partnerships and networks of eco-tourism bodies and professionals formed 5. *"Evidence of stakeholders diversifying their eco-tourism activities and revenue sources"* [ccc]	• Government records. • Interviews with local communities. • MTE and Final Evaluation reports • Partner reports • Project progress reports	• 'Alternative' livelihoods prove attractive to individuals, continue to generate returns and are sustainable. • Sufficient opportunities for alternative livelihoods exist • Government legislation allows for (or can be modified) the benefits to be transferred to local communities (e.g. rights of access to beaches and landing sites) OR private sector operations prepared to step aside in recognition and respect of such rights. • Adverse or unavoidable climatic influences (e.g. drought or coral bleaching) do not degrade the tourism asset and/or result in the loss of tourism potential.

[ccc] "Number and type of new eco-tourism operations formed" - The project is proposing to change the wording of this indicator to reflect actions which are more within the control of the project, and will submit an M&E framework for discussion at the second SCM to be held in July 2010. A proposed re-wording is shown above.

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Improved reef recreation, management and monitoring mechanisms and strategies in place at relevant demo sites	...and GIS mapping of sensitive areas and damaged sites completed 2. Procurement, installation, management of reef protection equipment as part of reef management strategy 3. Awareness and Capacity Building (CB) on reef conservation being sustained by local stakeholders 4. *"Project experiences on reef area management documented and disseminated as a contribution to debates on improving regulatory mechanisms"*[♣]	• Project review and half yearly progress reports • Consultant reports • Partner reports • Government reports	

[♣] "Regulatory & institutional framework revised/established for reef area management" - The project is proposing to change the wording of this indicator to reflect actions which are more within the control of the project, and will submit an M&E framework for discussion on this at the second SCM to be held in July 2010. A proposed re-wording is shown above.

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Mechanisms for sustainable tourism governance and management established	*…periences on sustainable tourism documented and disseminated as a contribution to policy debates in all 9 countries* * 2. *"Project experiences supporting the development or revision of national strategies for sustainable tourism"* **	• Reports from National and Regional Steering Committees • Reports and minutes of Steering Committee meetings by RCU • Mid Term and Final Evaluation Reports • Project half yearly progress reports • Consultant reports	• National governments willing to cooperate in providing information and agree on need for reforms or realignment of policy and legislation, including institutional re-modelling as appropriate • Other stakeholders willing to adopt and adapt to changes as appropriate

* "Effective sustainable tourism policies adopted and under implementation in all 9 countries" - The project is proposing to change the wording of this indicator to reflect actions which are more within the control of the project, and will submit an M&E framework for discussion at the second SCM to be held in July 2010. A proposed re-wording is shown in the table above.

** "National strategies and work plans to support reforms to governance and management in place & operational" The project is proposing to change the wording of this indicator to reflect actions which are more within the control of the project, and will submit an M&E framework for discussion at the second SCM to be held in July 2010. A proposed re-wording is shown above.

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Training and Capacity Building for sustainable tourism delivered	1. Assessment of training needs for each partner country completed by second SCM 2.Training packages dev and implemented to suit national needs 3. Training materials incorporating BATs/BAPs from Objective 1 available by end of Yr 3	• National Steering Committees • MTE report • Project half yearly progress reports • Final evaluation report • Consultant reports • Training and CB materials and modules	• Effective training and human resources capacity available to meet demo targets • Private sector willing to participate and contribute in training and make changes to current practice • Relevant stakeholders are fully cooperative and recognise the need for improvements in training and capacity • Sufficient expertise available to develop appropriate and applicable training packages

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Establishment of a virtual information coordination & clearing house (eRICH)	CH established and fully operational within first 2 yrs 2. *"Project Focal Points contributing to and coordinating information and knowledge management uploading to eRICH at the national level"* *** 3. **** 4. Lessons from awareness of coastal environment and sustainable tourism principles & practices at demo sites presented on eRICH[28]	• RCU reports. • National and Regional Steering Committee minutes. • MTE and Final Evaluation reports • Project half yearly progress reports • Consultant reports	• Countries are willing to access and share information necessary for eRICH to be an effective tool • Other projects are willing to share data and information for the benefit of the region • Sustainable funding can be identified during the Project to support a web-based eRICH for the long term • Suitable National focal nodes are identified within each country that can link into eRICH in an interactive manner

*** "National Environmental Information management and advisory models created together with implementation strategies" - The project is proposing to change the wording of this indicator to reflect actions which are consistent with the smooth operation of eRICH, and will submit an M&E framework for discussion at the second SCM to be held in July 2010. A proposed re-wording is shown above.

**** "Awareness for sustainable tourism strategies and approaches confirmed through government willingness to provide financing for tourism and environment line agencies" - Since this is well beyond the scope of the COAST project's potential influence, the project management is proposing to delete this indicator from the logframe and all future PIR reports.

[28] Re-worded from the original logical framework as component 4 of the project is now focusing on eRICH as an information /influencing tool