

Collaborative Actions for Sustainable Tourism Project (COAST)

Revised PROJECT SUMMARY

Based on the Recommendations from
the Mid Term Evaluation



April 2012

www.coast.iwlearn.org

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Background and Main Messages from the Mid Term Evaluation

Background

The Collaborative Actions for Sustainable Tourism project (hereafter referred to as COAST) effectively began in January 2009, and was expected to run for five years up to the end of 2013. During the period January 2009 to August 2011 implementation was well behind schedule and, subsequently, a Mid Term Evaluation (MTE) was requested by both UNEP and UNIDO in order to objectively assess how project performance could be improved during the remaining period up to the end of 2013.

The MTE was completed by the middle of December 2011¹, and made a number of significant recommendations which aim to enhance project delivery and streamline the expected outcomes. This revised project summary is based largely upon these recommendations, and has two main objectives:

- First, it aims to present the main elements of the COAST project in a simple and coherent way, so that from this point onwards team members and partners can substitute this document in place of the original Project Document (which had numerous design faults and is far too complex to be easily used for implementation purposes);
- Secondly, it presents the new strategy and logical framework, management structure, key roles and summarised indicators against each output and outcome. Finally, it includes a revised budget and project timeframe extending the project without further cost to 30 June 2014.

The MTE recognises that the COAST project is unlikely to achieve delivery of its planned activities, even within the new streamlined structure by the end of 2013. Therefore it recommends the project be granted a 6 month no-cost extension until mid 2014 to ensure the sustainable delivery of the project results and to improve the thereof resulting impacts.

The MTE further recognizes that mainstreaming the lessons learned and results from the project is an intention in the original project design. A Knowledge Management and Communications Strategy is currently being formulated to appropriately capture and disseminate best practices, project impacts, lessons learned and results.

The sections below explain the main changes and highlight in simple terms the main characteristics of the re-focused COAST project. This Revised Project Summary should be used and referred to exhaustively in the remaining 2.5 years of implementation². This is an opportunity to re-badge the COAST project, making it more effective and more newsworthy, offering lessons learned and best practices which can be adapted by government agencies and future project initiatives, based upon empirical evidence from the various demonstrations that form an integral part of the project structure.

¹ For the full report please refer to the COAST project website (www.coast.iwlearn.org)

² Two additional separate documents will be formulated to support the smooth implementation of the next phase of the COAST project, namely: i) A Revised Partner Contract Structure (Terms Of Reference) to reflect the changes coming out of the MTE, and, ii) a Knowledge and Communication Strategy. Both documents will be sent out separately.

Main Messages from the Mid Term Evaluation

The MTE report highlights nine major messages. These are listed below with an explanation provided for each on the actions to be taken in the next phase of the COAST project.

Message 1

Revise project strategy, objective, outcomes and logframe and M&E system.

The new logframe (on page 8) has been revised and illustrated to have just two outcomes and a total of 7 outputs. The new structure shows the equal importance of the environmental conservation and sustainable tourism goals in the project.

Message 2

Reduce the scope and ambition of COAST Project to fit with reality.

The original project design had a very wide coverage at the activity level where 33 activities were reported in each Half Yearly Progress Report (HYPR) and Project Implementation Report (PIR) to date. This list of activities will be greatly reduced in the new project structure reflected by the reduced number of outputs to a total of seven, as aforementioned. Each demonstration project intervention (based around the three themes of: Environmental Management Systems (EMS), Eco-tourism and Reef & Marine Recreation Management) will develop a Project Brief which will contain all the necessary elements for the local management teams, also referred to as Demonstration Site Management Committees (DSMCs), to implement and deliver results.³ Demonstration sites will be cut from the COAST project if they have not started any demonstration site activities by the end of July 2012 (three months after the April 2012 Extraordinary Steering Committee).

Message 3

Strengthen management, administration and project oversight.

An Environmental Management Professional located who speaks English, French and Portuguese has been identified to provide the project with an immediate 60% time input and full time after June 2012. Additionally, another Environmental Expert has been added to the team for the reformulation phase of the project up to July 2012. In addition, a part time position (2 days per week) for a French and/or Portuguese speaker is being actively sought by the project office team to supplement the current management team. UNIDO country offices will be given increased roles in the monitoring of activities and budget expenditures in the field and the project will support their active participation.

³ Formats for these Project Briefs will be provided within the new TORs of the revised subcontracts.

Message 4

Strengthen review of BAPs/BATs and linkage with activities at demonstration sites.

During the first year of the COAST project, a team of consultants undertook a global review of the “Best Available Practices and Best Available Technologies”(hereafter referred to as BAPs and BATs), and a resource toolkit was uploaded to the project website (www.coast.iwlearn.org) for use by the DSMCs as they developed their demonstration projects. Unfortunately, use of this information has been very limited due to a combination of limited internet access at many demonstration sites, as well as limited time and capacity among committee members. Within the revised project structure, the project will contract a technical support lead for each thematic area (i.e. UNWTO for Eco-tourism; the EMS consultants for Environmental Management System interventions; and EcoAfrica for Reef & Marine Recreation Management demonstration projects). The Technical support leads will undertake further research and provide additional support through discussions with the DSMCs, to expand the existing review of BAPs/BATs, as well as to explore opportunities to cater to the local realities of the partner countries so as to facilitate possible implementation at the demo sites. Opportunities that enable direct linkage between activities at the demonstration sites will also be explored.

Message 5

Clarify and document all co-financing and leveraged funds.

The levels of co-financing, particularly from national partners are still not clear and need to be re-confirmed. Reporting by partners on co-financing will be re-assessed in light of the MTE recommendations, as cutting some activities and possibly demonstration sites will impact sources of co-financing.

Message 6

Improve ownership, delivery and sustainability of project activities at demo site.

One of the major challenges to date within the COAST project has been the limited time inputs and limited capacity of the DSMCs in each partner country. As there is considerable variation in capacity across the different countries, the COAST project has already made available an additional US\$5,000 per year for each demonstration site to help meet localised training and capacity building inputs. It is up to each DPC and their respective DSMCs to prioritise their training needs and to submit these to UNIDO⁴ in order to benefit from these funds in a timely manner. In addition, the project is requesting partner government agencies to authorise all DPCs to allocate additional time inputs (elevated to 50% of their time) to allow for improved oversight and coordination functions at each demo site. For this, the roles and responsibilities of each actor have been revised (see annexes to this document).

⁴ Guidance formats on “Planning for”, and “Reporting on”, a training event are provided in the Annexes to the Partner Country Revised Terms of Reference, which is provided individually to each country team.

Message 7

Provide and build capacity to enable stakeholders to fully participate in COAST Project.

The DSMCs are expected to organize delivery of project activities at the demonstration sites (overseen by the DPC), yet many have limited capacity. The COAST Project has produced a generic template/format, referred to as Project Brief, for simplifying the planning and implementation of demonstration site activities. The EMS Consultants, UNWTO and EcoAfrica, with guidance from UNIDO, will assist DPCs and DSMCs to finalise the project briefs in their respective thematic areas by the end of July 2012. The templates will be attached to the revised TORs developed for each country.

Message 8

Approve project extension of 6-12 months.

An initial budget review has been undertaken by UNIDO which indicates that there are enough balance funds to add at least six months (at no extra cost) and to terminate the project by the end of June 2014.

Message 9

Improve communication and facilitate mainstreaming of project results.

The COAST project will identify opportunities for mainstreaming project results which will be supported through the development and implementation of a Project Knowledge Management and Communication Strategy (see section below).

Revised Project Strategy

According to the original GEF Project Document (available on the project website), the overall Goal of the COAST project is, and remains 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 Revised Objective of the COAST Project is to:

“demonstrate and support the adoption of best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance”.

Both of these Statements remain consistent with the original intent of the project. The additional underlined section in the objective statement complements and supports the direction of the revised project strategy for the remaining 2.5 years of implementation.

The revised logframe within this project strategy is presented below in Figure 1. The Figure illustrates that the project has been streamlined to have two main outcomes namely:

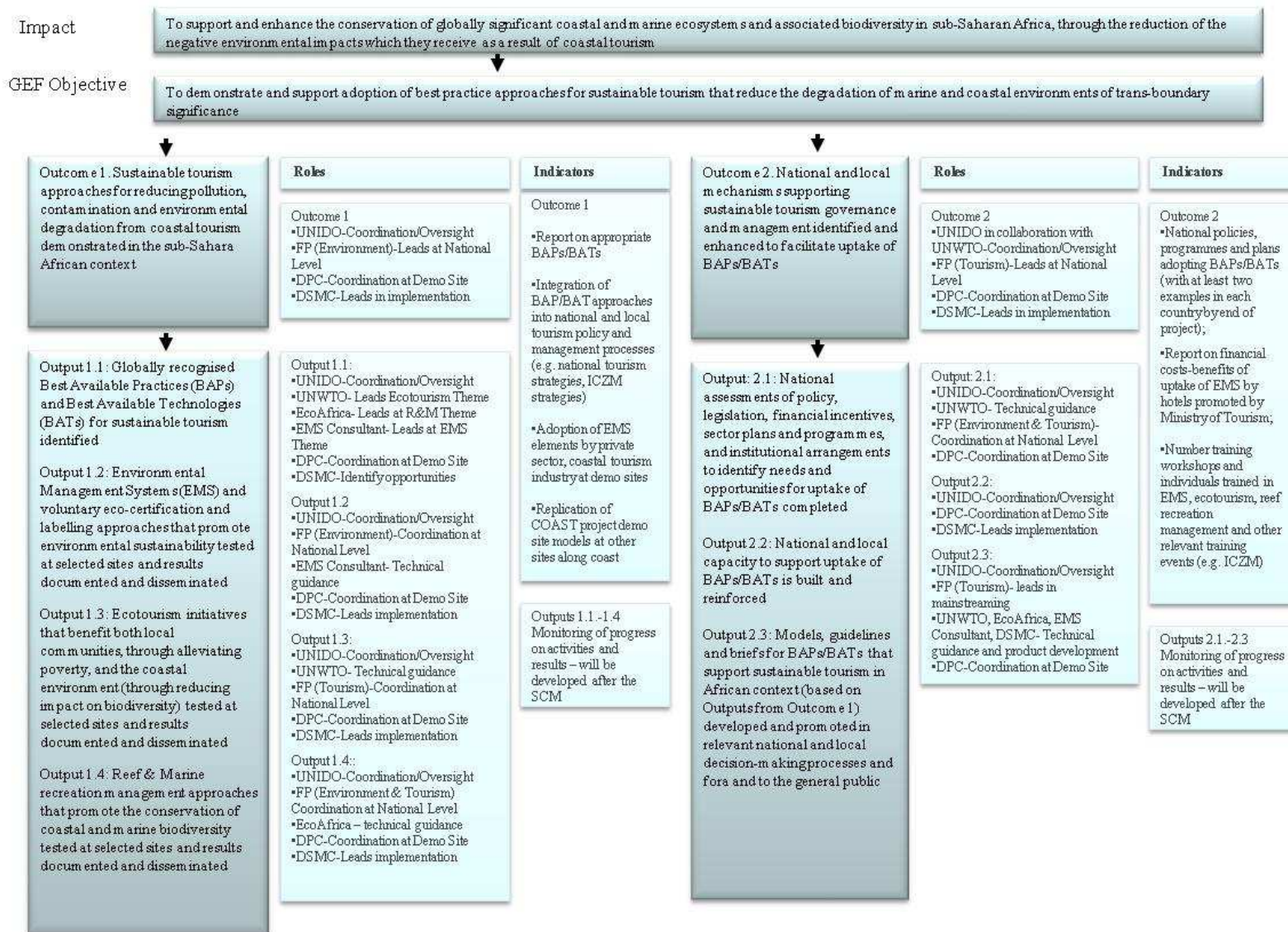
1. Sustainable tourism approaches for reducing pollution, contamination and environmental degradation from coastal tourism demonstrated in the Sub-Saharan African context;
2. National and local mechanisms supporting sustainable tourism governance and management identified and enhanced to facilitate uptake of BAPs/BATs.

Outcome 1 will be led by UNIDO with support from the international EMS consultants, UNWTO and EcoAfrica.

Outcome 2 will be led by UNIDO in collaboration with UNWTO with support from the Tourism Policy and Governance consultant team.

In each country, the two Focal Points will have divided responsibility, each leading one of the project Outcomes. The Environment FP will be responsible to coordinate the delivery of Outcome 1. The Tourism FP will be responsible to coordinate the delivery of Outcome 2.

Figure 1. COAST Project Logframe



Project Management Structure

The COAST project management and coordination structure have undergone a few changes since the MTE to further strengthen the delivery of the project.

The recently undertaken SWOT (Strength / Weakness / Opportunity / Threat) analysis carried out at the COAST project office has induced a few human resource changes and identified training needs for targeted members. An independent SWOT analysis is currently being organised to determine if further adjustments will be needed.

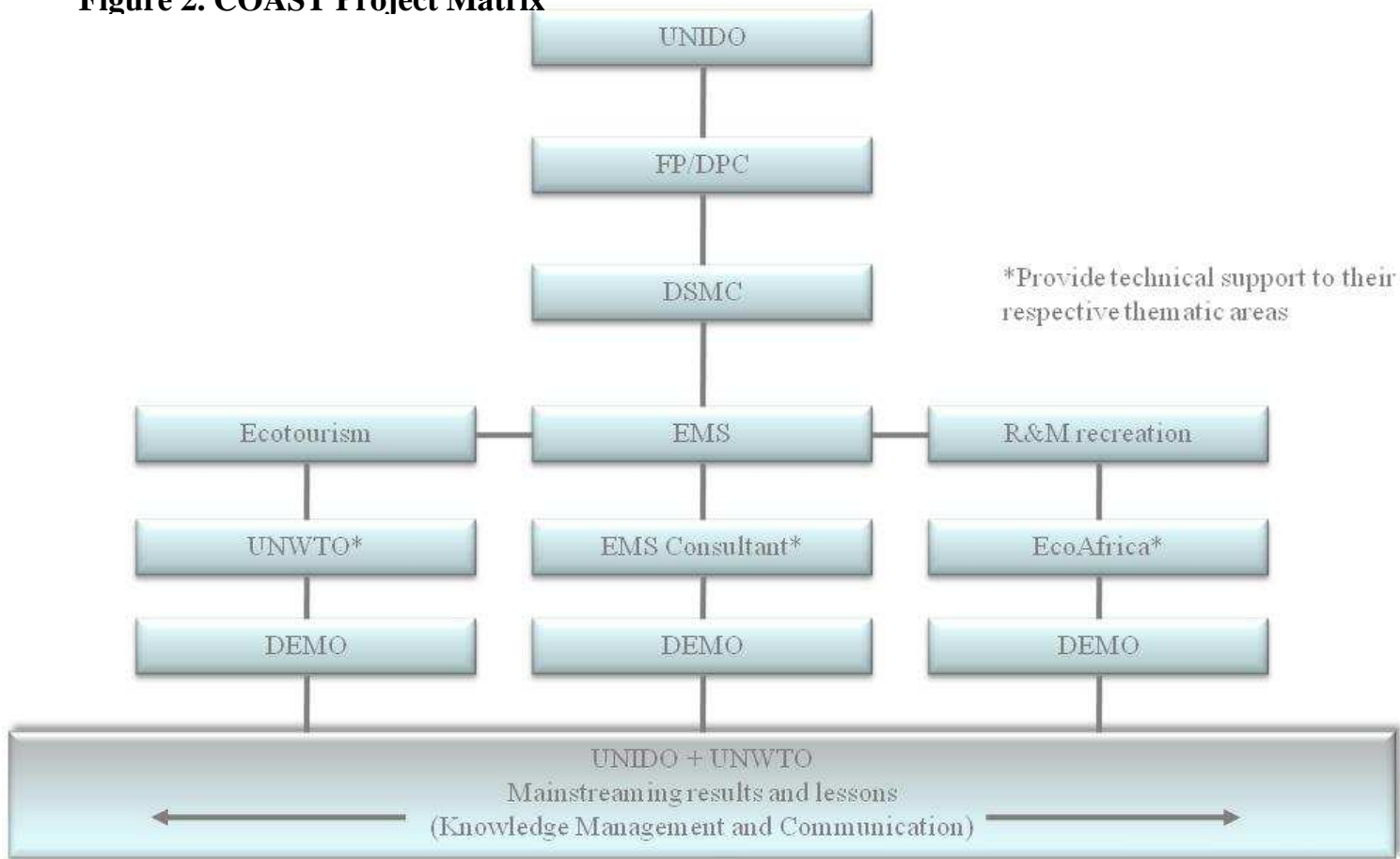
It is foreseen that the COAST project office will be strengthened through the addition of a Technical Officer and a Communications Officer. The Technical Officer will primarily focus on supporting the demonstration site teams in Tanzania and Kenya. The Communications Officer will implement the projects Knowledge Management and Communications Strategy to capture and disseminate best practices, project impacts, lessons learned and results, as well as to develop and implement a series of related activities and initiatives.

The UNIDO team has been strengthened by an Environmental Management Expert who speaks English, French and Portuguese. She will support the Project in technical aspects with an immediate 60% time input increasing to full time after June 2012. Additionally, another Environmental Expert has been added to the team for the reformulation phase of the Project up to July 2012.

In addition, a part time position (2 days per week) for a French and/or Portuguese translator is being actively sought by the COAST PROJECT OFFICE to supplement the current management team.

Please refer to Figure 2 on the next page for an overview of the key structures and relationships within the entire COAST project management.

Figure 2. COAST Project Matrix



Revised Budget (April 2012 – June 2014)

The remaining budget of the project is \$2,859,000

Item	Total (USD)	Outcome 1 (USD)	Outcome 2 (USD)
Regional coordination Unit	440,000	279,000	161,000
Assistance in the countries (VSOs)	30,000	26,500	3,500
International experts	379,000	223,000	156,000
Regional experts	422,000	194,000	228,000
National experts	69,000	42,000	27,000
National contracts	507,000	290,000	217,000
UNWTO	227,000	205,000	22,000
Travel	171,000	93,000	78,000
Meetings and workshops	454,000	251,000	203,000
Equipment	103,000	103,000	
Reports production (translation, printing)	57,000	22,000	35,000
Total	2,859,000	1,728,500	1,130,500

Mainstreaming the Outcomes and Lessons Learned through Knowledge Management and Communication Activities

The Knowledge Management and Communication Strategy will focus on capturing and disseminating knowledge, best practices and lessons learned coming out of the COAST project. The strategy aims to develop and implement appropriate activities to foster a new level of engagement with all coastal tourism stakeholders involved in this project at the local, national and international levels. The Strategy is to be regarded as a valuable tool throughout the next and final phase of the COAST project to assist the partner countries to strengthen the integration and impact of the project objectives and activities, as well as to feed key outputs into local, national and international policies and practices. Furthermore, the resulted impacts of the COAST project will promote the replication of future initiatives in similar technical areas.

The Strategy will be implemented using an array of knowledge management tools and approaches (i.e. Written and visual materials such as newsletters, fact sheets, exposes and reports, active endeavours such as competitions, events, and activities involving the private sector, community based organizations, youth, children, etc.). These tools and approaches will engage global and country-based media agencies, the respective Ministries of Tourism and Environment in the partner countries, locally-based coastal tourism stakeholders and the communities surrounding the COAST project activities. The Strategy intends to thereby generate increased public awareness and demand for actions to prevent, and control the degradation of marine and coastal ecosystems from potential pollution and contamination. The lessons learned and best practice case studies, as well as know-how on appropriate processes and concrete recommendations for improving the environment and coastal management will be repackaged into different knowledge management tools. It is hoped that the lessons learned and know-how coming out of the COAST Project are transformed into specific recommendations that have the potential to serve as valuable contributions and inputs to the respective national Tourism and Environment strategies, policies and practices and to future similar project initiatives.

The complete Strategy will be distributed to all partner countries after the April 2012 Steering Committee Meeting (SCM). The one on one country discussions that will take place during the SCM will also be used to further identify, in a participatory process, how the individual countries could benefit the most given their different local realities. The Communications Officer will act as the focal point for all queries relating to the Knowledge Management and Communications Strategy and he/she will offer guidance and liaise with each partner country for the planning and joint implementation of the aforementioned range of activities and knowledge management and communications materials.

Contact Information

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ANNEXES

Detailed Duties and Responsibilities

Environment Focal Point

Tourism Focal Point

Demonstration Project Coordinator (DPC)

Demonstration Site Management Committee (DSMC)

UNIDO

UNWTO

Duties and Responsibilities of the Environment Focal Point

The Focal Point for Environment is expected to coordinate activities associated mainly with Outcome 1 through the Demonstration Project Coordinator (DPC). The Environment Focal Point and the Tourism Focal Point are expected to be fully engaged in the project at all stages of implementation. Communication between the two Focal Points should be consistent and maintained throughout project implementation and beyond. Any unforeseen issues or difficulties should be reported immediately to UNIDO to prevent delay or disruption of project implementation. The Environment Focal Point is responsible for the following specific tasks:

1. Issue an annual contract to the DPC, in coordination with UNIDO.
2. Provide a suitable office for the DPC throughout the duration of the project.
3. Make logistical and financial arrangements for project-related travel of the DPC.
4. Assist and guide the DPC to coordinate a pro bono demonstration site management committee.
5. Work with the Tourism Focal Point to provide substantive technical assistance and guidance to the DPC and DSMC to develop and implement the activities outlined in the project briefs for each thematic component of the project (the Ministry of Tourism is expected to coordinate activities associated with mainly Outcome 2).
6. Supervise and assist the DPC and management team to provide regular quarterly progress reports (using the format provided in annex to the subcontract) to UNIDO on the activities being carried out within the demonstration site area. It is the responsibility of the Environment Focal Point to submit these quarterly progress reports to UNIDO.
7. Allow the DPC additional and sufficient time for COAST project work (at least 50% of her/his time should be spent on project tasks).
8. Provide assistance to and work with local partners to hold a yearly review meeting to evaluate the progress at the demonstration site.
9. Design and organize the delivery of training events targeting specific stakeholder groups based on the DSMC's identified training needs (see formats in the subcontract).
10. Cooperate with the Tourism Focal Point and provide the necessary inputs to UNIDO and UNWTO to support the sound management and monitoring of COAST project activities.
11. Act as a knowledge management and communication channel to disseminate the lessons learned and best practices coming out of the COAST project (specifically Outcome 1) to the relevant policy and regulatory processes at local and national levels.
12. Attend a monthly meeting organized and led by the UNIDO country office to review the financial expenditure and progress on the project activities. Alternatively, in the case where the Focal Points are not located in the same city as the UNIDO country office, the use of other forms of communication (i.e. Telephone, Skype, etc.) will be used.

Duties and Responsibilities of the Tourism Focal Point

The Focal Point for Tourism is expected to coordinate activities associated mainly with Outcome 2. The Tourism Focal Point and the Environment Focal Point are expected to be fully engaged in the project at all stages of implementation. Communication between the two Focal Points should be consistent and maintained throughout project implementation and beyond. Any unforeseen issues or difficulties should be reported immediately to UNIDO to prevent delay or disruption of project implementation. The Tourism Focal Point is responsible for the following specific tasks:

1. Work with the Environment Focal Point and with inputs from DPCs, DSMCs, national and international experts to assess national policy, legislation, financial incentives, sector plans, and institutional arrangements and identify needs and opportunities for the uptake of BAPs/BATs demonstrated in Outcome 1.
2. Work with the Environment Focal Point and with inputs from the DPCs, DSMCs, national and international experts to organize and/or deliver the appropriate training (see formats in the subcontract) to build national and local capacity to uptake BAPs/BATs identified and demonstrated.
3. Provide leadership in disseminating models, guidelines, and briefs for BAPs/BATs that support sustainable tourism to relevant national and local decision-making bodies, stakeholders, and to the general public as specified in Outcome 2.
4. Cooperate with the Environment Focal Point and provide the necessary inputs to colleagues at UNIDO and UNWTO whenever the needs arise to support the sound management and monitoring of COAST project activities.
5. Work with the Environment Focal Point to provide assistance and guidance, as appropriate, to the DPC and DSMC to develop and implement the relevant activities outlined in the Project Briefs* for each component of the project.
6. Act as a knowledge management and communication channel to disseminate the lessons learned and best practices coming out of the COAST project (specifically Outcome 2) to the relevant policy and regulatory processes at the local and national levels.
7. Attend a monthly meeting organized and led by the UNIDO country office to review the financial expenditure and progress on the project activities. Alternatively, in the case where the Focal Points are not located in the same city as the UNIDO country office, the use of other forms of communication (i.e. Telephone, Skype, etc.) will be used.

Duties and responsibilities of the Demonstration Project Coordinator

The DPC is responsible for tasks within the geographic area the demonstration site. The DPC needs to be in regular contact (**at least every 2 weeks**) with UNIDO. The DPC should submit its quarterly progress reports to both National Focal Points. The Environment Focal Point will have overall responsibility for submitting these written quarterly progress reports to UNIDO. The DPC is responsible for the following tasks:

1. Develop a ‘project brief’ for the demonstration site including detailed activities, deliverables, and deadlines, under guidance from UNIDO and in cooperation with the DSMC and relevant stakeholders, national, and international experts in the areas of EMS and reef & marine recreation management (Ecotourism project briefs already exist). Formats for the briefs are provided in annex to the subcontracts.
2. Conduct community building exercises, together with both National Focal Points and UNIDO, to ensure the continuous engagement of the DSMC and to strengthen its informed decision-making capacity.
3. Together with the DSMC, to work with local partners and stakeholders to ensure that project activities are carried out in an efficient and effective manner and in accordance with the project briefs.
4. Jointly with the DSMC, to report on project progress on a quarterly basis in writing (formats provided in annex to the subcontracts) to both National Focal Points so that the Environment Focal Point can submit these reports to UNIDO.
5. Ensure that the private sector is represented in the DSMC and further liaise with the private sector to strengthen their involvement and to highlight possible opportunities for them in specific demonstration activities.
6. Work with all COAST project staff members, consultants, and project visitors to ensure that they are able to carry out their work and/or visit.
7. **Inform both the National Focal Points as early as possible on any unforeseen issues or difficulties which may lead to delay or disruption of implementation.**
8. Maintain a tabulated database/list, of all locally relevant stakeholder representatives and partners in cooperation with the DSMC. Update this semi-annually and forward a copy to both National Focal Points and UNIDO.
9. When requested, represent the COAST project at meetings/events and share any relevant knowledge, lessons learned and best practices, especially pertaining to demonstration site activities.
10. Provide the necessary inputs on lessons learned, best practices and any other relevant knowledge to UNIDO and its Communications Officer upon their request.
11. Assist in the design, organization, and delivery of training events targeting specific stakeholder groups (formats provided in annex to the subcontracts) based on the training needs identified by the DSMC.
12. Undertake any other duties or tasks as assigned by the National Focal Points for implementation of the COAST project.

Duties and responsibilities of the Demonstration Site Management Committee (DSMC):

1. Develop a 'project brief' for the demonstration site (formats provided in annex to the subcontracts) under guidance from UNIDO, and in cooperation with the DPC, and relevant stakeholders, national, and international experts in the areas of EMS and reef & marine recreation management. The Project brief should include detailed activities, deliverables, and deadlines (Ecotourism project briefs already exist).
2. In consultation with UNIDO and the DPC, authorize and approve project activities, annual work plans, and budgets within the framework provided by the Project Briefs for the demonstration site.
3. Initiate local awareness raising activities at the demonstration site together with the DPC and if needed, with guidance from the Communications Officer.
4. Coordinate with the DPC to ensure that project activities are carried out in an efficient and effective manner at all times in accordance with the Project Briefs.
5. Together with the DPC, report on a quarterly basis in writing site (formats provided in annex to the subcontracts) on progress within the project area to both National Focal Points.
6. Maintain a tabulated database/list, of all locally relevant stakeholder representatives and partners in cooperation with the DPC. Update this semi-annually and forward a copy to both National Focal Points and UNIDO.
7. Assist in the design, organization, and delivery of training events targeting specific stakeholder groups (formats provided in annex to the subcontracts) based on the training needs identified by the DSMC.
8. Undertake any other duties or tasks as assigned by either of the National Focal Points for the COAST project.

Duties and responsibilities of UNIDO

UNIDO Management

1. Over all decision making on implementation of the COAST project.
2. Approve strategic direction for all three thematic areas within the COAST project.
3. Provide substantive technical inputs and guidance when necessary.
4. Provide linkages and network opportunities to other UNIDO programmes/projects, UN partners, and/or independent projects for the purpose of leveraging funds and/or co-funding, as well as to share any best practices and lessons learned.
5. Organize and attend the project Steering Committee Meeting as the executing agency (UNIDO) representative.

UNIDO Administration

- 1 Process contractual agreements and fund disbursement requests from partner countries.
- 2 Process travel arrangements for project events including Steering Committee Meetings, national and regional workshops and trainings.
- 3 Process budget revisions and submit financial requests to UNEP.
- 4 Process the recruitments for international and national consultants.

UNIDO Country Offices

A monthly COAST project progress meeting will be scheduled in the countries where UNIDO country offices⁵ exist. Both National Focal Points are required to attend this meeting to present project progress (based on the demonstration site project briefs) and the expenditure of project funds from both UNIDO and UNWTO. The aim is to increase the level of support and assistance that UNIDO can provide to each country in the implementation of demonstration site projects and to identify at an early stage any delays and/or challenges experiences during implementations and to jointly attempt to find appropriate solutions. Alternatively, in the case where the Focal Points are not located in the same city as the UNIDO country office, the use of other forms of communication (i.e. Telephone, Skype, etc.) will be used.

The UNIDO Country office should submit a summary of this meeting within one week following the progress meeting.

Liaise with both Ministry of Environment and Ministry of Tourism, when necessary, to maximize the uptake of lessons learned and results from the COAST project.

Facilitate, if requested, onward transmissions of requests and/or invoices.

Process all local payments and recruitments, including DSA and costs associated with local meetings.

⁵ UNIDO country offices exist in Cameroon, Ghana, Kenya, Nigeria, Mozambique, Senegal, and Tanzania

UNIDO COAST Project Office

1. Provide comments on narrative and financial reports prepared by project country partners, UNWTO, and other COAST project staff, in order to maintain the overview of the project progress.
2. Prepare official written reports of meetings, half year progress reports (utilizing the standard UNEP reporting formats), UNIDO progress reports, other technical materials, and circulate the relevant reports to participating countries, with translations when required.
3. Maintain the COAST project website (www.coast.iwlearn.org) with current project resources and circulate information on a monthly basis to all project partners.
4. Develop a Knowledge Management and Communications Strategy and use this strategy to appropriately address the capturing and dissemination of best practices and project impacts to mainstream the lessons learned and results of the project.
5. Supervise the work of staff, national and international consultants in the region.
6. Act as the main coordinator for the final COAST project evaluation. Facilitate the work of the evaluation consultant by providing the necessary logistical and in-country specific information that may be requested, including any project records and reports. An updated list of the latter should be maintained at all times.
7. Maintain the overall responsibility for the efficient and cost-effective use of project funds, in accordance with UNIDO rules and regulations.
8. Coordinate and communicate with project country partners to enable their participation in the project and especially at the annual Steering Committee Meeting. Compile all the necessary background information for onward administrative processing.
9. Coordinate, organize, and assist in the delivery of regional training/events/workshops; act as the technical advisor during the preparation and at the respective afore referred to training/events/workshops; compile all the necessary background information for onward administrative processing.
10. In collaboration with the national counterparts, identify external consultants from international, regional and national levels in order to support the objectives of the COAST project in a timely and efficient manner; compile all the necessary background information for onward administrative processing of recruitments, including the terms of reference and job descriptions of the respective consultants.

Duties and responsibilities of the UNWTO

1. In consultation with UNIDO, provide technical advice and support, to the DPC on:
 - a) Eco-tourism developments and training needs (with particular emphasis on demonstrations in Gambia, Ghana, Nigeria, Cameroon, Kenya, Tanzania).
 - b) Create synergies between the UNWTO funded ST-EP project and the COAST project in Mozambique.
 - c) Sustainable tourism governance and management.
2. Provide technical data and information from the results of project activities on mechanisms for sustainable tourism governance and eco-tourism and alternative livelihood interventions.
3. Provide written and visual (photographic and/or video clips) materials to UNIDO for the COAST website as they become available during project implementation.
4. Provide the necessary inputs and feedback to the COAST projects knowledge management and communications strategy and in particular to the production of articles, brochures and other materials that will be developed to mainstream the lessons learned and results of the project.
5. Encourage and offer the necessary guidance to the DPC to enhance communication and cooperation with the private sector to highlight the opportunities to become more involved in specific demonstration activities in each partner country.
6. Assist UNIDO to identify and prioritize training needs in each country at national and demonstration site level, and to participate in the design of appropriate training and/or capacity building activities and courses to meet such needs.
7. Provide advice and technical knowledge on policy, regulatory, and management strategies and mechanisms to strengthen national capacity for sustainable tourism in each partner country.
8. To participate in COAST Steering Committee Meetings, and in other relevant project meetings at demonstration, national and regional levels.