COLLABORATIVE ACTIONS FOR SUSTAINABLE TOURISM

KNOWLEDGE MANAGEMENT

&

COMMUNICATION

STRATEGY

PREAMBLE

This Strategy intends to generate increased knowledge on sustainable coastal tourism in Africa leading to increased public awareness and demand for actions to prevent and control the degradation of marine and coastal ecosystems from potential pollution and contamination

Figure 1: A board-walk at Mida Creek, Watamu (Photo courtesy: COAST Project 2012)

THE COAST PROJECT KNOWLEDGE MANAGEMENT AND COMMUNICATION STRATEGY

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EXECUTIVE SUMMARY

❖ A sound Knowledge Management and Communication (KM&C) Strategy for the COAST Project is of critical importance at this stage of project implementation. This is because, as results, experiences and lessons begin to emerge from project implementation, a broad based outreach framework would enhance visibility, sustained delivery and replicability.

❖ The three key thematic areas for the COAST Project are Eco-tourism, Environmental Management Systems (EMS) and Reef and Marine Recreation Management (RMRM). Additionally, a detailed Sustainable Tourism Governance and Management (STGM) study component has been undertaken across all countries. This study highlights policy and implementation gaps and opportunities.

❖ The COAST Project KM&C Strategy has identified four key result areas for the project which absorb lessons, best practices and results across the three thematic areas and the STGM component. These are: Coastal Best Practices and Technologies; Coastal Local Voices; Coastal Environmental Economic Dynamics; and Coastal Policy Change processes. Each of these result areas has a specific niche meant to respond to the KM&C objective of the COAST Project.

❖ The COAST Project will endeavor to generate useful products that will inform public discourse in the area of sustainable coastal tourism in Africa and to be able to contribute to the ongoing global dialogue on the same. The lessons, best practices and expertise coming out of the COAST Project will be 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 for future similar project initiatives.

❖ The Strategy intends to generate increased public awareness and demand for actions to prevent, and control the degradation of marine and coastal ecosystems from potential pollution and contamination resulting from unsustainable tourism practices.

❖ Effective implementation of the COAST Project Knowledge Management and Communication Strategy will rely on a smooth engagement of the COAST Project Office in Nairobi; UNIDO Office in Vienna, and through the teams at the COAST Project country level. The COAST Project Office in Nairobi will implement the KM&C Strategy at regional and country level as well as disseminating the generated KM&C products to partners at all levels, while the UNIDO Vienna Office will provide overall oversight and guidance. At the country level, the Demo Sites will provide useful platforms to generate knowledge on lessons and best practices in sustainable coastal tourism. The national teams will be expected to execute targeted knowledge management and communication activities to ensure enhanced awareness of COAST Project activities.

❖ Successful delivery of this Strategy will however depend on widespread engagement at the country level and the optimal involvement of all project partners including; UNEP, UNWTO, EcoAfrica and UNIDO.

1 BACKGROUND ON THE COAST PROJECT

The Collaborative Actions for Sustainable Tourism (*COAST*) Project is a UNEP implemented, Global Environmental Facility (*GEF*) supported project that is executed by UNIDO in collaboration with UNWTO (*UN World Tourism Organization*) and several other partners across nine countries. The project's objective is to "…..*demonstrate and support the adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance…"* The COAST Project approach will provide important lessons, experiences, best available practices and technologies on how to sustainably support a dynamic tourism sector in Africa, while at the same time conserving fragile coastal ecosystems. The project operates within a context of rapidly changing environments and increased international tourism.

The COAST Project covers nine countries in Sub-Saharan Africa (*Cameroon, The Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, Seychelles and Tanzania*). In all of these, (*except the Seychelles[1]*), there are demonstration projects to identify and test best practices for developing environmentally friendly and sustainable coastal tourism practices. The project has demonstration sites in eight African countries, (*covering four out of the five Africa Large Marine Ecosystem currents - Benguela, Agulhas-Somali, Canary, Mediterranean and Guinea currents*) as well as regional-level activities where all nine COAST countries are brought together in capacity building and sensitization events.

The COAST Project's two main outcomes are presented hereunder:

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.

Thematic Areas of the COAST Project:

1. Eco-tourism;
2. Environmental Management Systems;
3. Reef and Marine Recreation Management.

In addition to the thematic areas above and to effectively respond to the second outcome of the COAST Project, UNWTO is implementing a cross cutting component entitled; "*Development and Implementation of Mechanisms for Sustainable Tourism and Management".* This component is implemented through desk and field research and aims to identify and document the mechanisms for sustainable tourism governance and management in coastal areas of Africa. Within each of the three thematic areas, cross-cutting linkages are being established through the utilization of science-based tools. These include; the formulation of biodiversity conservation indicators and activities for eco-tourism projects; spatial mapping of the demonstration sites and especially reef ecosystems to prioritize conservation and management; and participatory resource assessments with basic environmental

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[1] *Seychelles is one of the COAST Countries which has already developed a SSL Eco-labeling status. Its role in the current project structure is based on sharing best practice lessons with the other COAST Project countries.*

monitoring systems done by local stakeholders. The project seeks to produce Best Available Practices and Best Available Technologies (BAPs/BATs) adoption models that can be replicated at national and regional scale, as appropriate.

2 THE COAST PROJECT SITUATIONAL ANALYSIS

The COAST Project began in January 2009 and is expected to run for five years up to the end of 2013. At the end of the first three years of implementation, the key stakeholders (*UNEP, UNIDO, UNWTO and the COAST Countries*) agreed to a comprehensive Mid Term Evaluation (MTE) to ensure the project was effectively responding to the highly dynamic context of sustainable development in the tourism industry. The MTE was finally completed in December 2011 and proposed a re-formulation of the project strategy and a re-distribution of project resources in a more coherent and targeted manner. The project Steering Committee endorsed the MTE proposals during the 4th COAST Project SCM held in Nairobi, Kenya in April, 2012.

The COAST Project team is now facilitating the countries to implement the MTE recommendations in the final phase of the COAST Project. In this regard, the MTE has ensured that the COAST Project now fits the current realities in the nine COAST Countries and is well suited to contribute to the global discourse on the conservation of coastal ecosystems through up scaling of sustainable tourism practices in the continent. The revised project log frame is shown below.

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

GEF PROJECT OBJECTIVE

To demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance

OUTCOMES

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

OUTPUTS

OUTPUT 1.1:
Globally recognised Best Available Practices (BAPs) and Best Available Technologies (BATs) for sustainable tourism identified

OUTPUT 1.2:
Environmental Management Systems (EMS) and voluntary eco-certification and labelling approaches that promote environmental sustainability tested at selected sites and results documented and disseminated

OUTPUT 1.3:
Eco-tourism initiatives that benefit both local communities, through alleviating poverty, and the coastal environment (through reducing impact on biodiversity) tested at selected sites and results documented and disseminated

OUTPUT 1.4:
Reef and Marine Recreation Management approaches that promote the conservation of coastal and marine biodiversity tested at selected sites and results documented and disseminated

OUTPUT: 2.1:
National assessments of policy, legislation, financial incentives, sector plans and programmes, and institutional arrangements to identify needs and opportunities for uptake of BAPs/BATs completed

OUTPUT 2.2:
National and local capacity requirements to support uptake of BAPs/BATs identified and relevant training and capacity building delivered

OUTPUT 2.3:
Models, guidelines and briefs for BAPs/BATs that support sustainable tourism in African context (based on Outputs from Outcome 1) developed and promoted in relevant national and local decision-making processes and fora and to the general public

Figure 2: The COAST Project Implementation Log Frame resulting from the Mid Term Evaluation

2.1 Transition to the Project Briefs

As a result of the recent MTE of the project, a recommendation that each thematic area at each Demo Site in the COAST countries design and develop a simple yet robust project implementation framework (*Project Brief*) has been adopted. This has resulted in the development of Project Briefs that have a coherent structure, with clear objectives, activities and expected outputs and which guarantee optimal stakeholder engagement across the three governance sectors at each site (*local authority, private sector and local coastal community*).

Below is a summary of the key activities in the Project Briefs for Eco-tourism, Environmental Management Systems (EMS) and Reef and Marine Recreation (*RMRM*):

✓ **Eco-tourism**: Eco-tourism activities are being implemented in seven countries led by UNWTO, using the approach and experiences gained by UNWTO in its Sustainable Tourism-Eliminating Poverty Initiative (ST-EP). These activities are geared towards empowering local communities economically while involving them in the sustainable management of tourism resources in their local coastal areas;

- ✓ **Environmental Management Systems** (*EMS*): UNIDO is the thematic leader for this component and is applying UNIDO's Transfer of Environmentally Sound Technology (*TEST*) methodology to the local hotel sector in four countries (*Kenya, Tanzania, Mozambique and Senegal*). This is an integrated methodology consisting of: Cleaner Production Assessments (*CPA*); Environmental Management Accounting (*EMA*); Environmental Management Systems (*EMS*); Environmentally Sound Technology (*EST*); and Corporate Social Responsibility (*CSR*). The implementation of TEST will result in a number of demonstrable best practices and strategies for sustainable tourism in the hotel industry;

- ✓ **Reef and Marine Recreation Management** (*RMRM*): EcoAfrica are the thematic leader for this thematic area and works across three countries (*Kenya, Tanzania and Mozambique*). The RMRM work is expected to result in reef surveys and GIS mapping of sensitive areas and damaged sites within the COAST Demo Sites in these three countries, and awareness and capacity building on reef management and conservation;

Sustainable Tourism Governance and Management (STGM): Work on the cross cutting STGM component is now moving into an action planning phase and all COAST countries will be involved in developing these plans in the first part of 2013. Later on, these planning frameworks will be discussed at regional forums which will aim to raise awareness on gaps and opportunities for public policy reforms for sustainable coastal tourism.

3 KNOWLEDGE MANAGEMENT AND COMMUNICATION OBJECTIVE

The COAST Project is pursuing a strategic approach that strives towards improved knowledge management and communication to facilitate optimal mainstreaming of project results. This will ensure that the experiences, lessons learned and best practice case studies, as well as expertise on appropriate processes and concrete recommendations for improving the environment and coastal management, will be packaged into different knowledge management tools.

3.1 Knowledge Management Result Areas for the COAST Project

This Strategy intends to generate increased knowledge on sustainable coastal tourism in Africa leading to increased public awareness and demand for actions to prevent, and control the degradation of marine and coastal ecosystems from potential pollution and contamination. The Knowledge Management and Communication Strategy has four main result areas which absorb lessons, best practices and results across the three thematic areas (*Eco-tourism, Environmental Management Systems, Reef and Marine Recreation Management*) and the cross cutting STGM component, as hereunder presented:

1. **Coastal Best Practices and Technologies** – These KM&C products document some of the best practices and processes within the three main thematic areas of the COAST Project (*EMS, Eco-tourism, Reef and Marine Recreation Management*) emerging from the COAST Demo Sites. It focuses on showcasing some of the demonstrated localized BAPs/BATs. The portrayal of the best practices contains comprehensive information on the various processes and technologies being applied in the respective local realities;

2. **Coastal Local Voices** – This COAST KM&C result area focuses on documenting the impacts of the project within each site, specifically impacts benefitting the local communities. It entails following up with project leaders, beneficiaries and communities in all the countries and capturing their voices to provide a human account of how their interactions with the project have improved their livelihoods. This uses participatory methodologies and approaches to ensure that the human stories of sustainable coastal tourism in Africa are documented;

3. **Coastal Environmental Economic Dynamics** – The coastal ecosystem is very valuable to the countries we work in. Hence this KM&C result area seeks to document the value of the COAST Project work in real economic terms. This KM&C result area gives a special emphasis to the private sector players and exhibits how implementation of COAST Project themes (*Eco-tourism - including small and Medium Enterprise (SME) developments, EMS, RMRM)* are contributing to improved results. It is expected that the private sector players will drive the work to ensure long-term sustainability;

4. **Coastal Policy Change Processes** – The COAST Project KM&C Strategy seeks to identify some of the policy recommendations and interventions emerging that are needed to enhance sustainable coastal tourism at national, regional and global levels. This result area supports outcome two of the COAST Project log frame (*see Figure 2 above*) and will benefit from the STGM component being led by UNWTO and supported by UNIDO.

3 TARGET AUDIENCE AND STAKEHOLDER ANALYSIS

The COAST Project KM&C Strategy is driven by a multi-pronged approach that strives to ensure that nationally, the core COAST Project partners and stakeholders are fully integrated in the project activities. It also seeks to ensure that regionally, the emerging best practices and lessons in managing land based pollution arising from tourism are captured, documented and effectively used to influence global audiences.

It is important to reiterate here that while people come and go, the target audience for this Strategy is both the project personnel and the local communities in the Demo Site areas in the countries. In essence, this Strategy places a premium on the individuals involved in the COAST Project implementation, and all the other local stakeholders (*review Stakeholder Analysis Matrix below*). As results emerge from project implementation, it will be important to ensure the local communities are actively engaged, to ensure sustainability and ownership.

The Stakeholder Analysis
Primary Stakeholders - The core stakeholders for this KM&C Strategy are the partners in the nine countries and they include the Focal Points of the Ministries of Environment and Tourism (*see Annex 3 for a full list of these*), Demo Project Coordinators, the members of the COAST Demonstration Site Management Committees (DSMCs). It also includes private sector (*hoteliers and enterprises*) and civil society representatives that work closely with the COAST Project in these countries. UNWTO, UNEP, UNIDO and the COAST Project team in Nairobi and Headquarters. All consultants and the thematic leaders also fall within this category.

Secondary Stakeholders – The secondary stakeholders include partners, locally based authorities and NGO/CBOs that are indirectly working with the COAST Project who would be targeted for sharing lessons. It also includes stakeholders who are, or have been, consulted, by the COAST Project. For example, local and national government authorities (*aside from the tourism and environment sectors*), other UNIDO/donor supported country level projects, and GEF supported International Waters trans-boundary projects such as: the ASLME; GCLME; and Benguela Current LMEs. Finally, there are government agencies and authorities who operate at either the local level (*within the Demo Site area*), or national level, such as government cross sector working groups, technical committees, GEF country level committees, and inter-ministerial committees.

General Stakeholders and Global Audience – These are general and global audience stakeholders who the project will target within the KM&C Strategy. Some of these stakeholders may be neighbouring coastal communities/community groups. Others may be members from the private sector such as Hotel and Tour Operators Associations, as the project reaches out to influence additional private sector investors within the local coastal tourism industry.

4 KNOWLEDGE MANAGEMENT PRACTICAL STRATEGIC COMPONENTS

The KM&C Strategy will be implemented using an array of knowledge management tools and approaches that will engage global and national institutions and players. It will drive the project towards identifying opportunities for absorbing lessons learned, best practices and results coming out of the COAST Demo Sites and to mainstream, as well as to disseminate these, through various KM&C platforms.

In the end, implementation of this Strategy is expected to lead to:

1. Demonstrated increased comprehension by key stakeholders on the work of the COAST Project in the area of sustainable coastal tourism in the countries and the region;
2. Development and wide distribution of COAST Project knowledge management materials that will exhibit measurable results have been achieved and, that have an impact on sustainable coastal tourism in Africa.

4.1 Regional and National KM&C Practical Strategies for the COAST Project

To execute this Strategy, the COAST Project has established a number of tools and platforms that will form the basis for the advocacy of the lessons, best practices and results emerging from project implementation. The Strategy identifies six specific tools for delivering on the KM&C objective to ensure that increased knowledge on sustainable coastal tourism in Africa results. This is expected to lead to increased public awareness and demand for actions to prevent, and control the degradation of marine and coastal ecosystems from potential pollution and contamination.

The tools are hereunder presented:

a. The Quarterly Newsletter – This is the primary medium for sharing project information, resources and news with the COAST Project stakeholders and the wider global community. The COAST Project Newsletter is produced on a quarterly basis and has the following sections:

- The Foreword Section – This section will be authored by the key project partners (*UNEP, UNWTO, UNIDO, and GEF*). The first two editions have featured UNEP and UNWTO providing a broader message on the direction project implementation is taking;
- The Cover Story section - This section focuses on newsworthy ground breaking analyses on the three thematic areas of the COAST Project;
- The News from the COAST Project Countries section - This section provides the COAST Project partners with an opportunity to share news from the Demo Sites. National partners have an opportunity to drive this section and to ensure we have a medium in which news is shared among the countries;
- The Analysis section – This section is dedicated to some analysis on the subject of sustainable coastal tourism in Africa;
- The Question and Answer section – This section is dedicated to expertise in the area of sustainable development, to provide answers to the readership on issues that relate to the COAST Project;
- The Voices from the Beneficiaries section – This section gives the COAST Project beneficiaries an opportunity to share how the COAST Project is having an impact on their livelihoods; and
- The Opinion Section – This section is open to all stakeholders who are keen to share their opinions on relevant thematic issues pertinent to the COAST Project work.

b. The revamped Project Website (http://coast.iwlearn.org**) -** The COAST Project has a revamped project website that is supported by UNEP's IWLEARN Information, Communication and Technological platforms. These platforms run on the Plone Open Content Management Systems (CMS). The new website has the following sections;

- COAST Project Resource Centre Page;
- Best Available Practices and Technologies Page;
- COAST Project IWLEARN Communities of Practice Page;
- Knowledge networks within IW: LEARN and COAST Project on http://coast.iwlearn.org;
- Social Media Functionalities and Tabs.

c. Knowledge Management and Communication Workshops and Missions - The COAST Project Knowledge Management and Communication Officer will lead various KM&C workshops and missions that will involve the nine countries so as to facilitate a process of consensus building in design and launching of KM platforms for the project. It is envisaged that this will enhance the ownership among project partners in the countries while building their capacity for the sustainability of the KM&C Strategy. Such workshops will also be planned to coincide with other project activities, to ensure affordability.

These KM&C workshops will primarily target the Demo Site Project Coordinators (DPC) and Liaison Officers from the COAST Demo Sites to enhance their capacity to support implementation of the COAST Projects KM&C Strategy on the ground. The workshop objectives will include the following:

1. Identifying the local KM&C needs for each respective Demo Site and the linkages to effectively incorporate them into the project KM&C Strategy;
2. *Training the DPCs, Liaison Officers and some members of the DSMCs from the countries on the use of some of the COAST Project Knowledge Management and Communications Platforms (Website Community of Practice, Newsletter News from the Countries Sections, etc.);*
3. Assisting countries to identify media engagement strategies and other suitable channels to disseminate the COAST Project lessons, best practices and results locally.

It is envisaged that after these workshops, the beneficiaries will have been sensitized to the COAST Project KM&C Strategy and will have acquired the relevant skills and know-how to feed back into the Strategy with local content and information. This will be achieved by empowering the country teams to do the following:

- Acquire ownership of the section on the COAST Project website that is pertinent to their country and to thus formulate relevant texts containing tourism and environment news from the project activities occurring on the ground. *(http://coast.iwlearn.org/en/countries*);
- Identify the KM needs, lessons, best practices, and results emerging from their countries;
- Identify synergies between the COAST Project and other non COAST Project events (e.g. community awareness events, festivals, cultural activities) to be able to showcase lessons, best practices and results;
- Empower the country teams to Generating products for local KM&C purposes (*brochures, pamphlets, t-shirts, websites, articles, news stories, etc*);
- Identify, build and foster partnerships with key media houses, and journalists to enhance the visibility of the COAST Project in each of the countries.

d. COAST Project Knowledge Products and Infomercials - The COAST Project will seek to contribute to the existing body of knowledge in the subject of sustainable coastal tourism by generating regular documentations and publications. Some of the products that will be produced include:

- Regular bi-annual reports to UNEP;
- One legacy report showcasing the work of the COAST Project in and across all the nine countries covering all the thematic areas (including the STGM component). This report will be a detailed narrative on the COAST Project, with all the key information of the work done in the Demo Sites. It will also identify synergies across the three thematic areas as well as opportunities for mainstreaming knowledge and lessons learnt to contribute to the global discourse on collaborative actions for sustainable tourism;
- Four COAST Knowledge Management reports/fact sheets spanning the three thematic areas and STGM component (*Eco-tourism, Environmental Management Systems, Reef and Marine Recreation Management, Sustainable Tourism Governance & Management*) show casing results on: Coastal Best Practices & Technologies; Coastal Local Voices; Coastal Economic Dynamics; and Coastal Policy Change Processes.

e. The COAST Project Social Media Campaign – Part of the KM&C Strategy is a social media campaign highlighting the project results, and global best practices in the subject of sustainable coastal tourism. The social media campaign includes the following;

- A new Face Book Page (**The COAST Project Face book Page)** modeled along the lines of the GEF Face book Page found at http://www.facebook.com/TheGEF1. The COAST Project Face book Page is now fully operational and can be found at: http://www.facebook.com/TheCoastProject
- A new Twitter Thread **(TheCOASTProject**) modeled on the World Bank page found at https://twitter.com/#!/WorldBank. The Twitter handle for the COAST Project is now fully operational and is found at https://twitter.com/TheCOASTProject.
- An Interactive Blog inbuilt within the IWLEARN Community of Practice platform on the COAST Project website at http://coast.iwlearn.org/en;

g. Media Engagement Strategies - The media plays an important role in informing the general public on various topical issues. In the execution of this Strategy, the national KM&C Workshops and missions will be specifically designed to include capacity building for the local partners to ensure media engagement strategies are factored into project implementation on the ground. The identification and strengthening of such partnerships with media are beneficial beyond the lifespan of the COAST Project. It is important to note here that if local media players are actively involved at the Demo Site level, such stories will valuably inform global discourse on the subject of sustainable coastal tourism. This would then feed into the overall COAST Project's media outreach plan.

4.2 Potential Barriers and Proposed Remedial Measures

The COAST Project team is cognizant of the fact that knowledge management can encounter some significant challenges and impediments. The following are some of the envisaged challenges to the effective implementation of the COAST Project's KM&C Strategy and some proposals on how to minimize their impact on delivery.

- ➢ **Financial Effectiveness** – Knowledge management and communication can be very costly, especially for regional projects of the scope of the COAST Project. In this regard, the review and development of Project Briefs provided a useful avenue of engendering KM&C issues at country level and within all the main thematic areas, and these will be addressed during implementation. For outreach and capacity building on KM&C issues, activities will be conjoined within the various ongoing COAST Project activities in order to minimize additional cost. Arising from the MTE, funds have been set aside to support KM&C issues and a full-fledged KM&C Officer is now on board to facilitate implementation of this Strategy. A modest budget has also been set aside at the regional level to support this KM&C Strategy.

- ➢ **Technological** – At the early stages of project implementation, there was a slow uptake of web based knowledge management platforms, including social media tools for communicating and sharing results and useful experiences across the broad spectrum of the COAST Project stakeholders and partners. Since the COAST Project now has a revamped website with social media capabilities (*Face book, twitter and Community of Practice*) it is critical for the countries to ensure their national partners can benefit from such knowledge management platforms. Discussions with UNEP IWLEARN team and UNIDO on practical steps of encouraging adoption of these technological systems in the partner countries will be pursued on a continuous basis.

- ➢ **Institutional** – As the project seeks to roll out this KM&C Strategy, the team are cognizant of the fact that the COAST Project needs to identify actively engaged institutions to use and upscale some of the wealth of knowledge that will emerge. The project will also need to ensure that the right people (*decision makers*) in these institutions are made aware of our knowledge products. In this regard, this Strategy will depend heavily on active agents (*DPCs, Liaison officers, FPs and GEF Focal Points*) at the country and the regional level.

5 CONCLUSION AND WAY FORWARD

A sound Knowledge Management and Communication Strategy for the COAST Project will contribute to enhancing sustainability, increasing visibility, and sharing the valuable knowledge generated nationally, regionally and internationally. It will also contribute to the preservation of the wealth of knowledge and experience emerging from the project well beyond its life span. In this regard, this Strategy will continually engage the nine participating countries to mainstream knowledge management into their respective project activities. Efforts will be made to ensure synergy at all levels, with national initiatives converging at the COAST Project website and through the Quarterly Newsletter.

The countries participating in the project will also be encouraged to utilize online tools and platforms that have been effectively used in other projects to obtain optimal results. In addition, the media stakeholders in the nine countries should be engaged, sensitized and encouraged to highlight issues around sustainable coastal tourism arising from the COAST Project. A collection of media stories from the countries will provide a good basis for evaluating success.

ANNEX 1: COAST PROJECT COUNTRY SITES, THEMATIC AREAS AND SELECTED BAPS/BATS

COUNTRY & SITE	THEMATIC AREA	SELECTED EXPECTED BAPS/BATS	The Expected KM Lessons, Experiences and Results
Cameroon Kribi Demo Site	Eco-tourism	Sustainable Tourism-Eliminating Poverty (ST-EP) Program supported by the United Nations World Tourism Organization (UNWTO).	**To Be Confirmed**
Gambia Kartong Demo Site	Eco-tourism	Sustainable Tourism-Eliminating Poverty (ST-EP) Program supported by the United Nations World Tourism Organization (UNWTO).	**To Be Confirmed**
Ghana Ada Demo Site	Eco-tourism	Sustainable Tourism-Eliminating Poverty (ST-EP) Program supported by the United Nations World Tourism Organization (UNWTO).	**To Be Confirmed**
Kenya Watamu Demo Site	Eco-tourism; Environmental Management Systems (using UNIDO TEST); Reef and Marine Recreation Management (RMRM)	Mapping and demarcation of zones and preparation of coastal zone management plans. Applying UNIDO's TEST methodology to the local hotelier sector. An integrated methodology consisting of: Cleaner Production Assessment (CPA), Environmental Management Accounting (EMA), Environmental Management Systems (EMS), Environmentally Sound Technology (EST) and Corporate Social Responsibility (CSR).	**To Be Confirmed**
Mozambique Inhambane Demo Site	Eco-tourism; Environmental Management Systems (using UNIDO TEST); Reef and Marine Recreation Management (RMRM)	A land use plan for Pomene (original northern part of the Demo Site) has been produced with some support from the COAST Project.	**To Be Confirmed**
Nigeria Badagry Demo Site	Eco-tourism	Small scale businesses in tourism in the demo area have registered an umbrella body called Small Scale Allied Tourism Enterprise (SCATE).	**To Be Confirmed**
Senegal Sally Demo Site	Environmental Management Systems (using UNIDO TEST)	Applying UNIDO's TEST methodology to the local hotelier sector. An integrated methodology consisting of: Cleaner Production Assessment (CPA), Environmental Management Accounting (EMA), Environmental Management Systems (EMS), Environmentally Sound Technology (EST) and Corporate Social Responsibility (CSR).	**To Be Confirmed**
Seychelles	General	Sustainable Eco-tourism Label.	**To Be Confirmed**
Tanzania Bagamoyo Demo Site	Eco-tourism; Environmental Management Systems (using UNIDO TEST); Reef and Marine Recreation and Management (RMRM)	Applying UNIDO's TEST methodology to the local hotelier sector. An integrated methodology consisting of: Cleaner Production Assessment (CPA), Environmental Management Accounting (EMA), Environmental Management Systems (EMS), Environmentally Sound Technology (EST) and Corporate Social Responsibility (CSR).	**To Be Confirmed**

ANNEX 2: COAST PROJECT KM&C STRATEGY ACTIVITY PLAN MATRIX

GEF & KMC OBJECTIVES / OUTCOME	INDICATOR	BRIEF DESCRIPTION OF ACTIVITIES	MEANS OF VERIFICATION (KM&C PRODUCTS)	TIME FRAME	Responsibility
COAST Project GEF Objective: To demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance **COAST Project KM&C Objective:** To generate increased knowledge on sustainable coastal tourism in Africa through improved knowledge management and communication **KM&C Result Areas:** The four key result areas for the project absorb lessons, best practices and results across the three thematic areas (Eco-tourism, Environmental Management Systems and Reef and Marine Recreation Management) and STGM Component. They are: Coastal Best Practices & Technologies; Coastal Local Voices; Coastal Policy Changes; and Coastal Environmental Economic Dynamics					
	Process Indicator a) Producing 6 Quarterly COAST Project Newsletters	Producing 6 COAST Project quarterly Newsletter as primary medium for sharing project information, resources and news with the COAST Project stakeholders and the wider global community. The Newsletters cover the following sections: 1. A Foreword section 2. A Cover Story section, highlighting our work in the demo sites 3. A News from the Countries section with updates from al the nine countries 4. A section with some news from the Regional COAST team 5. An Opinion section meant to share some interesting issues on the subject of sustainable coastal tourism 6. Some special feature covering sustainable development issues	UNEP Half yearly reports; Monthly KM&C Strategy Evaluation Framework report and updates; and the KM&C Database Matrix of COAST Project products Target Final Project Report showing: ● 6 Newsletters; ● 20 Articles and Write ups.	Quarterly	KMC Officer, The COAST Project Team and UNWTO
	b) Re-launching and continually updating the COAST Project Website (www.coast.iwlearn.org;)	Producing and maintaining a COAST Project website Supported by UNEP's IWLEARN Information, Communication and Technological platforms. These platforms run on the Plone Open Content Management Systems (*CMS*)	A quarterly analysis report with website traffic figures	Quarterly	KMC Officer, The COAST Project Team

c)	Generating and disseminating the COAST Project Knowledge Products and Infomercials	Generating good documentations and publications on the COAST Project lessons, best practices and results (*including fact sheets, publications and analysis reports*)	Monthly KM&C Strategy Evaluation Framework report and updates; and the KM&C Database Matrix of COAST Project products **Target**: • 4 special KM reports on Coastal Best Practices & Technologies, Coastal Local Voices, Coastal Economic Dynamics and Coastal Policy Change Processes; • 1 Final report showcasing Project sites, deliveries and impacts; • 5 Awareness materials for regional meetings/conferences; • 1 Video documentary highlighting project successes.	Monthly	KMC Officer, The COAST Project Team, UNWTO, Consultants, DPCs, Focal Points and DSMCs
d)	Setting up and maintaining a vibrant COAST Social Media Campaign	Establishing and maintaining a social media campaign that will highlight project results, and global best practices in the subject of sustainable coastal tourism.	A Quarterly Analysis report showing site statistics on the Face book and Twitter pages **Target** ▪ 1 YouTube handle ▪ 1 face book page ▪ 1 You Tube page	Quarterly	KMC Officer, The COAST Project Team, Liaison Officers, DPCs
e)	In country media engagement strategies	Supporting and periodically engaging local media institutions to develop stories and articles on the COAST Project work in all the COAST countries through: • in-country KM related sensitization drives; • Organizing community drives; • beach cleaning; • tree planting; • community workshops.	Monthly KM&C Strategy Evaluation Framework report and updates; and the KM&C Database Matrix of COAST Project products **Target** ▪ At least 10 Media stories on the COAST work;	Quarterly from January 2014	KMC Officer, The COAST Project Team Consultants, DPCs, Focal Points and DSMCs
f)	Conducting regional outreach and advocacy for the COAST Project	Participating and organizing some regional outreach and advocacy events for the COAST Project	Monthly KM&C Strategy Evaluation Framework report and updates; and the KM&C Database Matrix of COAST Project products capturing results from: • 2 exhibitions fairs and/or side events; • 1 high impact regional activity on KM and Communication for	Last Quarter of 2013, or as necessary	KMC Officer, The COAST Project Team Consultants, DPCs, Focal Points and DSMCs

		Sustainable Coastal Tourism issues.		
g) Organizing and facilitating Knowledge Management and Communication Workshops	Organizing and facilitating various KM workshops and missions in the nine countries to facilitate a process of consensus building in design and launching of KM platforms for the project ✓ 1 KM&C Workshop in Nigeria (Ghana, Cameroon); ✓ 1 Kenya (Tanzania, Mozambique, Seychelles) with Cameroon participating during web-raising event; ✓ 1 Gambia KM&C Workshop to follow after the UNWTO Biodiversity Champions event; ✓ 2 IWLEARN learning events. ✓ 1 Steering Committee Meeting DPC Training	KM&C Database Matrix of COAST Project products showing: • Back to Office Mission Reports; • 6 KM&C Workshops and missions (Country Profiles).	As planned	KMC Officer, The COAST Project Team

ANNEX 3: COAST PROJECT COUNTRY CONTACTS

COAST COUNTRY TEAMS		
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ANNEX 4: COAST TEAM AND PARTNERS CONTACTS

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