

**UNITED NATIONS ENVIRONMENT PROGRAMME
GLOBAL ENVIRONMENT FACILITY
PROJECT DOCUMENT**

SECTION 1 - PROJECT IDENTIFICATION

- 1.1 Sub-Programme Title:** International Waters OP#10 – Contaminants
- 1.2 Project Title:** Demonstrating and capturing best practices and technologies for the reduction of land-sourced impacts resulting from coastal tourism
- 1.3 Project Number:** GFL / 2328 – 2732 -xxxx
PMS: GF/ 4010– 06- xx
- 1.4 Geographical Scope:** Regional: (**Western Africa:** Cameroon, Gambia, Senegal, Ghana, Nigeria, **Eastern Africa:** Kenya, Mozambique, Seychelles, and Tanzania)
- 1.5 Implementation:** United Nations Industrial Development Organization (UNIDO) Vienna International Centre, P.O. Box 300A-1400, Vienna, Austria
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- 1.6 Duration of the Project:** 60 months
Commencing: September 2007
Completion: August 2012

1.7 Cost of the Project:

<u>Cost to the GEF Trust Fund:</u>	US\$	%
Project	5,388,200	
PDF-B	626,400	
Subtotal GEF	6,014,600	25.80

Co-financing: (Project):

National Governments	US \$ 20, 781,816	
UNIDO	US\$ 200,000	
UNIDO-ICT	US\$ 100,000	
UNEP/GPA	US\$ 25,000	
WTO	US \$ 230,000	
REDO	US \$ 100,000	
Nat. Con. Res. Centre	US\$ 100,000	
Ricerca	US \$ 1,800,000	
Ghana Wildlife	US \$ 50,000	
African Business Roundtable	US \$ 10,000	
SPIHT	US \$ 25,000	
AU-STRC	US \$ 20,000	
SNV (Netherlands Development Organization)	US \$ 15,000	
Subtotal Co-financing	US \$ 23, 456,816	74.20
Total Project cost	US\$ 29,471,416	100.00

1.8 Project Summary:

The marine and coastal resources along 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 and contamination. 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 and the thematic group on coastal, marine and freshwater ecosystems of the New Partnership for Africa's Development, the project aims to demonstrate best practices strategies for to reduce the degradation of marine and coastal environments of transboundary significance resulting from pollution and contaminants and associated impacts. The project aims to: (i) capture Best Available Practices and Technologies (BAPs and BATS) for contaminant reduction; (ii) develop and implement mechanisms for sustainable tourism governance and management that measurably reduce degradation of coastal ecosystems from land-based sources of pollution and contamination; (iii) assess and deliver training and capacity requirements emphasising an integrated approach to sustainable reduction in coastal ecosystem and environmental degradation; (iv) develop and implement information capture, information processing and management mechanisms and information dissemination; and (v) undertake cost-effective project management, coordination, monitoring and evaluation. The primary emphasis of the Project is aimed toward on-the-ground demonstrations which form the major component of the Project as reflected in the substantial funding for these elements. The lessons learnt and project relevant information will be disseminated through a project information exchange mechanism linked to IW: LEARN.

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LIST OF ACRONYMS AND ABBREVIATIONS

AOC-Hycos	Système d'Observation du Cycle Hydrologique de l'Afrique de l'Ouest et Centrale
ASCLMEs	Agulhas and Somali Current Large Marine Ecosystems
AU-STRC	African Union – Scientific, Technical and Research Committee
BAP	Best Available Practices
BAT	Best Available Technologies
BCLME	Benguela Current Large Marine Ecosystem
CCLME	Canary Current Large Marine Ecosystem
CBD	Convention on Biological Diversity
EA	Executing Agency
EIA	Environmental Impact Assessment
EIMAS	Environmental Information Management and Advisory System
EMS	Environmental Management System
GCLME	Guinea Current Large Marine Ecosystem
GIS	Geographic Information System
GIWA	Global International Waters Assessment
GPA	Global Program of Action for the Protection of the Marine Environment from Land-based Activities
IA	Implementing Agency
ICZM	Integrated coastal zone management
ISO	International Standards Organisation
IUCN	The World Conservation Union
IW	International Waters
IW: LEARN	International Waters Learning Exchange and Resource Network
LME	Large Marine Ecosystem
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MSP	Medium Size Project (GEF)
NBSAP	National Biodiversity Strategy and Action Plan
NCRC	Natural Conservation and Resources Centre
NEPAD	New Partnership for African Development
NEAP	National Environmental Action Plan
NFP	National Focal Point
NSC	National Stakeholder Committee
NPA	National Programme of Action
NRM	Natural Resources Management
NTAG	National Technical Advisory Group
PCU	Project Coordination Unit
PDF	Project Development Facility
REDO	Research and Environmental Development Organisation
RICH	Regional Information Coordinating House
RPSC	Regional Project Steering Committee
RTAG	Regional Technical Advisory Group
T&CB	Training and Capacity Building
TDA	Transboundary Diagnostic Assessment
SADC	Southern African Development Community

SCTSSA	Sustainable Coastal Tourism in Sub-Saharan Africa
SIDS	Small Island Developing States
SMME	Small, Medium and Micro Enterprises
SPIHT	Syndicat Patronal des Industries de l'Hotellerie et du Tournisme
ST-EP	Sustainable Tourism – Eliminating Poverty
SNV	Netherlands Development Organisation
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNESCO-IHP	UNESCO- International Hydrological Programme
UNIDO	United Nations Industrial Development Organisation
WIO-Lab	Western Indian Ocean Land Based Activities (UNEP)
WSSD	World Summit on Sustainable Development
WTO	World Trade Organisation
WWF	World Wide Fund for Nature

SECTION 2 - BACKGROUND AND PROJECT CONTRIBUTION TO OVERALL SUB-PROGRAMME IMPLEMENTATION

PROJECT DESCRIPTION

1. BACKGROUND & CONTEXT -BASELINE COURSE OF ACTION

INTRODUCTION

1. Globally, the productive capacity and ecological integrity of the marine environment, including estuaries and near-shore coastal waters, are being degraded, and in many places the degradation has intensified¹. According to the *Third Global Environment Outlook (GEO-3)*, the key driving force behind the degradation of these ecosystems is often poorly-planned, and rapidly accelerating, social and economic development-related activities in coastal areas that results from increasing populations, urbanization, industrialization, maritime transport and *tourism*². Tourism is presently one of the most dynamic and fastest economic growth sectors around the world, especially in developing nations³. Globally, this sector has repeatedly demonstrated its ability to act as a primary driver of growth in some of the poorest nations⁴, and its potential to contribute to the *Millennium Development Goals*, and its central target on poverty reduction⁵ through generating incomes, investment, jobs, social welfare, external debt reduction, and encouraging economic diversification.

2. Countries within sub-Saharan Africa are increasingly turning to tourism as a viable option to accelerate their economic growth. As in most other regions, the tourism product in sub-Saharan Africa is highly dependent on the natural resource base, and the natural beauty of the African coastline, in combination with the favourable climate conditions, has increased the prominence of coastal beach based tourism. Coastal tourism is often considered as an “environmentally-friendly” alternative to more traditional exploitative forms of livelihood within sensitive coastal areas, which has the added potential to benefit environmental protection and increase the appreciation of the value of natural resources and diversity livelihood options. It is however also well recognized that coastal tourism and recreational activities, and the other land- and marine-based activities associated with the sector, can rapidly escalate negative human induced impacts, and lead to the degradation and loss of integrity of the globally important coastal and marine ecosystems, especially if allowed to proceed in the absence of careful planning, regulation and management. Countries in sub-Saharan African are therefore looking to develop a more sustainable tourism sector where *the level tourism activity continues to produce positive long term benefits for the social, economic, natural and cultural environments*⁶.

3. Sub-Saharan Africa contains 32 coastal states (out of a total of 44 states), bordering both the Atlantic and Indian Ocean, with a combined coastal length that exceeds 48,000 km⁷. The system boundaries of the sub-Saharan Africa region can be defined geographically as extending from

¹ *A Sea of Troubles* (2001) Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection (GESAMP)

² It is estimated that 50 % of the world's coasts are threatened by development-related activities. Over 40 % of the world's population already lives within 100 km of the coast, and the density of people in coastal areas (approx. 100 people km⁻²) is already much higher than in inland areas (approx. 38 people km⁻²).

³ In 2004, international *tourism receipts* for developing countries amounted to US\$177 billion, and international *tourist arrivals* reached a record 763 million, and with 39% of the world's international tourist arrivals.

⁴ Tourism is currently main source of foreign exchange earnings in 46 of the 49 Least Developed Countries.

⁵ UN World Summit, September 2005 in New York, Declaration adopted on “Harnessing Tourism for the Millennium Development Goals” during a tourism event organized by WTO.

⁶ Based on the definition of ICOMOS, ICTC, (2002)

⁷ Source: UNEP (2005). The GEO Data Portal. United Nations Environment Programme.

<http://geodata.grid.unep.ch>

approximately 20 degrees N latitude south to about 30 degrees S latitude, and variously from 20 degrees west to about 50 degrees East longitude. The ecosystems resources shared by these countries are encompassed by five distinct Large Marine Ecosystems⁸ (LMEs) (see Figure 1), all of which are recognized as important for their globally significant marine diversity and high productivity, with rich fishery resources, oil and gas reserves, precious minerals, and their potential for tourism. The marine



⁸ Canary Current, Guinea Current and Benguela Current and Angulhas Current and Somali Current.

Figure 1: Map of the Large Marine Ecosystems (LMEs) of Africa.

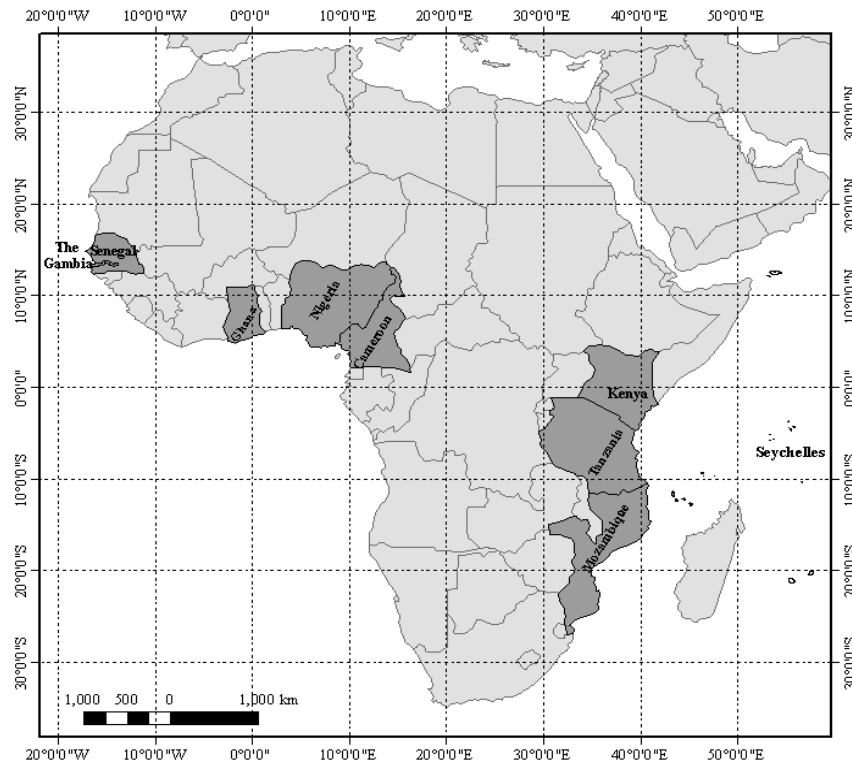


Figure 2: Map of Africa showing the distribution of the countries in sub-Saharan Africa participating in the project (shaded in dark grey).

and coastal ecosystems in this region support a diverse complex of productive habitats, such as coral reefs, seagrass meadows, mangrove forests, estuaries and floodplain swamps and several major coastal upwelling sub-ecosystems that are ranked among the most productive coastal and offshore waters in the world.

4. The marine and coastal ecosystems along of Atlantic coast of sub-Saharan Africa support a diverse assemblage of fauna including: fishes ranging from small pelagics, (sardinellas shad), large pelagics (tuna and billfish), crustaceans and molluscs (shrimp, lobster, cuttlefish), and demersal species (sparids and croakers); invertebrates such as intertidal molluscs (*Anadara sp.* *Crassostrea sp.*); reptiles (turtles, crocodiles); marine mammals such as the West African manatee (*Trichechus senegalensis*), and several species of sharks⁹; and millions of migratory birds that seasonally visit the wetlands¹⁰ (*Larus genei*, *Geochelidon nilotica*, *Sterna maxima*, *Ibididorsalis*, etc). The coastal areas on the Atlantic coast of Sub-Saharan Africa also support important flora and fauna. Mangroves (*Rhizophora sp.*, *Conocarpus sp.*, *Avicennia sp.*, *Mitragyna inermis*, and *Laguncularia sp.*) are common along these coasts and are dominant in certain places, such as the Niger Delta of Nigeria which has Africa's largest and the world's third largest mangrove forests. Along the Indian Ocean coast of sub-Saharan Africa the marine and coastal ecosystems support seagrass beds, coral reefs and mangrove forests and provide critical habitats of high diversity for fish, invertebrates and other organisms. There are over 11,000 species of marine fauna, including several thousand species of invertebrates and fish (such as tuna, lobster, shrimp, oysters, clams, etc.), with over 370 species of scleractinian corals, 52 tropical inshore fish families and other charismatic species such as the Coelacanth, dugong, turtles, cetaceans, sharks and important seabird populations. Five of the world's seven species of marine turtle nest on beaches in the region. Coral reefs cover an estimated 7,000 km² along the mainland coastline of East Africa and throughout the Indian Ocean Island States¹¹. Mangrove forests are found mainly in nutrient rich river estuaries (e.g. estuaries of the Limpopo, Zambezi and Rufiji and Tana Rivers). Both also provide a range of essential goods and services, including: (i) food, from fish and invertebrates, and other sources like seaweed; (ii) livelihoods and employment; (iii) aesthetic natural landscapes; (iv) protection and stabilization of the physical coastline to mitigate against storms and erosion; (v) nutrient cycling of land run-off into food chains that ultimately supply fish and other products; and (vi) regulation of atmospheric gases (e.g. CO₂) and of the global climate.

5. Coastal states in sub-Saharan Africa are home to over 465 million people¹² and many are directly dependent on the marine and coastal resources and the essential goods and services they provide. Marine and coastal environments throughout sub-Saharan Africa are presently affected by anthropogenic activities associated with fishing, agriculture, residential developments, land run-off urban and domestic sewage, industrial sites, ports, as well as mining for sand, limestone and coral for building materials, and oil, gas and other mineral resources (in West Africa). Signs of degradation of the marine and coastal environment are becoming more obvious. Resources are being overexploited and the quality of the coastal and marine areas is being degraded. Some countries in the region are oil producers and others (e.g. Cameroon and Nigeria) are net exporters. The expansion of the oil industry and the number of offshore platforms, pipelines, and various export/import terminals, coastal refineries results in an inevitable increase in oil pollution. The use of inorganic and organic chemical fertilisers and pesticides has markedly increased with the development of commercial agriculture and the advent of large plantations and the need to improve food production and protect human health against insect-borne diseases. Run-off loaded with these chemicals may reach surface or groundwater and coastal waters leading to hypernutrification. Most of the countries lack the facilities to properly treat or dispose of domestic or industrial liquid and solid wastes and these often ended being released or dumped into coastal waters or wetland areas. In some areas pollution levels threaten human health,

⁹ World Bank Report, 1994

¹⁰ UNEP Regional Seas Reports and Studies No. 171

¹¹ Obura (2005) and Ahamada *et al.* (2005)

¹² UNDP (2005) Human Development Report <http://hdr.undp.org/>

directly through exposure to contaminants and pathogens in coastal waters, and indirectly through the accumulation of toxins in seafood.

6. The general expansion of development-related activities in the region over the past 30 years, and the abundance of natural resources and economic opportunities have led to high rates of migration in the coastal areas in sub-Saharan Africa. The higher density of people in the narrow coastal areas has put further pressure on these fragile ecosystems and on the natural resources. The expansion of coastal tourism has also played its part; the typical tourism marketing approach of selling “sand, sea, and sun” has resulted in the growth of hotel and leisure facilities in sensitive coastal areas. This has further increased the density of coastal populations and contributed to the degradation of these environments, as well as to dislocations in the social fabric of many communities. Human induced impacts on the marine and coastal environment have resulted in the destruction and loss of habitats (mangroves, seagrass beds, and coral reefs), destabilized the coastal zone, increased erosion, resulted in a decline in harvests of marine living resources, a shortage and contamination of fresh water, and overall water quality decline and contamination of coastal waters, beaches, and living resources, and these have been identified as the main transboundary problems in East and West Africa¹³. As a result of the cumulative affect of these anthropogenic impacts, there has been a drop in economic opportunities and increasing poverty amongst many coastal communities. This pattern of over-extraction and overloading is likely to continue, if not intensify, in future.

7. Globally, activities that result in the degradation and physical alterations to coastal and marine ecosystems deserve priority action. These issues cannot however be addressed in isolation from the broader objectives of sustainable economic development. Social and economic development needs, poverty, human health, resource use and production patterns should be addressed in parallel with strategies to address the degradation of coastal and marine environments, through regionally integrated and cooperative action. The tourism sector is potentially uniquely positioned to achieve this type of parallel action. This sector has both the incentive and the position to act as: (i) a catalyst in the improvement of planning and management of tourism destinations, (ii) a means to increase interest and awareness of the values of certain key environmental assets and achieve broader goals in terms of their protection and, (iii) a means to generate sustainable social and economic benefits, through providing alternative livelihood options, creating more jobs and supporting the development of small businesses. Through its multiplier effect, tourism can positively impact upon related sectors, such as handicrafts, agriculture, transportation, telecommunications, construction, and thereby stimulate wider economic development.

8. Coastal tourism in sub-Saharan African countries already contributes a significant portion of export services and GDP¹⁴ in some countries, and yet there is still immense scope for further growth¹⁵.

¹³ The WIO-Lab project identified the major transboundary perceived problems / issues in East Africa as:

1. Shortage and contamination of fresh water
2. Decline in harvests of marine living resources
3. Degradation of coastal habitats (mangroves, seagrass beds, and coral reefs), loss of biodiversity
4. Overall water quality decline: contamination of coastal waters, beaches, and living resources

In Gulf of Guinea LME project identified the major transboundary problems/issues in West Africa as:

1. Decline in fish stocks and unsustainable harvesting of living resources;
2. Uncertainty regarding ecosystem status, integrity (changes in community composition, vulnerable species and biodiversity, introduction of alien species) and yields in a highly variable environment including effects of global climate change;
3. Deterioration in water quality (chronic and catastrophic) from land and sea-based activities, eutrophication and harmful algal blooms;
4. Habitat destruction and alteration including *inter-alia* modification of seabed and coastal zone, degradation of coastscapes, coastline erosion.

¹⁴ 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).

¹⁵ 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: Source, WTO Tourism 2020 Vision

If this sector is to achieve this type of parallel action in sub-Saharan Africa there is a need for better regulation and management of existing tourism facilities and careful planning and management of future tourism destinations to ensure that: the potentially large socio-economic benefits the sector could accrue (e.g. poverty alleviation and provision of alternative livelihoods) are not accompanied by negative impacts on the environment, (e.g. removal or damage to critical habitats, increased soil and beach erosion, loss of shoreline stability, modification of stream flows and reduced groundwater recharge, air, water and noise pollution, increased sedimentation and nutrification of coastal water, and increased volumes of solid and other wastes entering the environment) and to maximise on the sectors potential to positively contribute towards the protection of these fragile globally significant environments (e.g. raised awareness of environmental assets and revenue generation).

9. At the global level, until relatively recently little attention was paid to the relationship between tourism and international efforts to promote sustainability and environmental conservation. For example, tourism is given little prominence in key environmental agreements and conventions, such as Agenda 21, the Framework Convention on Climate Change (FCCC) and the Convention on Biological Diversity (CBD), although it was a central issue in the Barbados Declaration on the Sustainable Development of Small Island Developing States (SIDS). However, since then, tourism has become the subject of several official, albeit non-binding, international declarations, such as the UNEP *“Environmental Programme of 1995 for the Travel and Tourism Industry”*, UNESCO's *“Charter on Sustainable Tourism”* announced in Lanzarote in 1995, and the *“Malé Declaration on Sustainable Tourism Development”* adopted by the tourism and environmental ministers of the Asia-Pacific area in 1997. Another important initiative is the *“Berlin Declaration – Biological Diversity and Sustainable Tourism”*, signed by the environment ministers of 18 nations – including developing countries with a major stake in tourism – at the International Tourism Exchange (ITB) in 1997 on the initiative of the German Federal Ministry of the Environment. The Parties and Signatory States assume that the *“central objectives of global environmental policies, namely sustaining biological diversity, climate protection and reducing consumption of natural resources cannot be accomplished without a sustainable development of tourism.”*

10. More recently, the World Summit on Sustainable Development (WSSD) Plan of Implementation adopted by governments in Johannesburg, South Africa, 26 August – 4 September 2002, Paragraph 29 states that *“Oceans, seas, islands and coastal areas.... are critical for global food security and for sustaining economic prosperity and the well-being of many national economies, particularly in developing countries. Ensuring the sustainable development of the oceans requires effective coordination and cooperation, including at the global and regional levels..”*. This same Paragraph goes on to express the need to adopt regional approaches that *“Strengthen regional cooperation and coordination between the relevant regional organizations and programmes, the UNEP regional seas programmes, ...and other regional science, ... and development organizations”*.

11. The WSSD Plan of Implementation continues in Paragraph 31 to call upon the international community to *“Develop national, regional and international programmes for halting the loss of marine biodiversity, including in coral reefs and wetlands”*. Paragraph 32 calls upon the international community to *“Advance the implementation of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities (GPA/LBA) and the Montreal Declaration on the Protection of the Marine Environment from Land-based Activities ...by actions at all levels to:*

- a) *Facilitate partnerships, scientific research and diffusion of technical knowledge; mobilize domestic, regional and international resources; and promote human and institutional capacity-building, paying particular attention to the needs of developing countries;*
- b) *Strengthen the capacity of developing countries in the development of their national and regional programmes and mechanisms to mainstream the objectives of the Global Programme of Action and to manage the risks and impacts of ocean pollution;*
- c) *Elaborate regional programmes of action and improve the links with strategic plans for the sustainable development of coastal and marine resources, noting in particular areas which are subject to accelerated environmental changes and development pressures;*

- d) *Make every effort to achieve substantial progress to protect the marine environment from land-based activities.*

12. The WSSD also makes specific reference to the need for corporate responsibility. Paragraph 17 of the *WSSD Plan of Implementation* calls for the adoption of initiatives to “*enhance corporate environmental and social responsibility and accountability*” including actions at all levels to:-

- (a) *Encourage industry to improve social and environmental performance through voluntary initiatives, including environmental management systems, codes of conduct, certification and public reporting on environmental and social issues, taking into account such initiatives as the International Organization for Standardization (ISO) standards and Global Reporting Initiative guidelines on sustainability reporting, bearing in mind principle 11 of the Rio Declaration on Environment and Development;*
- (b) *Encourage dialogue between enterprises and the communities in which they operate and other stakeholders;*
- (c) *Encourage financial institutions to incorporate sustainable development considerations into their decision-making processes; and*
- (d) *Develop workplace-based partnerships and programmes, including training and education programmes”.*

13. Specific reference to the tourism sector was given in Paragraph 43 of its Plan of Implementation:

“Promote sustainable tourism development, including non-consumptive and eco-tourism, taking into account ...the World Eco-tourism Summit 2002 and its Quebec Declaration, and the Global Code of Ethics for Tourism as adopted by the World Tourism Organization in order to increase the benefits from tourism resources for the population in host communities while maintaining the cultural and environmental integrity of the host communities and enhancing the protection of ecologically sensitive areas and natural heritages. Promote sustainable tourism development and capacity-building in order to contribute to the strengthening of rural and local communities. This would include actions at all levels to:

- (a) *Enhance international cooperation, foreign direct investment and partnerships with both private and public sectors, at all levels;*
- (b) *Develop programmes, including education and training programmes, that encourage people to participate in eco-tourism, enable indigenous and local communities to develop and benefit from eco-tourism, and enhance stakeholder cooperation in tourism development and heritage preservation, in order to improve the protection of the environment, natural resources and cultural heritage;*
- (c) *Provide technical assistance to developing countries and countries with economies in transition to support sustainable tourism business development and investment and tourism awareness programmes, to improve domestic tourism, and to stimulate entrepreneurial development;*
- (d) *Assist host communities in managing visits to their tourism attractions for their maximum benefit, while ensuring the least negative impacts on and risks for their traditions, culture and environment, with the support of the World Tourism Organization and other relevant organizations;*
- (e) *Promote the diversification of economic activities, including through the facilitation of access to markets and commercial information, and participation of emerging local enterprises, especially small and medium-sized enterprises”.*

14. Further references to tourism can be found in the Plan of Implementation related to *energy and biodiversity conservation, Small Island Developing States and African issues*. Paragraph 44. (b) underlines the need to “*Promote the ongoing work under the Convention on Biological Diversity on*

the sustainable use on biological diversity, including on sustainable tourism, as a cross-cutting issue relevant to different ecosystems, sectors and thematic areas”.

15. Paragraph 64 of the WSSD Plan of Implementation specifically calls on countries to “*Support Africa’s efforts to attain sustainable tourism that contributes to social, economic and infrastructure development*”, including the implementation of projects at the local, national and sub-regional levels, with specific emphasis on marketing tourism products such as *adventure tourism, eco-tourism and cultural tourism*, and by assisting host communities in managing their tourism projects for maximum benefit, while limiting negative impact on their traditions, culture and environment.

16. The UNEP Global Program of Action for the Protection of the Marine Environment from Land Based Activities (UNEP GPA/LBA) recognizes that the main cause of degradation of the marine environment is due to land-based activities including urbanization and coastal development and provides a framework for action, that invites governments to assess their respective problems, identify priorities for action, develop strategies, monitor implementation and set common goals and sustained and effective actions to deal with all land-based impacts upon the marine environment (sewage, persistent organic pollutants, radioactive substances, heavy metals, oils (hydrocarbons), nutrients, sediment mobilization, litter, and the physical alteration and destruction of habitats). The proposed Project builds on the recognized priorities for action proposed in the regional approach to implementing the GPA/LBA, which include the strengthening of regional cooperative arrangements.

17. 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 Economic (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 (UN-WTO), 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, World Heritage and others).

18. 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 etc) to industries including the tourism sector (mostly SMEs). UNIDO has two other Branches with activities that directly support this project notably:

- *Investment and Technology Promotion Branch* (supporting innovation, technology needs assessment, technology management and transfer including development of appropriate tools and methodologies in industrial sectors);
- *Energy and Cleaner Production Branch* (promote cleaner and environmentally sound technologies, support sound management of water resources and introduction of pollution control and waste-management systems, awareness raising in private sector on benefits of cleaner and sustainable production, implementing environmental management systems and certification schemes in industries, corporate social responsibility, etc).

19. UNIDO, through its International Centre for Science and High Technology (ICS), Trieste, Italy, is also able to provide high-level technical training to developing countries on topics related to environmental management systems, eco-certification and labelling schemes and integrated coastal

zone management. Components of UNIDO's regular programmes relevant to the project include: Ecologically Sustainable Industrial Development (ESID); Biodiversity conservation; Small and Medium enterprises support systems and institutions; Quality for International Competitiveness; Environmental Management Systems in Industry, Transfer of Environmentally Sound Technologies (TEST), and Rural industrial development (handicrafts). Commercialization of research results, with a view to local consumption and for export can be accelerated using the experience of UNIDO. This is in keeping with the objective of developing the industrial base of developing countries by strengthening the institutional capacity and human resource development.

20. The proposed Project described below will contribute to the realization of the commitments listed above in nine countries in sub-Saharan Africa. The countries involved in the Project includes a diverse yet representative selection of countries from mainland West Africa (Cameroon, Gambia, Ghana and Senegal), East Africa (Kenya, Tanzania and Mozambique) and one island state (Seychelles), as shown in Figure 2. Tourism is an important and growing sector in these nine sub-Saharan African nations, and all countries identified tourism as one of the main sectors that is or could imminently have negative impacts on the marine and coastal environment.

21. National reports prepared both during the GEF/UNEP MSP on the Protection and Development of the Coastal and Marine Environment of sub-Saharan Africa (the African Process) and PDF-B phase of this Project in addition to the transboundary diagnostic analysis (TDA) documents of the GEF/UNDP/UNEP/UNIDO Guinea Current Large Marine Ecosystem project (GCLME) and the GEF/UNEP Western Indian Ocean Land Based Activities project (WIO-Lab) acknowledged the impacts of tourism, and significant impacts were recognised by those countries where coastal/beach tourism is already well established, such as The Gambia, Ghana, Kenya, Tanzania and Seychelles. The specific threats to the coastal and marine environment resulting from tourism related activities that were recognised during the GEF /UNEP MSP included: (i) pollution (including solid waste), (ii) loss and modification of habitats and, (iii) over-extraction or misuse of coastal and marine resources (see Table 1 and see section on threats and causes below). The TDA analyses also recognized that further degradation of the marine and coastal ecosystems could threaten the potential sustainability of the tourism sector.

22. Coastal tourism in these countries has thus far developed at different rates, but typically development has progressed in an ad hoc, un-planned and uncontrolled manner. The national reports prepared during the PDF-B phase consistently identified problems such as the inadequate provision of the necessary related infrastructure (e.g. sewage treatment facilities, water supply, roads, etc) and limited site management, lack of effective procedures and infrastructure to dispose of liquid waste, including sewage treatment and disposal, excessive production of solid waste and poor solid waste management and lack of capacity to design and manage effective waste management systems, uncontrolled water consumption, excessive use of non-renewable energy resources.

23. Little attention has been paid to the positioning of tourism developments with respect to their proximity to sensitive biological areas, which has resulted in the damage, removal or complete loss of critical habitats (e.g. mangroves and wetlands), and in terms of appropriate coastal construction set-back limits and land reclamation, and hence their subsequent impacts on the coastal and marine environment, shoreline stability and water quality. Erosion of coastal areas is occurring both by tourism development and by other uses such as sand mining to provide building materials for use in construction, and through direct coastal alteration (e.g. ports, seawalls). There is generally an inability to control visitor numbers and activities in environmentally sensitive areas and scant attention has been paid to regulating and/or controlling the impacts of other tourism-related activities based on the coastal and marine environment, such as diving, snorkelling, fishing and yachting (e.g. anchor damage and physical breakages by divers / snorkellers).

24. During the PDF-B 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 sensitivities, 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 policies 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.

25. From a socio-cultural perspective the expansion of the tourism sector has resulted in often uncontrolled migration into areas. Local communities often lack adequate business skills to cope and this restricts their ability to participate in the benefits from tourism, which results in resentment of tourists and the tourism sector by locals. The lack of planning and integration in the management of activities within the coastal zone leads to encroachment of tourist facilities on protected zones and overcrowding of tourists in sensitive areas with the related high volume of waste and litter. The lack of local community participation leads conflicts of interest between resource users restricted public access to beaches for recreation and loss of livelihoods through loss of convenient fish landing sites. Polluted beaches and general degradation of coastal zones reduces the “attractiveness” of affected areas as a tourist destinations and results in declining visitor arrivals and revenues. The general lack of a comprehensive and coordinated participatory approach to the development of the coastal tourism sector is ultimately threatening the sustainability of the sector in sub-Saharan Africa where tourism is largely “nature-based” and dependent on a clean environment.

26. The proposed Project thereby responds to an urgent need to initiate proactive, integrated and interdisciplinary measures to demonstrate strategies to alleviate/mitigate for the negative impacts of tourism sector on the coastal and marine environment of transboundary significance, and at the same time leverage support from the sector to prevent the physical destruction of critical habitats, the overexploitation of living resources, the loss of marine biological diversity, threatened and endangered species that are in themselves critical factors for the successful development of sustainable tourism¹⁶ in Africa.

TABLE 1: NEGATIVE IMPACTS OF COASTAL TOURISM IN SUB-SAHARAN AFRICA

Problem	Source	Type of Activity
Pollution/ Contamination	Hotels Cruise ships Yachts/boats Marinas Restaurants Laundries Shops Merchants/ vendors	Sewage disposal into coastal waters Sewage disposal into coastal wetlands Sub-surface disposal and irrigation using sewage effluent Solid waste disposal in coastal garbage dumps Solid waste disposal in unauthorized areas Disposal of used oils in drains and sewage systems Boat/engine operation and repair Inadequate sourcing of materials (food, products.) Air pollution (e.g. road traffic and diesel fumes etc.) Noise pollution (e.g. nightlife, generators, road traffic etc.) Light pollution on beaches

¹⁶ **Sustainable Tourism** refers to a level of tourism activity that can be maintained over the long term because it results in a net benefit for the social, economic, natural and cultural environments of the area in which it takes place, (ICOMOS, ICTC, 2002) and, socio-cultural and environmental impacts are neither permanent nor irreversible.

Mechanical/ Physical Damage	Hotels Beaches Clubs Individual operators Marinas Piers/jetties/wharfs Groynes/ breakwaters Airports Roads / seawalls Boats	Coastal construction activities Dredging for ports, harbours and boat channels Land filling / reclamation Anchor damage and groundings Beach infrastructure construction Construction of protective structures Recreational activities (water sports, snorkelling/ diving) Removal of dune vegetation Raking (grading) of beaches Removal of sea grasses Sand mining
Resource- use/ Misuse	Hotels Public beaches Building materials Beach modification Boat production	Over-fishing and other food products Over extraction of water Electricity Sand mining Thatch harvesting Coral mining (for building materials) Over-crowding of beaches Collection of curios & souvenirs

GEF PROGRAMMING CONTEXT

27. The proposed Project conforms to the GEF Operational Strategy and Operational Programmes, in particular with OP 10 - Contaminant-Based Operational Program. The proposed Project is wholly consistent with the long term objective of OP10 to “*demonstrate ways of overcoming barriers to the use of best practices for limiting releases of contaminants causing priority concerns in the International Waters focal area, and to involve the private sector in utilizing technological advances for resolving these transboundary priority concerns*” (para 10.3). Annex I provides details of conformity with the OP 10 requirements.

28. The Project will also have relevance to OP 9 – which focuses on an integrated management approach to the sustainable use of [land and] water resources on an area-wide basis and OP2 Biodiversity in coastal and marine ecosystems, specifically to aspects of ecosystem management including elements of information sharing, training, institutional-strengthening, demonstrations, and outreach.

29. The Project conforms specifically to the short term objective of OP10 to: “*demonstrate strategies for addressing land-based activities that degrade marine waters...*” (para 10.4) and the GEF International Waters Focal Area- Strategic Priorities in Support of WSSD Outcomes for FY 2003-2006, in particular Strategic Priority IW3: *Innovative demonstrations for reducing contaminants and addressing water scarcity issues*. The present project will assist in meeting the targets for this priority by demonstrating innovative technologies, methodologies, and financial mechanism and involving the private sector in utilising technological advances and methods, for addressing the impacts of land-based activities on the marine and coastal environment and resolving transboundary priority concerns.

30. An important and successful element of the IW Portfolio and Strategy has always been the financing of demonstration projects within different sectors related to transboundary issues and threats. Such demonstrations are designed to test the local application and feasibility of innovative technologies and to reduce barriers to their utilisation, and to the adoption of appropriate management strategies in general. The current Project proposal will aim to demonstrate the feasibility and application of specific sustainable tourism strategies at the local level at recognised national hotspots of impact from tourism and tourist-related activities. The Project will fast-track strategies, techniques, institutional arrangements and innovative demonstrations involving public-private partnerships, to reduce coastal and marine environmental stresses from tourism and contribute to sustainable coastal livelihoods and poverty alleviation based upon globally accepted Best Available Practice and

Technologies within participating sub-Saharan African countries. Particular emphasis will be placed on identifying suitable mechanisms to implement successful public-private partnerships and capturing long-term financial mechanisms in support of sustainable tourism practices and reforms (including alternative livelihoods and community practices).

31. The outcomes of these demonstrations will include innovative reforms, new technologies, and tested on-the-ground measures that will secure ecosystem functions and services and mitigate the impacts from tourism-related contaminants and pollutants. This geographically and thematically specific capture of Best Available Practices and Technologies will be further enhanced through the capture of applicable case studies and lessons from all over the world (including other scenarios within the participating countries). The overall aim of this exercise will be to identify sustainable tourism practices and activities that are specifically suited to each country and to actual localised situations within the countries with a view to replicating those practices and activities. So while the direct, short-term benefits of the specific demonstration activities will be at specific site levels (i.e. of the participating hotels and tourism sites/facilities). The demonstrations will deliver value at the national and regional levels by providing both the impetus and the opportunity to implement the models and guidelines of Best Available Technology and Best Available Practice, which can also be used for the wider application of sustainable coastal tourism within the region and elsewhere.

32. The International Waters (IW) focal area is currently poised to scale up its activities to go beyond testing and demonstration of sustainable alternatives and better practices to a more operational scenarios which will support the incremental cost of implementing the reforms, investments and management programmes that are necessary to underpin the transition to the sustainable development of transboundary resources and the sustainable utilisation of ecosystem functions and services. In this respect, the current Project aims to deliver both phases within one project cycle by capturing best available practices and technologies (both from existing case studies and examples and through customised and targeted in-country demonstrations), elaborating appropriate national sustainable tourism mechanisms, and then implementing those agreed mechanisms through adopted strategies and work-plans at the national and local level. It is the intention that this Project will thereby provide a sympathetic response to the current modest funding resources available through a sequence of demonstration and identification of best lessons and technologies followed by the dissemination and implementation of sustainable tourism practices as operational management and policy outputs within a single project.

33. It is worthwhile noting that the proposed demonstration activities were identified by the countries that participated in the GEF/UNEP MSP “African Process” as priority issues that require suitable management options, the demonstration projects would, thus, provide these countries with a demonstrated clear management strategy. In this way, the chance of replicating the projects in other countries in sub-Saharan Africa and even in other regions is high.

34. One critical barrier to effective policy and legislation for sustainable tourism is the absence of effective and comprehensive data and information capture and handling within all of the participating countries. This severely constrains management decisions and realistic policy development as a result of insufficient guidance, and the constant uncertainty regarding the status of the environment and ecosystem services and how this relates to socio-economic conditions and drivers. The Project aims to address this through the development of model information management systems that not only focus on capturing the relevant information but identify effective packaging for deliver to management and policy makers, and incorporating a feedback mechanism that will ensure that managers and policy-makers can identify their information needs in order to arrive at well-justified decisions. Technical information sharing, capacity building, training opportunities, awareness and outreach are important aspects of the project. The technical support will assist participating countries in making the necessary national legal, regulatory or sectoral reforms, and will deliver technological and information system outputs to assist the participating countries to deal with the root causes of transboundary environmental degradation related to a lack of information or capacity.

35. Actions in response to local pressures to reduce local impact will often serve to reduce transboundary impact. However other actions at national levels, if not integrated with actions of neighbouring countries, may merely displace the problem and even increase the overall transboundary

impact. Other transboundary threats are more widely distributed and may be of a cumulative nature. The regional approach will help increase understanding on how to jointly address coastal and marine tourism environmental problems, share experiences and help participating countries sort through complex decision making for dealing with root causes of transboundary environmental degradation. The Project's regional approach will cost-effectively build tools and models that can be shared amongst the participant countries, which would otherwise have been too costly for each country to implement by itself (e.g. EMS, eco-certification and eco-labelling schemes within the tourism sector, improved reef recreation management, and eco-tourism that promote sustainable alternative livelihoods and/or generate revenues for environmental conservation).

36. The implementation of this project and the demonstrations, capture and transfer of best practice lessons will accrue further regional and by extension global environmental benefits. By providing a framework for the reduction and elimination of tourism facilities in sensitive sites of global significance, the proposed project will contribute towards improvements in quality of the global marine environment and the living resources that depend on "clean" waters and sustainable management practices for their survival. Implementation of the project will assist in the conservation of marine and coastal biodiversity and assist the countries in complying with their national and regional obligations under various international legal agreements. In this manner, the coordinated national and regional activities, the lessons and best practices will also significantly contribute towards the global environmental protection effort, which is fully consistent with the GEF strategic priorities in the international waters area. Additional transboundary concerns will be addressed through the project. Coastal habitats are important to a number of species that are transboundary in nature either through migration or breeding and feeding patterns. This includes a number of fish species whose stocks are shared but which are dependent on certain coastal formations and habitat types as well as marine turtles with nesting grounds in some of the countries. Migratory bird species are also highly dependent on the African coastline for over-wintering.

37. The IW strategy now recognises the need for international collaboration among sovereign nations to reverse the decline of multi-country marine systems and to resolve conflicts over their use where it leads to depletion, degradation and social unrest. Within this context it further recognises that special enabling activity and capacity building are necessary to engage sovereign states to cooperate and coordinate in addressing transboundary concerns related to increasing pollution loads, over-harvesting and over-utilisation of aquatic resources, and loss of aquatic habitats. The current project will encourage such collaboration between neighbours and sub-Saharan countries with similar issues and concerns through a regional approach to problem resolution, sharing and transfer of experiences and practices, better shared access to pertinent information and an understanding of the benefits to peace and stability that can be gained both from such cooperation and from the security to be gained from the sustainable management of resources and within economically-vital development sectors.

38. The IW strategy further recognises the importance of the ecosystem-based approach to water systems, coastal areas and aquatic resources that are of transboundary importance, in order to secure full global benefits. The current Project proposal aims to adopt an ecosystem-based approach by focusing on the definition and valuation of ecosystem functions and services as part of the justification for more sustainable tourism. A cost-benefit analysis, associated with sensitisation through appropriate awareness packages, will target senior management and policy makers within the public and private sector with a view to securing their support for better maintenance and protection of said ecosystems and their services in support of the economic and social welfare of the communities and the countries as a whole. A logical component of the ecosystem approach is the inclusion of the coastal communities, and their involvement in sustainable management of resources through appropriate livelihoods and through the equitable sharing of benefits as well as management responsibilities.

39. The proposed Project will enable the states to improve existing regional cooperative frameworks, adhere to international conventions, national laws, regulations, and management regimes, plus and where necessary design new and additional collaborative regional mechanisms to improve the sustainability of resource use and reduce existing and potential degradation. The formalization of the inter-country consultative and co-ordination mechanisms, initiated during the PDF-B process and to be consolidated under the proposed project will ensure joint policies and actions on sustainable tourism

and environmental management and contribute to the avoidance of potential conflicts and instability in the region. 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 the region.

40. The Project aims to secure ministerial agreement within each country on the appropriate strategies for sustainable tourism, along with their associated policy, legal and institutional requirements and reforms, as well as the need to invest in pollution-reduction measures to secure longer term benefits. Once such an agreement has been reached, the appropriate strategies will be adopted and implemented in accordance with an accepted work-plan and delivery schedule.

41. This project represents a strong partnership between the sub-Saharan African countries, UNEP, GPA, UNIDO, and the GEF. The sources of co-financing are identified in the Incremental Cost Assessment (Annex A). The implementation of the project will contribute towards the sustainable management of coastal and marine resources in Africa waters. These actions will lead to improved food security, water quality, and environmental security and thereby contribute to the eradication of poverty and hunger on the African continent.

42. The principal human beneficiaries of the project will include the users of the marine, and coastal water resources, and those whose livelihood depends on the coastal wetlands, the mangroves, beaches, reefs, seagrasses and seas. National Environmental Agencies and Tourism Ministries will play a key role in the implementation of project activities thus enhancing capacity within the institutions as well as complementing and strengthening existing national efforts to address environmental issues.

REGIONAL CONTEXT

43. The countries have demonstrated their commitment to managing their natural resources through various regional conventions starting with the African Convention on the Conservation of Nature and Natural Resources (Algiers, 1968); the Nairobi Convention for the Protection, Management and Development of Marine and Coastal Environment of the Eastern African Region (Nairobi, 1985); the Abidjan Convention for Cooperation in the Protection and Development of the Marine and Coastal Environment of the West and Central African region (Abidjan, 1981), the Bamako Convention on the Ban of the Import into Africa and the Control of Transboundary Movement and Management of Hazardous Wastes Within Africa (Bamako 1991); the Arusha Resolution on Integrated Coastal Zone Management (ICZM) in Eastern Africa including the Island States (April, 1993); the Seychelles Conference on ICZM (October, 1996); the Pan-African Conference on Sustainable Integrated Coastal Management (Mozambique, July 1998) and; the Cape Town Declaration on an African Process for the Development and Protection of the Coastal and Marine Environment (December 1998).

44. The origins of the proposed Project relate back to the Cape Town Declaration which affirmed the commitments of African leaders to strengthen cooperation through the relevant existing global and regional agreements, programmes and institutional mechanisms, including the UNEP Global Program of Action for the Protection of the Marine Environment from Land Based Activities GPA/LBA, and through the coordinating framework of the Abidjan and Nairobi Conventions. This resulted in a GEF /UNEP Medium Sized Project entitled "Development and Protection of the Coastal and Marine Environment in Sub-Saharan Africa", referred to as the *African Process*, which aimed to *develop a common coastal policy to ensure that coastal and marine resources are conserved and sustainably used, and that coastal development is equitable, sustainable and optimizes the use of valuable coastal resources.*

45. During the GEF/UNEP -MSP eleven countries worked collaboratively to identify priority areas for intervention: (a) Sustainable use of living resources; (b) Coastal erosion; (c) Pollution; (d) Management of key habitats and ecosystems; and (e) Coastal and marine tourism. Working groups prepared project proposals to address each issue, and resulted in the development of a portfolio of

nineteen Framework Proposals that address a broad range of priority issues for sub-Saharan Africa, including four inter-related proposals that addressed coastal tourism:

- **TOU01** Development of Sustainable Coastal Tourism Policies & Strategies;
- **TOU02** Promoting environmental sustainability within the tourism industry through implementation of an eco-certification and labelling pilot programme for hotels;
- **TOU03** Preparation of National Ecotourism Policies / Strategies and Identification of Pilot Projects for Implementation;
- **TOU04** Pilot Measures to demonstrate best practice in Mitigating Environmental Impacts of Tourism: -Reef Recreation Management.

46. These proposals, which formed the basis of the PDF-B phase of the present Project were endorsed at The African Process Super Preparatory Committee meeting in Abuja, Nigeria in June 2002 and the Ministerial and Heads of State meeting in Johannesburg, held at the sidelines of the WSSD, and by the NEPAD Thematic Group on Coastal, Marine and Freshwater Ecosystems meeting hosted by the Government of Nigeria in February 2003 in Abuja. The high level political support strengthened the process, and demonstrated the strong regional commitment to addressing these concerns and generating enhanced opportunities for sustainable development in Africa.

47. The proposed Project fully complements the commitments and priorities identified within the integrated development plan or 'vision' and strategic action plan¹⁷ for sustainable development in Africa of the New Partnership for Africa's Development (NEPAD), thus further strengthening the institutional capacities of existing regional structures. The policy includes initiatives to improve economic and corporate governance within Africa and highlights the need for sub-regional and regional approaches to development. The strategy identifies six sectoral priority areas (infrastructure, human resources, agriculture, the environment, culture, science and technology).

48. The proposed Project supports the NEPAD *Environment Initiative*, which recognizes that "*a healthy and productive environment as a prerequisite for sustainable development*" and one of core objectives is "*to combat poverty and contribute to socio-economic development in Africa*". The Environment Initiative has targeted eight sub-themes for priority interventions. The coastal management sub-theme recognizes the "*need to protect and utilise coastal resources to optimal effect*". The environmental governance sub-theme recognize the need to *secure institutional, legal, planning, training and capacity-building requirements that underpin the other sub-themes*. While the financing sub-theme relates to *the requirements for a carefully structured and fair system for financing*.

49. The Project will also support the NEPAD *Market Access Initiative* which includes a Tourism sub-theme. With respect to Tourism sub-theme the objectives are to:

- *To identify key "anchor" projects at the national and subregional levels, which will generate significant spin-offs and assist in promoting interregional economic integration;*
- *To develop a regional marketing strategy;*
- *To develop research capacity in tourism;*
- *To promote partnerships such as those formed via subregional bodies (e.g. Regional Tourism Organisation of Southern Africa (RETOSA), the Economic Community of West African States (ECOWAS) and the SADC)*

Recommended actions under this initiative:

- *Forge cooperative partnerships to capture the benefits of shared knowledge, as well as providing a base for other countries for entering into tourist-related activities;*
- *Provide the African people with the capacity to be actively involved in sustainable tourism projects at the community level;*
- *Prioritise consumer safety and security issues;*
- *Market African tourism products, especially in adventure tourism, ecotourism and cultural tourism;*

¹⁷ <http://www.nepad.org.ng/PDF/About%20Nepad/nepadEngversion.pdf>

- *Increase regional coordination of tourism initiatives in Africa for the expansion and increased diversity of products;*
- *Maximise the benefits from the strong interregional demand for tourism activities, by developing specialised consumer-targeted marketing campaigns.*

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

51. Several other initiatives are being undertaken by various agencies and organizations in the field of sustainable tourism in Africa, including UNEP, UNESCO, WTO, UNIDO, UNDP, UNCTAD, the GPA, the Secretariat of the Convention of Biological Diversity (CBD) and the World Bank. At the regional and sub-regional levels a number of organizations are also active (to a greater or lesser extent) in the area of sustainable tourism, including the New Partnership for Africa's Development (NEPAD), UN-Economic Commission for Africa (ECA), the African Union (AU), the Southern Africa Development Community (SADC), the Economic Community of West African States (ECOWAS) and the Indian Ocean Commission (IOC), as well as some regional financial institutions such as the African Development Bank (AfDB).

52. Some of the above initiatives are already assisting to promote the implementation of relevant sections of the WSSD Plan of Implementation. UNIDO has an ongoing programme within the Country Integrated Programmes in Africa that is promoting the adoption of environmental management systems (EMS), BAT/BEP, environmental auditing and eco-certification/eco-labelling schemes in industrial sectors in developing countries. UNIDO has also undertaken studies on tourism in some developing countries producing tourism investment profile to assist the countries forge public-private partnerships, formulate appropriate policies and strategies and build institutional capacity for sustainable development of the tourism industry. UNEP has launched a number of initiatives to promote the use of environmental technologies by tourism enterprises and through the Regional Seas Programme, and through the UNEP GPA/LBA.

53. The World Tourism Organisation (UN-WTO) has a special programme area on Sustainable Development of Tourism, in which 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. Recognizing the specific needs of African countries, WTO created a *Special Programme for Sub-Saharan Africa*, 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.

54. The UNEP GPA/LBA is also involved in several other complementary regional projects within the African region including "*Addressing Land-based Activities in the Western Indian Ocean*" (WIO-LaB) in Eastern Africa, and "*Combating Living Resources Depletion and Coastal Area Degradation in the Guinea Current LME through Ecosystem-based Regional Actions*" (GCLME) project in western Africa. Linkages were established with these projects during the PDF-B of the coastal tourism project and this will be further strengthened during full project implementation.

55. In particular, the WIO-Lab project will be addressing land-based sources of pollution. This is particularly important in the context of water and sediment quality flowing into the coastal areas from watershed and highlands. The potential impact of these freshwater inputs on coastal environments (both from the point-of-view of sediment load and maintaining environmental flow through wetlands and estuaries) is critical to maintaining marine ecosystems and their functions. The Broad Development Goal of WIO-Lab is to contribute to the environmentally-sustainable management and development of the West Indian Ocean region, by reducing land-based activities that harm rivers, estuaries, and coastal waters, as well as their biological resources. In particular WIO-Lab will be establishing common methods for assessing water and sediment quality, estimating the carrying

capacity of the coastal waters, establishing regional Environmental Quality Objectives and Environmental Quality Standards (EQO/EQS) for water and sediment quality, and implementing demonstration projects for major land-based activities and pollutant sources (building on the African Process results which identified specific hot spots requiring intervention). The WIO-Lab Project evolved out of the same process as the current Project whereby a number of priority impacts were defined (The African Process) and in this respect, the proposed Sustainable Tourism project and the WIO-Lab project are (in a very real sense) complementary sister-projects addressing different but inter-linked priority areas. As such, close partnership and coordination will be developed both between the main regional Projects and between the various demonstration projects for each initiative.

56. Other ongoing, or planned, regional GEF interventions include The World Bank which is implementing a GEF-funded open sea fisheries project (Southwest Indian Ocean Fisheries – SIOFP), while the UNDP has a GEF project under the title An Ecosystem Approach to the Sustainable Use of the Resources of the Agulhas and Somali Current Large Marine Ecosystems (ASCLME Programme), which is a coastal biodiversity project (see Annex G for other related GEF initiatives).

57. The Indian Ocean Commission (COI) has also been involved in various projects throughout the region including *Regional Environment Program of the Indian Ocean Commission (PRE-COI)* which established monitoring sites around the South West Indian Ocean islands and, *Appui Régional à la Promotion d'une Education pour la Gestion de l'Environnement au sein des pays (ARPEGE / COI)*: which developed and validated an environmental education methodology and tool, and has been supporting primary education system in Comoros, Mauritius, Madagascar, and Seychelles through training teachers and providing materials for schools The COI is implementing an EU funded project this year entitled *Regional Programme for the Sustainable Management of the Coastal Zones of Countries in the Indian Ocean* to help support the development of ICM in the countries edging the Indian Ocean. This project will involve Comoros, Madagascar, Mauritius, Seychelles, Tanzania, Kenya and Somalia and will focus on the following initiatives: the over-exploitation of marine and coastal resources in the SWIO countries; the scarcity of information and weak “information-sharing regional linkages” on existing marine and coastal resources of the South Western Indian Ocean; the lack of awareness, local funding and appropriate local structures for coastal communities as regards their coastal natural resources, in particular fisheries; insufficient national/regional human resources to implement integrated coastal management zone (ICZM) strategies; lack of institutional capacity in and understanding of marine and coastal resources problems reflected during international negotiations on environment-related issues; and lack of inter-sectoral approach.

58. UNDP-GEF is assisting the Seychelles through a Biodiversity project aimed at Mainstreaming Biodiversity Management into Production Sector Activities. In the case of this initiative, an agreement has been specifically reached between the two Projects and this has been endorsed by the Government of the Seychelles. This agreement addresses the relative scope of activities within the two Projects to ensure compatibility and a complementary balance of efforts. The Seychelles Biodiversity project aims at addressing the threats posed by key production sectors to biodiversity, and directly targets the tourism sector. Activities include (amongst others) strengthening the framework for land-use planning to reduce the negative impacts of physical construction in environmentally sensitive areas; addressing the risks of introduction of invasive alien species from travel and trade as linked to the tourism industry or otherwise; developing an environmental management system, data base, code of practice and certification scheme and other industry led measures to promote good practice in the tourism industry; and developing incentives to cultivate such practice. The project will be implemented through a public—NGO-private partnership. It has been agreed that the Seychelles will not undertake national demonstration activities under the Regional IW project so as to avoid overlap with the above undertakings, consequently no demonstration site and activities have been identified and included in the IW Project. However, Seychelles will participate in regional activities undertaken by the IW project, including training and knowledge management. Funding for these activities is not provided in the UNDP-GEF BD project. Furthermore, it has been agreed that the results of the demonstration work under the Seychelles BD project will be made available through the regional IW project (contributing to the determination of BATs and BAPs), and conversely, the lessons and best practices arising from

the IW Demonstrations will be made available to the Seychelles BD Project. The two projects will work closely during annual work planning to ensure that their efforts are fully complementary.

59. The proposed Project is complementary with minimal overlap with these existing initiatives. Coordination with these regional projects will be ensured at (i) political and policy level and (ii) at technical level. The Project will make sure that all the decision-makers, the other implementation agencies and the concerned stakeholders are informed and that all possible effort will be made to develop suitable synergies and avoid disruptive duplication and confusion over the programmes' specific roles and contribution. Coordination with these projects will avoid overlap in demonstration activities and will ensure that both the existing initiatives and the proposed Project will benefit through complementary activities on capacity building and institutional strengthening, and through exchange of best practices arising from the demonstrations. Ensuring this coordination will be part of the Project approach, for the benefit of the recipient countries and for the effectiveness of the allocated human, technical and financial resources

NATIONAL CONTEXT

60. The project will be implemented in nine sub-Saharan African countries (Cameroon, The Gambia, Ghana, Kenya, Mozambique, Nigeria Senegal, Seychelles, and Tanzania), eight of which participated in the development of the project through during the 'African process' (except Cameroon). During the UNEP/GEF-MSP the sub-Saharan African countries collaborated with a wide range of regional and international partners and donors who worked jointly with local stakeholders to design projects that build upon research and are endowed with a high degree of national ownership. Each of these countries individually endorsed the African Process Portfolio of Project Proposals as national priorities in keeping with their respective national policies. During the GEF PDF-B process, each participating country held national stakeholder consultation processes and produced national reports providing situation analyses with respect to coastal tourism and environmental impacts. The findings of the national reports are summarised in Annex F (and can be accessed in detail on www.fastspread.net/tourism/index.htm).

61. The participating countries are at various stages of industrialization and various levels of socioeconomic development. Development activities in the coastal environments over the last few decades have in most countries, been driven by short-term economic gains, at the expense of the living marine resources and the environment. All nine countries have recognized the need to plan and manage their coastal and marine environment and resources, are party to relevant regional and international conventions (notably the *Abidjan* and *Nairobi* conventions on the development and protection of the coastal and marine environment) - see Tables 2 and 3. The participating countries all report having attractive and varied coastal resources that support high levels of biodiversity, such as coral reefs and mangroves, and have great tourism potential and the sector is of growing importance in the region.

62. Although the tourism industry in each of the participating countries has unique characteristics and is at different levels and stages of development, the growth of hotels and associated tourism infrastructure in each of the participating countries is generating negative environmental impacts on sensitive coastal and marine environments, which will be further exacerbated in the absence of improved environmental management practices by hotels. At the same time, while the sustainability of the tourism industry itself depends on a clean and attractive environment, in the absence of legally enforceable environmental standards there is a tendency for many hotel developers to focus on profitability in the short term. In some regions of the world, notably in Europe and North America, the tourism industry has started to address environmental concerns, partly as a result of stricter environmental laws and partly is response to consumer demands. However, in sub-Saharan Africa, tourism development is generally taking place in the absence of such controls and consumer pressures.

63. Several of the countries have developed or are just formulating their draft National Programmes of Action (NPA) to address land-based sources of coastal and marine pollution with UNEP GPA. The NPA's help create a national enabling environment for the GPA, through strengthening institutional capacities and identifying national priorities and key activities. National level inter-ministerial multi-stakeholders committee guides the NPA development process. The

proposed Project will, where possible, build further on this initiative. Most of the countries have either developed or are considering revising national policies and regulations and are developing National Environmental Action Plans (NEAP), regulatory regimes for fisheries and mangrove management. Some of the countries are in the process of developing integrated coastal management plans with the assistance of UNIDO (e.g. Cameroon, Ghana and Nigeria). The majority of the countries are in the process of developing national tourism development plans (e.g. Seychelles, Senegal, Ghana).

64. Other national level initiatives that promote cooperation and integration in sustainable development, tourism and/or environment currently ongoing or planned, through NEPAD and National Agencies and International Organizations include: Gambia with AfDB for the implementation of Tourism Masterplan; Ghana, Mozambique, Tanzania and Nigeria with UNIDO for integrated waste management; Gambia's Sustainable Development Project with UNDP with special attention to ecotourism; Nigeria's national policy framework using World Bank indicators; RAMSAR in Gambia and Ghana for wetlands protection; WTO is implementing Integrated Tourism Development Programme (ITDP) in Ghana and assisting Nigeria to refine tourism policy. In addition there is increasing recognition and support for ecotourism within the region (e.g. ecotourism development and support strategy is launched in Gambia; trials to implement community based ecotourism in Senegal; support to voluntary organizations for coastal areas beautification issues in Ghana).

65. 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 tourism potential due to the lost opportunity to create environmentally sound practice. The national activities that have been implemented thus far have not been coordinated or harmonized within the region and do not address transboundary issues. The regional approach proposed by the Project will facilitate a common understanding and learning to develop sustainable coastal tourism, and will also address common and transboundary issues. These common challenges related to coastal tourism development within the participant countries, are discussed below:

TABLE 2: NATIONAL LEGISLATION, POLICIES AND STRATEGIES IN THE PARTICIPATING SUB-SAHARAN AFRICAN COUNTRIES

	Kenya	Mozambique	Seychelles	Tanzania	Gambia	Ghana	Nigeria	Senegal	Cameroon
NATIONAL LEGISLATION									
Tourism Authority Act		•			•		•		
Tourism Act / Hotel Act	•	•		D				•	D
National Environmental Management Plan / Code	•	•	•	•	•	•		•	•
Environmental Assessment Regulation / Standards	•	•	•			•	•		D
Wildlife Conservation / Preservation Act	•	•		•	•	•	•		•
Wildlife Conservation (and Hunting) Regulation / Code	•	•		•		•		•	•
Marine Parks and Reserves Act / RAMSAR sites		•		•		•			D
National Museum Decree / Monuments & Antiquities	•	•		•		•	•		•
Physical Planning and Development Control Act	•	•	•	•	•	•	•	•	•
Land Planning and soil Conservation Ordinance/Act	•	•		•		•			D
National Buildings regulations	•	•		•		•	•		
Ports Act / Maritime zones Law / Shipping Act	•	•		•	•	•	•		
Minerals (and Mining) Act	•	•		•	•	•	•	•	•
Fisheries Act / Law / Code	•	•		•	•	•		•	•
Public Health Act (or equivalent)	•	•		•	•		•	•	•
Forest Act (or equivalent)	•	•		•		•	•	•	•
Water Resources Act / Code / Rivers Ordinance	•	•		•	•	•	•	•	•
Hazardous Chemicals and Pesticides Control Act	•	•		•	•		•		D
Beaches Obstruction Ordinance	-	•		•		•	•		
Decentralisation Law / Local communities code	•	•					•	•	•
Local Government Act	•	•		•	•	•	•		D
Petroleum/Oil Exploration/Production law / Code	•	•		•		•	•	•	•
Free Zones Act / Exclusive Economic Zone Act	•	•		•		•	•		•
Investment Promotion Centre Act / Law	•	•		•		•	•		•
Companies Code	•	•		•		•	•		D
Hotel Regulations & Tourist Agents Licensing Act	•	•		•					D
NATIONAL POLICIES, STRATEGIES, & PROGRAMS									
National Tourism Policy	D	•	•	•		•	•		•
Strategic Tourism Plan / National Masterplan	•	•		•	D	•	D	•	•
National Tourism Development Programme / Strategy	•	•	•			•			•
Ecotourism Development and Support Strategy / Plan		N			•			•	•
Guidelines on Tourism, CZM and Construction		N	•	•					•
Integrated Coastal Area Management Program / Strategy	•	D		•			•		
National Policy for Sustainable Development	•	•			•			•	
Poverty Reduction / Eradication Strategy	•	•		•		•	•		•
Environmental Action Plan / Master Plan	•	•	•	•	•				•
National Biodiversity Strategy and Action Plan	•	•		•	•				•
National Policy on Environment / Biodiversity	•			•			•	•	•
National Plan for the Fight Against Desertification	•	•		•			•	•	•
Forestry and Wildlife Policy and Strategy	•	•		•			•		•
Proposed Land Use Policy	•	•		•			•		D
Private Sector Restoration with the State	-	•					•		
National Policy on Water Resources Management	•	•		•			•		•

Industrial Transformation / Wealth and Employment	•	•					•		
District / Regional Development Plans	•	•		•			•		D

TABLE 3 INSTITUTIONAL STRUCTURES (NOT INCLUDING PRIVATE SECTOR/NGOs) IN THE PARTICIPATING COUNTRIES

	Kenya	Mozambique	Seychelles	Tanzania	Gambia	Ghana	Nigeria	Senegal	Cameroon
Ministry of Tourism	•	•		•	•	•	•	•	•
Department / Division of Tourism	•	•		•	•				•
Tourism Authority/ Board/Federation / Development Corporation / Working Group	•	•		•	•	•	•		
Ministry of Environment	•	•	•	•			•		•
National Environmental (Management) Agency (or equivalent)	•	•		•	•	•	•	•	•
Department of Parks and Wildlife Management (or equivalent)	•	•		•	•		•	•	•
Department of Physical Planning and Housing / Planning Commission / Town and Country Planning	•	•	•	•	•	•	•	•	•
Ministry of Energy	•	•		•		•	•		•
Ministry / Department of Fisheries	•	•		•	•	•	•		•
Ministry of Mines / Minerals / Geological Department	•	•		•	•	•	•		•
Ministry of Trade, Industries and PSI	•	•		•		•	•		•
Ministry of Communication and Transport	•	•		•			•		•
Ministry of Water and Livestock Development	•	•		•			•		•
Water / Rivers / Hydrological Department (or equivalent)	•	•		•	•	•	•		
Ministry of Works	•	•		•			•		•
Ministry of Agriculture	•	•		•			•		•
Ministry of Land and Human Settlement Development (or equivalent)	•	•	•	•			•		•
Meteorological Service Department	•	•		•		•	•		•
Ports Authority (or equivalent)	•	•		•	•	•	•		•
National Commission for Culture (or equivalent)	•	•		•		•	•		•
Museums and Monument board (or equivalent)	•	•		•		•	•		
Local government / District Assemblies	•	•		•	•	•	•		
Traditional rulers	•	•				•	•		•
Forestry Commission / Department (or equivalent)	•	•		•		•	•		•
Sustainable Development Commission / Council	-	•					•	•	
Coastal Management Partnership / Coastal Zone Development Program	•	•		•					
(Site specific) Delta Development Commission	-			•			•		
Marine Parks and Reserves Unit	•	•		•			•		
Solid Waste and Cleaning Agency		•	•	•			•		•
Hospitality and Tourism Training College	•	•	•	•					•
Public Utilities Cooperation	•	•	•	•			•		
National Ecotourism Committee	•		•						
NEPAD Coastal and Marine Secretariat	•						•		
Tourism Trust Fund	•	•							

THREATS, ROOT CAUSES & KEY BARRIERS

66. Identification of the key issues and logical definition of the objectives of the Full Project have been developed in collaboration with the participating countries in two stages: 1. GEF/UNEP MSP entitled “*Development and Protection of the Marine and Coastal Environment in sub-Saharan Africa*”, also referred to as the “African Process” and 2. The PDF-B Phase on the “*Reduction of Environmental Impact from Coastal Tourism through Introduction of Policy Changes and Strengthening Public Private Partnerships*” and the review of the transboundary diagnostic analysis (TDA) documents of the GEF/UNDP/UNEP/UNIDO Guinea Current Large Marine Ecosystem project (GCLME) and the GEF/UNEP Western Indian Ocean Land Based Activities project (WIO-Lab). The proposed objectives of the Project have therefore evolved through this process, and through an associated causal chain analysis, that has identified threats and impacts, root causes, management issues and associated key barriers, possible interventions for barrier removal (see Annex D). Many of the other high-priority issues relating to coastal impacts (e.g. sediment levels from land-based source, and constraints to environmental flow) are being addressed by project like WIO-Lab that were developed in parallel with the current SCTSSA project. The importance of addressing such issues has been well-documented¹⁸.

67. Coastal tourism in the participating sub-Saharan African countries is largely nature-based and given the potential growth of this sector it is also recognized as a major economic development force. The fragile marine and coastal habitats that support the globally significant marine and coastal diversity in this region, also attract beach-based recreational tourists (sun, sea, sand and culture) and those interested in the natural resources or “ecotourists” (coral reefs, wetlands, mangroves, charismatic and endangered species, etc). Tourism in the participating countries thereby creates a conflict of interest between the need to conserve and protect the coastal biodiversity and the demand to exploit it for socio-economic benefit. While the current level of tourism development in each of the countries is at different stages, the sector is already generating negative environmental impacts on sensitive coastal and marine habitats, as the development of this sector is generally taking place in the absence of proper controls and legally enforceable environmental standards, and these threats are likely to increase with further development. So at present there is a tendency to focus on short term profitability in the absence of regulation and inadequate planning is thereby posing a serious threat to the environment as well as the long term sustainability of the tourism sector.

68. Tourism-related impacts in the participating countries are threatening those marine and coastal ecosystems of transboundary significance within the participating countries. Annex D provides a threats and root causes analysis based on country reports and stakeholder consultations.

The main **threats** have been categorised as follows:

1. Damage from Tourism Related Pollution and Contamination

69. The first major threat from tourism that was identified by the countries is the decline in quality of coastal and marine ecosystems due to pollution with airborne, liquid and solid wastes. The majority of pollution / contamination in the coastal and marine environment is derived from land-based activities. While a proportion of these will be associated with general development related activities (i.e. urban, agricultural, and industrial), tourism development can greatly increase the level of land-based activities, and hence the amount of waste products released into the environment. Pollution from the marine sector can also increase as a result of tourism due to the increased traffic of commercial vessels providing supplies or from the increased number of recreational vessels. The types of pollution that may result from land-based activities associated with tourism developments may include point and

¹⁸ Wolanski E. (2001). *Oceanographic Processes on Coral Reefs: Physical and Biological Links in the Great*

Barrier Reef. CRC Press, Boca Raton, Florida, 356 pp.

Wolanski, E., L.A. Boorman, L. Chicharo, E. Langlois-Saliou, R. Lara, A.J. Plater, R.J. Uncles, M. Zalewski. (2004). *Ecohydrology as a new tool for sustainable management of estuaries and coastal waters*. *Wetlands Ecology and Management* 12, 235-276

non-point source discharges of brown- and grey water from tourism sewage, increased hydrocarbon emissions from tourism related vessels (cars and boats), solid wastes such as plastics and metals and general rubbish, an increased level of sediments in land run off due to construction activities, deforestation, protection/filtration functions provided by wetlands and mangroves. The types of pollution that may occur from marine sources include oil, ballast water or bilge discharges as well as rubbish dumped overboard. Noise pollution as a result of tourism related activities in coastal habitats can disrupt sensitive groups such as seabirds and may result in their displacement from critical feeding / breeding / nesting habitats. Coastal or marine construction activities that require the use of dynamite can threaten cetaceans. Light pollution can pose a serious concern on turtle nesting beaches due to the influence it may have on female turtles during the laying seasons and disorientation of new hatchling.

70. The environmental impacts associated with pollution/contamination in the marine and coastal environment includes the following:

- Deterioration of air quality;
- Deterioration of fresh & coastal water quality;
- Deterioration of general environmental quality;
- Increase of mortality in marine organisms (due to smothering /eutrophication);
- Displacement of sensitive coastal species (due to noise / light pollution);
- Changes in ecosystem community structure (e.g. Increase in macroalgae);
- Loss of biodiversity through degradation of genetic diversity;
- Changes in coastal ecosystems; and
- Loss of aesthetic value of a pristine environment.

71. The socio-economic impacts associated with pollution/contamination in the marine and coastal environment includes the following:

- Contaminated beaches;
- Contaminated seafood;
- Increase of waterborne diseases;
- Increased risk to human health;
- Loss of seafood market;
- Reduce income from fisheries;
- Changes in employment;
- Loss of recreational value;
- Reduced availability of potable water; and
- Population migration.

72. The perception of pristine environment is crucial in maintaining ecosystem health and ensuring the continued success of beach hotels in attracting tourists, and the associated income.

73. The identified **causes** of these threats can be summarized as follows:

- Appropriate treatment technologies (method and price) for potential pollutants and contaminants unavailable or unknown to developers and private sector;
- Limited use of Environmental Management System and Accounting within the tourism sector and lack of incentives;
- Appropriate mass treatment facilities not provided by government or by private sector;
- Inappropriate allocation or approval of lands for development in sensitive areas; and
- Absence of formal guidelines for developers and for tourist activities.

2. Direct Destruction and Degradation of Coastal and Marine Ecosystems

74. The second major threat from tourism that was identified by the countries is the direct destruction and degradation of coastal and marine ecosystem that can result from poorly planned, or improperly managed coastal tourism developments in sensitive / critical habitats. Land-based activities associated with tourism, when they occur in proximity to sensitive biological areas, can result in the

damage, removal or complete loss of critical habitats (e.g. mangroves and wetlands), and this has impacts both on the species they support and the local community who depend on primary resources for income or food. Land clearance or land reclamation for tourism or tourism related infrastructural developments can result in direct impacts on coastal habitats and construction activities in themselves may increase the amount of sediment in run-off that eventually reaches coastal waters and contribute to a decline in water clarity. Marine-based recreational activities can also damage marine and coastal habitats (snorkeller or diver impacts and anchor and boat related damage). Other impacts include the dredging and or clearance of shallow marine habitats such as seagrass beds, in proximity of tourism recreational beaches to create safer swimming areas, and the dredging or blasting of coral reefs to improve access for recreational or commercial boats. Inappropriate design of coastal structures (ports, seawalls, groynes, wharfs, jetties etc), and the direct extraction of sands for building materials can contribute towards the erosion shoreline. Few of the participating countries have legislation to control appropriate coastal construction set-back limits hence their subsequent impacts on the coastal and marine environment, shoreline stability and water quality.

75. The environmental impacts associated with a loss or degradation of marine and coastal ecosystem includes the following:

- Changes in coastal and marine ecosystems;
- Loss or decline of natural productivity;
- Displacement or loss of resident species and loss of diversity;
- Displacement or loss of migratory species;
- Loss of mangroves / natural filtration system;
- Changes of the hydrological regimes;
- Decline in coastal water clarity;
- Degradation / damage to coral reefs (direct or sediment related);
- Degradation / damage to seagrass beds (direct or sediment related);
- Reduction in ecological value of marine resources; and
- Degradation of coastal landscapes.

76. The loss of and damage to critical habitats that can result from unplanned settlements and poorly sited tourist facilities can have socio-economic impacts as well and lead to coastal land and marine use conflicts, including the following:

- Loss of public access and restrictions on traditional uses (e.g. fish landing sites);
- Loss of coastal land for other economic purposes or residential use;
- Loss of aesthetic value coastal landscapes;
- Reduction of income from fisheries;
- Changes in employment;
- Increased population density due to immigration;
- Cultural impacts and sensitivities; and
- Increased shoreline vulnerability and threats to hinterlands.

77. The identified **causes** of these threats can be summarized as follows:

- Inadequate or absent legislation and policy relating to zoning of coastal areas for development, management or protection;
- Perception that certain coastal habitats are valueless and expendable;
- No accountability among tourism operators; and
- Inadequate protection of habitats and species coupled with inadequate monitoring and enforcement.

3. Unsustainable Use of Natural Resources by the Tourism Sector

78. The third major threat that was identified by the countries is the unsustainable use of natural resources that can result from coastal tourism and the increased demands such developments place on natural resources. The demand for living resources for both consumption and trade increases with the number tourists and in the absence of proper controls this can contribute to over-harvesting of fish

resources, as well as other resources such as shells and corals as curio and memorabilia. The increase in demand can also increase the use of inappropriate harvesting techniques that damage habitats and species such as dynamite fishing, sand-mining and coral-mining. An increase in number of hotel establishments and number of tourists visiting an area greatly increases the demand for potable freshwater (for personal hygiene, laundry, cooking, cleaning, etc). Excessive abstraction of water from aquifers or ground water supplies may decrease the availability of water and deprive associated ecosystems of a vital life-support commodity. Other conflicts arise relating to the specific needs for land may create further competition between human demands and ecosystem requirements (e.g. agricultural land, beach access, fish landing sites)

79. The environmental impacts associated with unsustainable extraction or misuse of natural resources as a result of tourism includes the following:

- Disruption of the trophic linkages and decline in marine productivity;
- Decreased availability of natural resources required for ecosystem function and maintenance of diversity;
- Loss or decline of endangers and commercial species and overall loss of diversity;
- Changes of the hydrological regimes;
- Degradation / damage to coral reefs (fishing and curio collection related tourism);
- Degradation / damage to seagrass beds (fishing and curio-collection related);
- Degradation / damage to mangroves (fuel / timber and fishing related); and
- Degradation of coastal landscapes.

80. The over-extraction and unsustainable or improper use of natural resources for tourism related purposes can have socio-economic impacts and lead to coastal land and marine use conflicts, including the following:

- Loss of income from traditional livelihoods;
- Increased costs associated with obtain required natural resources (distance travelled to fish, collect water);
- Reduction of fisheries potential for future generations;
- Loss of public access and restrictions on traditional uses (e.g. fish landing sites);
- Loss of coastal land for other economic purposes or residential use;
- Loss of traditional livelihoods and forced changes in employment; and
- Increased erosion, shoreline vulnerability and threats to hinterlands.

81. The identified **causes** of these threats are as follows:

- Inadequate or absent legislation and policy relating to fisheries (zoning, resource rights, quotas, catch size limits, methods and allowable gear, etc) coupled with inadequate monitoring and enforcement of said legislation;
- Unethical/unsustainable demand for living-resource curios;
- Inadequate or absent legislation and policy relating to exploitation of natural resources coupled with inadequate monitoring and enforcement of said legislation;
- Limited or no control over water allocation, management and use as a result of ineffective policy, legislation and/or enforcement and limited self-regulation by the sector for water re-use or conservation;
- Inadequate or absent sectoral zoning for land-use and limited protection of critical or sensitive areas; and
- Absence of effective legislation protecting rights of free and innocent access or recognising common lands.

Overall Transboundary Concerns

82. There are transboundary issues associated with all of the above impacts. The decline in environmental quality due to pollution/contamination, the physical damage and loss of habitats, and

the over-exploitation of natural resources relative to the coastal areas of the participating countries all create the following transboundary-related threats and concerns:

- Degradation and loss of marine and coastal habitats and overall decline of regional and global biodiversity;
- Loss of integrity of marine and coastal ecosystems that support trophic levels in the food chain;
- Habitat fragmentation / loss of connectivity due to loss of critical habitats (feeding and nursery grounds) for resident and migratory species;
- Effects of pollution on human health;
- Loss of recreational areas; and
- Sedimentation problems frequently cross both land and marine boundaries.

83. The socio-economic issues associated with the transboundary concerns are:

- Loss of tourism income potential; and
- Increased poverty and loss of traditional livelihoods (distance travelled to fish, collect water).

84. The **key barriers / management issues** that are preventing the countries from developing sustainable tourism are listed as follows:

85. **Weak policy frameworks, inadequate legislation, regulation and enforcement:** The countries identified key problems relating to their existing legislation (e.g. Tanzania, Mozambique, Kenya, Mozambique, Nigeria, Senegal). Gaps in legislation and institutional arrangements identified by the participating countries include:

- Need for a shared vision and coordination between departments on coastal tourism development¹⁹;
- Inadequate provision for public-private-partnerships and policies to improve the investment climate, encourage diversification and involve local communities²⁰;
- Lack of integrated coastal management frameworks²¹;
- Poor enforcement of existing legislation (environmental protection/resource use/land tenure)²²; and
- Lack of policies to help resolve coastal land and marine use conflicts from different industries (e.g. mining, petroleum, fishing, agriculture, cultural practices and access)²³.

86. One of the main factors identified as having negative impacts on the coastal and marine environment, and limiting the tourism sector from achieving positive impacts, is the lack of an adequate policy framework to guide and regulate tourism development. There is a limited focus on coastal ecotourism and /or sustainable coastal tourism development in the existing policy instruments (e.g. gaps in policy regarding ecotourism / coastal tourism; overlapping policies on tourism and environment; limited coordination between different policies – tourism / environment; absence of clear policy to guide ecotourism development). The countries also reported problems associated with the enforcement of existing legislation for environmental protection /resource use / land tenure (e.g. Seychelles, Nigeria, Senegal, Ghana and Gambia), and policy implementation in terms of how tourism is dealt with in environmental or other ministries rather than tourism ministries.

87. The gaps in policy/regulatory implementation, and poor enforcement/compliance of existing legislation are linked to the institutional frameworks (e.g. inadequate representation of tourism in planning process, planning of infrastructure undertaken by agencies not sensitive to needs of tourism) and human capacity limitations (e.g. a lack of law enforcement capacity/staff and techniques).

88. **Lack of Appropriate Institutional Framework:** The National Reports highlight the fact that these countries rarely have suitable institutional framework to support a fully integrated sustainable

¹⁹ Tanzania, Mozambique, Kenya, Seychelles, Mozambique, Senegal

²⁰ Kenya, Tanzania, Seychelles, Senegal, Gambia

²¹ Gambia

²² Seychelles, Nigeria, Senegal, Ghana, Gambia

²³ Kenya, Seychelles, Mozambique, Tanzania, Nigeria, Senegal, Ghana, Gambia

tourism / environmental protection agenda. The division of responsibility between the key agencies involved in tourism and the environment is often complex and poorly defined with overlapping mandates / roles. The tourism agencies are often mandated with inspection and licensing process that only address quality aspects and not environmental issues. Meanwhile the tourism agencies often do not have their own planning capacity and mandate. The structure also currently does not permit sufficient community participation in tourism related planning and management issues. The overall lack of a coordinating mechanism to improve inter-sectoral and stakeholder collaboration and integration is a key issue (e.g. Tanzania, Mozambique, Kenya, Seychelles, Mozambique and Senegal). The absence of integrated mechanism has increased the gap between policy makers and implementing agencies, and limited or prevented the interaction between public and private sector.

89. **Limited or Poor Spatial and Infrastructural Planning:** The lack of planning and resultant *ad hoc* development of tourism, overcrowding of tourists in sensitive areas with limited infrastructure (and resulting high volumes of waste and litter), have been identified by the countries as a major factor that is preventing the development of sustainable tourism in sub-Saharan Africa. Conflicts regularly arise between local communities and the tourism sector due this lack of planning, as a result of privatization and loss of access to beaches, traditional fish landing sites and resources, illegal tourist facilities, violation and encroachment into protected areas, squatter communities, and with other sectors (e.g. mining, petroleum, and agriculture). These issues often relate to a lack of baseline data on sensitive/ critical habitats and integrated coastal management, that is needed for planning and limited participation of local stakeholders in the planning and management of resources.

90. **Limited Human Resources and Capacity:** All the countries identified limited human resources, lack of training and / or technical capacities as a constraining factor. Key constraints posed by limited human resources and capacity identified by the participating countries include:

- Lack of capacity amongst the local authorities, agencies, enforcement bodies well as amongst the tourism enterprises and their representation associations, to monitor environmental concerns and trends as well as related socio-economic issues;
- Lack of capacity amongst the local authorities, agencies, enforcement bodies well as amongst the tourism enterprises and their representation associations, to monitor compliance to guidelines and regulations and enforcement;
- Lack of trained personnel capable of promoting sustainable tourism, through developing more ecologically and culturally sensitive tourism and ecotourism products;
- Limited understanding and often insufficient knowledge of key tools and techniques to build sustainability into new development (e.g. knowledge and capacity on EIA and EMS options, planning tools, suitable technologies and mitigation procedures, environmentally sensitive infrastructure design), amongst public and private sector;
- Lack of trained personal able to undertake outreach and awareness raising activities amongst the local community and tourists, and hence knowledge (in public and private sector) on sustainable coastal tourism issues, and over-reliance on external consultants for technical advice (instead of building internal capacity);
- No research and training programmes related to tourism planning and management (particularly including sustainable tourism issues and strategies) and as a result there is a lack of access to appropriate models and techniques in training programs and educational institutions; and
- Lack of appropriate training institutions and programmes to build capacity / raise awareness in coastal tourism and coastal management (especially for local communities).

91. **Understanding, Awareness and Outreach:** All the countries identified a lack of understanding and limited awareness of the need for sustainable tourism. There is therefore a need to raise awareness and understanding across all sectors of the significance of limiting damage to sensitive habitats, for maintaining ecosystem functions and services in order to support sustainable tourism. There is also a need to improve awareness of the importance of the environment and ecosystem functions to support the livelihoods of all stakeholders. The need for enhanced awareness extends to the tourist clients as well. The tourism sector within sub-Saharan Africa appears to exhibit a limited understanding and awareness of the potentially substantial economic benefits that can be accrued

through adopting environmental management systems. Policy and decision makers currently have a limited understanding of the long term costs associated with poorly planned and managed tourism developments in terms of actual lost revenues, as well as the associated costs of losses related to the essential goods and services the coastal and marine environment provides. Further information is required to be able to demonstrate the true economic value of sustainable tourism approaches and maintaining landscape values and ecosystem functions to aid decision makers in planning.

92. **Limited Data / Information on Tourism:** Countries identified a lack of accessible information for sustainable tourism development and limited capacity to obtain and share key information on tourism at both the national and regional level. There is increasing awareness of the need to acquire and share up-to-date relevant data on both the environment and on tourism to aid policy level decision-making and to inform stakeholders. Decision making requires an appropriate level of information (properly collected, analysed, stored and shared) and very few of the participating countries (e.g. Seychelles, Senegal, Kenya) have the human capacities and technical resources to meet this very important need. There is a general lack of national baseline information about the distribution, value and status of critical / sensitive habitats or the information is not accessible, and this equates to a lack of appreciation and understanding of the need to protect these coastal and marine habitats. While some countries have prepared coastal habitat maps and sensitivity maps, and there are several regional mapping projects that have collated various datasets, these datasets are often not made available in a form that is accessible to the tourism agencies or the private sector at either the national or regional level. There is also no effective regional body to provide guidance or disseminate case studies on tourism related issues and best practices, or to provide a forum for the various national and regional stakeholders to share experiences and discuss further development and standards related to sustainable tourism within the participating countries.

93. **Insufficient effective participation by private sector:** The private sector is not currently involved in planning and management process of tourism and key environmental assets. Private sector organisations in the region are also not encouraged to implement self-regulation of their own properties and activities via processes such EMS and certification. The use of EMS within hotels and the tourism supply chain in the region is very limited. In general the institutional framework do not encourage public-private-partnerships in most countries and there are limited incentives for investment, or inclusion of local communities and industry diversification including alternative technologies or voluntary self regulatory mechanisms (e.g. Kenya, Tanzania, Seychelles, Senegal, Nigeria, Ghana and Gambia). Indeed, the planning and review of applications for new developments as well as strategies such as EIA and SEA are seen as barriers to investment and by investors.

94. **Insufficient participation of local communities:** Local communities are rarely consulted or participate in the planning of tourism developments and this can create problems such as loss of traditional livelihoods, and restriction in access to public beaches for recreation or livelihood activities. Similarly, local participation in tourism and ownership of tourism assets is minimal, and as a result local benefits from tourism are insufficient in nearly all of the countries. This can lead to resentment by local communities of tourism establishments and tourists, and create further problems (harassment etc). The local communities tend to lack the core business skills (management expertise, marketing, sales and customer care expertise) needed to effectively establish eco-tourism.

95. **Lack of Basic Infrastructure and Appropriate Technology:** Often the existing infrastructure is not adequate to cope with tourism along with other users of coastal environments i.e. in protected areas, transportation systems, roads, international airports, waste water and solid waste management and disposal (e.g. Senegal, Ghana and Nigeria).

96. **Limited Finances and Inadequate Economic Support:** The countries identified that the lack of access to finance for basic tourism infrastructure, monitoring, project development, enforcement, SMEs capacity building, and for outreach activities to raise awareness amongst local communities and other agencies about tourism concerns. There is a critical need for more appropriate sustainable financing for environmentally sensitive and protected areas.

BASELINE

97. In the absence of GEF assistance it is expected that the nine participating countries will pursue independent programmes of coastal tourism and biodiversity management in relation to their domestic development objectives. Their activities would proceed with other donor support and some would be implemented with their own limited financial resources. Closely related Projects such as WIO-Lab (that have arisen from the same African Process for the Development and Protection of the Marine and Coastal Environment in Sub-Saharan Africa) would continue to address issues such as sedimentation but without the critical linkages to this other priority issue (sustainable tourism). Environmental impacts on the marine and coastal environment, that are resulting from the existing level of tourism activities include most notably, pollution (especially from liquid and solid waste), loss and modification of habitats, unsustainable use of natural resources (leading to destruction of marine and wetland habitat, coastal erosion, contributing to over-fishing with inevitable transboundary species management problems) would continue and increase if actions are not undertaken to address the key barriers and management issues to sustainable tourism development in sub-Saharan Africa.

98. All of the various governments are engaged in the collection of baseline information related to tourism, ecotourism, and to some extent, sustainable tourism. There is at present a lack of information on the extent of sensitive coastal and marine habitats or this information is not available to agencies involved in tourism due to the lack of integration and collaboration between the key agencies. Unless there is an improvement in the availability of this type of information spatial planning will not improve and the conflicts of interest that arise will continue to occur. If this type of information is not in place, it will be very difficult for the countries to implement medium or long term planning of tourism development and management practices. There will be limited allocation of lands that would be suitable for the location of hotels, set apart from sensitive areas. The resulting impact will contribute to the further degradation and loss of marine and coastal habitats and overall decline of regional and global biodiversity (impacts on sensitive areas, increased run-off, sedimentation and decline of coastal water quality etc). Ecosystem functions provided by the critical transboundary habitats and globally significant biodiversity will be lost, and habitat fragmentation will result in a loss of connectivity for resident and migratory species between key feeding and nursery grounds, and an overall loss of integrity of marine and coastal ecosystems that support trophic levels in the food chain thereby threatening local food security.

99. The current uncoordinated ad hoc approach to tourism development would continue in the absence of an integrated tourism development policy framework (through the building and strengthening of partnerships between the governments, private sector, NGOs and communities in formulation and implementation of policies, regulations and strategies guiding coastal tourism development) and the baseline situation can be expected to prevail. Tourism development would continue uncontrolled, there would be little regulation on such developments or monitoring of the impacts. Best practices in environmental management systems for such tourism enterprises would not be implemented without encouragement, or a clear demonstration of the benefits and incentives the tourism sector will be reluctant to participate in voluntary initiatives in environmental management. As a result the consumption of resources (water, electricity, building materials, food stuffs etc) and production of wastes (solid and liquid wastes) by the tourism industry would escalate. The excessive demands put upon the environment by the expansion of the sector will conflict with the needs of the local community, and contribute to the degradation of the environment especially in the absence of the necessary municipal infrastructure being properly installed and maintained by the local governments, and the increasing number of visitors.

100. The increased exploitation of resources especially fisheries, coral, and fragile wetlands (coupled with damage and destruction to fish breeding and feeding grounds) will contribute to collapses in resource populations with both national and transboundary effects. The loss of natural resources has serious implications for the local communities, many of whom remain dependent on primary resources as their main livelihood. This may lead to an increase in poverty through the loss of traditional livelihoods due to the need to travel further to fish for example. Uncontrolled water consumption, and lack of water conservation and recycling strategies in this region where water resources are often scarce and droughts are common, will inevitably impact on the availability of water

resources to local communities both in the mid to long term. Over extraction of water will also have inevitable impacts on wetlands and other coastal habitats and associated species. The further increase in energy usage will put pressure on national supplies with potential impacts on availability of resources to local communities, pollution and net contribution to climate change. The poor or non-existent wastewater and solid waste management will have affects on the environment and human health due to polluted bathing waters, marshes, underground water and surface waters and all other water resources. The aesthetic value of natural landscapes will be lost, as will recreational areas and present and future tourism income potential and alternative livelihoods.

101. The adoption of self regulation and certification schemes that would help reverse or even halt the negative impacts of the tourism sector on the marine and coastal diversity and socio-cultural environment would probably only be implemented in a few hotels within the region. Such schemes almost certainly would not be implemented on a regional scale and the true benefit of these types of schemes therefore would not be fully realised. The identified impacts will more than probably continue to contribute to chronic degradation in the coastal and marine environment. At the same time, with rapid pace of growth of tourism and new development, the opportunity to create environmentally sound planning and management practice, sustainable alternative livelihoods and revenues, thereby helping contribute towards poverty alleviation whilst also mitigating for the impacts on the environment in these destinations is being lost.

102. As the tourism industry expands, so does the number of visitors to any one site as well as the number of sites visited. Areas of high diversity of coastal and marine life attract bird, watchers, divers and snorkellers, making habitats such as mangroves and coral reefs important tourist destinations. As marine resources are considered common resources, and activities by the diving industry and fishermen are not closely regulated by government, there are conflicts of interest and significant reef damage is occurring in some locations through boat anchoring, pollution and through direct contact (particularly in the case of snorkellers, divers with cameras and fishing). Reefs and their associated species diversity (which were once described as pristine) are under increasing pressure due to a range of threats including global warming/coral bleaching, pollution, coral mining, blast/poison fishing are now becoming seriously environmentally degraded. Increasing number of tourists and hotels with inadequate waste water disposal systems are adding to these existing threats (e.g. through nitrification from sewage, from fertilisers applied to golf courses etc.). The inevitable outcome of this situation, with no intervention, will be that reefs will be further degraded and species and habitat lost (as will globally significant biodiversity). Fisheries will collapse and the quality of diving areas will become poorer with an inevitable knock-on effect of increased poverty within local communities.

103. There is a need to ensure that sustainable tourism projects are implemented. There is also a need to capture more experiences and examples of how tourism activities can be made more ecosystem-friendly with less pollution and impact, and how tourism can be better managed in this sense (particularly through Private-Public partnerships. Although some stakeholders are aware of the concept of ecotourism and some business ventures are even trying to establish ecotourism related activities, the execution of ecotourism is complex and dynamic and requires guidance and expertise if such enterprises are to avoid having the reverse effect (further pressure and impact on the environment) to their intended aim. There is a need to ensure that eco-tourism projects are implemented in a manner that is genuinely sustainable, and to provide the requisite training and capacity building and local community involvement, along with models and best practices in order to achieve such sustainability. In part this includes developing a consistent understanding of what ecotourism is, and is not²⁴. The baseline does not have such provisions and the inevitable expectation,

²⁴ WTO definition of Ecotourism: The Quebec Declaration on Ecotourism defines ecotourism as tourism that “*embraces the principles of sustainable tourism, concerning the economic, social and environmental impacts of tourism. It also embraces the following specific principles which distinguish it from the wider concept of sustainable tourism: (i) contributes actively to the conservation of natural and cultural heritage; (ii) includes local and indigenous communities in its planning, development and operation, and contributing to their well-being; (iii) interprets the natural and cultural heritage of the destination to visitors;(iv) lends itself better to independent travellers, as well as to organized tours for small size groups*” (WTO, 2002)”. World Tourism Organization (WTO) (2002) The World Ecotourism Summit, Final report, World Tourism Organization and United Nations Environment Program

in the absence of any such intervention, would be a false sense of sustainable resource management in the face of actual long-term damage, and the lost opportunity to establish schemes that truly benefit both the local community and the environment through generating revenues for conservation activities and through the provision of sustainable alternative livelihoods.

104. It can be concluded that, in the absence of a GEF Alternative initiative that would consolidate sustainable tourism practices and policies within the 9 countries, the following declining situation can be expected to prevail:

- Failure at the national level to adapt and adopt policies, legislation and associated management and institutional capacity and infrastructure that reflects the need to sustain coastal resources and to conserve vital national biodiversity.
- Continued degradation of the coastline, with associated negative impacts on global significant transboundary biodiversity through loss of critical habitats and species.
- Inevitable loss of livelihoods, local and national economic depression, increased poverty and reduced quality of life and general human well-being.
- Increasing friction between stakeholders, resource users and exploiters, polluters and beneficiaries with an associated potential for social and political unbalance and upheaval

RATIONALE AND OBJECTIVE (ALTERNATIVE)

105. The global environmental **Goal** of this 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.

106. The **Objective** of the Project is to demonstrate best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance.

107. The proposed Project will aim to primarily to ameliorate coastal pollution and contaminants arising from the land-based and coastal activities associated with tourism facilities, and which impact on significant transboundary waters and associated ecosystems. Activities undertaken to achieve these aims will inevitably result in secondary benefits including the reduction of human-induced physical alteration of critical habitats (e.g. reduction of sediment contamination through reforms to coastal development approaches and policies, protection of critical coastal ecosystems such as mangroves which act as filters, designation of sensitive areas to ensure effective legislation and enforcement against land-based impacts and tourism-related contaminants). These activities will therefore provide further incidental global biodiversity benefits in conformity with the GPA/LBA and with NEPAD. An important element of this Project will be the active involvement of the private sector in resolving these transboundary concerns. Specifically the full Project will demonstrate best practices/ strategies for addressing the key issues and concerns identified in the four tourism project proposals included in the Portfolio of Project Proposals²⁵, which arose from the “African Process”. These strategies will illustrate how tourism can provide a sustainable solution that has the capacity to act as a catalyst for development while adding to the conservation and protection of the coastal environment and fostering benefits for host communities. The Governments of the eight of these countries were among the eleven governments that initiated and participated in the African Process. The present project arose from the follow up to the Africa Process Super Preparatory Committee meeting in Abuja, Nigeria in June 2002 and the Ministerial and Heads of State meeting in Johannesburg, held at the sidelines of the World Summit on Sustainable Development (WSSD), at which the governments endorsed the project proposal. In addition, the NEPAD Thematic Group on Coastal, Marine and Freshwater Ecosystems meeting hosted by the Government of Nigeria in February 2003 in Abuja with the participation of the countries also endorsed the tourism project proposal.

108. Through the preparatory processes, including national reports prepared during the PDF phase, the countries have identified the threats and root causes associated with land-based impacts and contamination from coastal tourism activities. They have also defined the management issues precluding mitigation or removal of the threats, and therefore acting as barriers to achieving this objective. The primary barriers to the adoption of a more sustainable approach to tourism that will mitigate land-based impacts and contaminants have been identified by the countries through the Threats and Root Causes Analysis (Annex D) and are discussed in detail under the **Threats, Root Causes and Key Barriers** section (above). These barriers can be summarised as:

- i) Inadequate institutional arrangements and poor sectoral coordination
- ii) Fragmented and uncoordinated legislation, policy and management approaches
- iii) Absence of comprehensive baselines data on which to form policy and management decisions
- iv) Inadequately trained and insufficient human resources
- v) Limited access to information and case studies on best available practices and technologies for sustainable tourism
- vi) Limited or absent awareness of value of ecosystem functions and services to tourism and to all sectors of governance and society

²⁵ <http://www.acops.org/ACOPS/tourism.htm>

TOU1: Development of Sustainable Coastal Tourism Policies and Strategies;

TOU2: Promoting Environmental Sustainability within the Tourism Industry through Implementation of an Eco-certification and Labeling Pilot Programme for Hotels;

TOU3: Preparation of National Ecotourism Policies/Strategies and Identification of Pilot Projects for implementation;

TOU4: Pilot Measures to Demonstrate the Best Practices in Mitigating Environmental Impacts of Tourism: Reef Recreation Management.

- vii) Lack of effective protection or effective management of environmentally sensitive areas and landscapes

109. The Project aims to address these barriers through a set of sequential interventions that will lead to the adoption of sustainable tourism practices and strategies within each country that 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 hotspots that can then be transferred and replicated to other sites within the Project system boundary and beyond.

110. The GEF intervention will initiate and implement an Alternative course of action that i) undertakes a detailed assessment of national needs to achieve sustainable tourism in relation to land-based impacts and contaminants through requisite reforms to legislation, policy and institutional mechanisms along with supportive training and capacity building requirements, ii) identifies the most appropriate practices and technologies to address each country's needs, and iii) assist the countries to adopt and implement these practices and technologies through a scheduled work-plan of deliverables.

111. The project responds to an urgent need to initiate proactive, integrated and interdisciplinary measures to prevent further degradation of the coastal and marine environment from impacts arising from tourism. These include actions to mitigate and reduce land-based impacts and tourism-associated contaminants. As well as more obvious and direct activities related to reductions in waste discharges and chemical pollutants, these actions will also include measures to redress indirect contaminants arising from the physical destruction of critical habitats (sedimentation and the increased threats arising from the loss of ecosystem functions that act as filters and buffers to discharges and pollutants) and to set aside more sensitive and representative coastal areas through a zoning process and allocate stricter regulations and legislation addressing allowable levels of contaminants and other chronic and synergistic tourism-related impacts within such areas. Incidentally, at the level of global benefits, the sustainable management of coastal and marine resources for improved food security, water quality, and environmental security will contribute to the eradication of poverty and hunger on the African continent.

112. It is also important to recognize the significant transboundary benefits accruable from this Project. Coastal habitats are important to a number of species that are transboundary in nature either through migration or breeding and feeding patterns. This includes a number of fish species whose stocks are shared but which are dependent on certain coastal formations and habitat types as well as marine turtles with nesting grounds in some of the countries. Migratory bird species are also highly dependent on the African coastline for over-wintering. Any improved level of protection and mitigation of deleterious impacts will have positive feedback through transboundary benefits.

113. One major contribution to both project sustainability and the transferable sustainability of the GEF contribution will be the demonstration activities to be implemented and their replication throughout and beyond the region. While the direct, short-term benefits of the demonstration activities will be at specific site levels (i.e. of the participating hotels and tourism sites/facilities), these demonstration have an important value at the national and regional levels in providing an impetus along with models and guidelines (based on best practices) for the wider application of sustainable coastal tourism (including ecotourism) development policies and strategies, including eco-certification and eco-labeling schemes within the tourism sector, improved reef recreation management, and eco-tourism ventures that promote sustainable alternative livelihoods and/or generate revenues for environmental conservation. All of these models and guidelines will provide positive benefits in the reduction and mitigation of impacts from contaminants and land-based sources of pollution. The specific pilot demonstration projects within each country have been designed during the PDF-B phase of the project to directly address one of the priorities in a recognised Hotspot / Sensitive area. The process by which these pilot demonstration projects were designed is explained in more detail in Appendix A - The Demonstrations. In summary, the sites were identified as Hotspots / Sensitive Areas during Phase II of the GEF/UNEP MSP or during the PDF-B. The Hotspots / Sensitive area were reviewed with respect to a second set of criteria relating specifically to the existing or tourism potential. A list of identified hotspots and sensitive areas against countries and their demonstration

activities is given in Appendix A - The Demonstrations. The sites vary in scale (local or regional) according to the strategy being implemented and the national need. As the demonstration activities have been identified by the countries that participated in the African Process as priority issues that require suitable management options, the demonstration projects would, thus, provide these countries with a demonstrated clear management strategy. In this way, the chances of replicating the projects in other countries in sub-Saharan Africa and even in other regions are high.

114. The formalization of the inter-country consultative and co-ordination mechanisms, initiated during the PDF-B process and to be consolidated under the proposed project will ensure joint policies and actions on sustainable tourism and environmental management and contribute to the avoidance of potential conflicts and instability in the region. 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 the region.

PROJECT COMPONENTS AND OUTPUTS

115. To address the listed barriers and management concerns through the appropriate GEF programming approach, in line with the Operational Programme requirements, the Project therefore aims to deliver a series of logical Outcomes and Outputs through the following Components:

- 1 Capture of Best Available Practices and Technologies;**
- 2 Development and Implementation of Mechanisms for Sustainable Tourism Governance and Management;**
- 3 Assessment and Delivery of Training and Capacity Requirements emphasising an Integrated Approach to Sustainable Tourism;**
- 4 Information Capture, Management and Dissemination; and**
- 5 Project Management Coordination, Monitoring and Evaluation.**

COMPONENT 1: CAPTURE OF BEST AVAILABLE PRACTICES & TECHNOLOGIES

OUTCOME: Demonstrated reductions in Sewage and Wastewater Discharges and Damage to Critical Habitats in the Coastal and Marine Environment from Tourism

BASELINE: Limited access to, and understanding of, available practices and technologies which support sustainable tourism. No mechanism for identifying these BAT/BAPs or for developing model guidelines for the adoption and implementation. No regionally applicable models for tourism partnerships, and no clear benefits and incentives available. Limited number of national models and demonstrations of sustainable tourism BATs/BAPs currently available within the participating countries. No facilities or plans for regional synthesis and dissemination.

GEF Financing: US\$2,900,000

Co-Financing: US\$11,332,470

116. This component will focus on identifying existing examples, lessons and practices, including those involving voluntary tri-sector partnerships (private, community and public), that may be applicable to tourism within the sub-Saharan African situation and proactively developing and testing new approaches, processes, practices and the application of technologies at identified 'hotspots' of tourism impact. The captured products will then be transferred to Component 2 for packaging and assembly as national strategies for implementation.

Output 1.A: Identification of Best Available Practices (BAPs) and Best Available Technologies (BATs) (on a global scale) applicable to sustainable tourism within the sub-Saharan African situation

117. The Project will undertake a comprehensive and global review of all possible case studies and initiatives that may provide BAPs and BATs that could be applicable to the sub-Saharan country situation as well as more specific localised scenarios within individual countries. The most appropriate lessons, practices and technologies arising from this highly detailed review and assessment will be captured and pooled with the information arising from Output 1.B below and fed into Component 2 for review by the national and regional coordination bodies. The most appropriate BATs/BAPs for individual national and local sustainable tourism strategies will then be selected by the countries for adoption and implementation (see Outputs 2.B and 2.C.). In undertaking the detailed assessment and review specific attention will be given to capturing appropriate policy, legislative and institutional mechanisms and fiscal and revenue measures that could be applied as reforms in line with sustainable tourism, especially as they relate to public-private partnership arrangements..

118. In identifying BAPs one of the key issues that will be addressed will be approaches and models for establishing successful partnership for sustainable tourism (defined as *a level of tourism activity that can be maintained over the long term because it results in a net benefit for the social, economic, natural and cultural environments of the area in which it takes place, and, socio-cultural and environmental impacts are neither permanent nor irreversible*). While conventional stakeholder consultation and participation can improve the image of a company it does not necessarily lead to collaborative action. Public-private partnerships, joint ventures and most notably tri-sector partnerships (defined as *voluntary collaborations between business, civil society and government to promote sustainable development based on an efficient allocation of complementary resources*) go beyond the consultation process and provide the opportunity to ‘pool’ resources between the three key groups to achieve on the ground activities to best effect. Such activities would include the development of more appropriate water resource management and conservation mechanisms and technologies, wastewater treatment and handling processes, construction standards and set-backs, etc.

119. As part of this review the Project will undertake a regional *Partnership Incentives and Benefits Analysis* that will demonstrate the value of developing partnership models for the tourism sector in sub-Saharan Africa. The analysis will use case studies from the tourism sector in the region and beyond to identify the direct and indirect benefits and incentives of such arrangements to all parties (i.e. business interests, community development and public sector governance), and will draw upon examples of best practice models in the development of public-private and tri-sector partnerships from other sectors that have successfully implemented such an approach^{26, 27}, (e.g. oil, gas and mining) as appropriate. The analysis will also establish processes by which to identify the incremental contribution of such an approach over and above alternatives that could be achieved through other approaches (e.g. private sector implementing measures to address social issues in-house, corporate foundations or NGOs or governments / international donors implementing national programmes alone). The incentives and benefits for businesses may include direct financial benefits, such as cost-savings associated with increased efficiency and reduced use of resources (e.g. electricity and water), local suppliers and supply chains etc., reduced business / investment risk., and indirect benefits, such as enhanced local / regional/ global corporate reputation and competitiveness. The incentives and benefits to local communities may be improved access to alternative livelihood opportunities, creation of consistent market demand for local produce, improvement in local infrastructure (roads, water supply, sanitation) associated with a development etc, capacity building and community participation. The incentives for public sector involvement may include improved visibility of public offices in charge of civil responsibilities (transparency, accountability, and effectiveness of social programmes), increased capacity and effectiveness in management of resources (through overseeing environmental management systems etc), improved adherence to laws designed to protect public and environment interests. The incentives and ‘net benefits’ for all parties including the Private Sector, will be presented at the national multi-stakeholder meetings (Output 5.C) to demonstrate how it would be to their advantage to engage with and sustain their involvement in the Project.

²⁶ http://www.bpd-naturalresources.org/html/pub_working.html#

²⁷ <http://www.bpd-naturalresources.org/media/pdf/working/work10.pdf>

Output 1.B: Implementation of National Demonstrations to elaborate Best Available Practices (BAPs) and Best Available Technologies (BATs) for Sustainable Tourism

120. One of the main aims throughout the development of this regional project has been to address the need to deliver real, 'on-the-ground' benefits to the participating countries, which, while realising the 'global benefit' requirements of GEF, also recognise the need to change the adverse conditions existing in the countries with respect to coastal tourism. The GEF/UNEP MSP process, identified the requirement for the Project to focus on targeted demonstrations at the national level to show how the actual on-the-ground threats (such as water contamination and overuse, and wastewater discharges) might be addressed by different strategies, and how the results of these demonstration activities could then be captured, transferred and replicated.

121. This Output therefore represents the major component of the Project, delivering ground-level demonstrations of activities that aim to minimize and mitigate the impacts of tourism development in coastal areas by resolving barriers to sustainable tourism at specific hotspots / sensitive areas. The Output will demonstrate a suite of strategies to address the issues identified in tourism proposals included in the Portfolio of Project Proposals²⁸ prepared during the GEF/UNEP African Process. These strategies were fully endorsed by the countries at the Final Super Preparatory Committee meeting of the African Process in Abuja (June 2002), the Ministerial and Heads of State meeting during the WSSD in Johannesburg (Sept, 2002), and the meeting of NEPAD Thematic Group on Coastal, Marine and Freshwater Ecosystems in Abuja (Feb, 2003).

122. Broadly the strategies are designed to engage the private sector and enhance appropriate tripartite partnerships to enable formulation and implementation of appropriate national and regional policies and strategies for sustainable tourism development in coastal and marine areas, including a policy and strategy framework to guide and promote ecotourism development. More specifically the demonstration strategies include:

1. Establishment and Implementation of Environmental Management Systems and voluntary Eco-certification and Labelling schemes,
2. Development of eco-tourism to alleviate poverty through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community, and,
3. Sustainable reef recreation management for the conservation of coastal and marine biodiversity.

123. Each demonstration strategy is summarised below, and in more detail (including individual logical frameworks) in Appendix A - The Demonstrations.

1. Establishment and Implementation of Environmental Management Systems and voluntary Eco-certification and Labelling schemes,

124. The specific objective of this demonstration project is to promote public-private partnerships through the voluntary introduction of environmental management systems (EMS) by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector. The project will result in a significant reduction of the negative impacts of coastal tourism by building national institutional capacities in all the countries and creating an enabling environment for the coastal tourism industry to plan and implement effective EMS in their operations. Hotels will be encouraged in their efforts at introducing improved environmental management practices. In addition

²⁸ *TOU1- Development of Sustainable Coastal Tourism Policies and Strategies;*

TOU2-Promoting Environmental Sustainability within the Tourism Industry through Implementation of an Eco-certification and Labeling Pilot Programme for Hotels;

TOU3-Preparation of National Ecotourism Policies/Strategies and Identification of Pilot Projects for Implementation;

TOU4-Pilot Measures to Demonstrate the Best Practices in Mitigating Environmental Impacts of Tourism:- Reef Recreation Management.

to reducing the pressures upon the sensitive environments upon which they rely, hotel establishments will benefit economically and technically from improved management in the form of energy savings, better resource use and less wastage. Local communities will benefit from increased purchases of local commodities by hotels and also by lower demands by the tourism industry on scarce shared resources such as water and energy. The local tourism industry supply sectors, including planners, designers and engineers will have enhanced environmental awareness and technical capabilities for integrating environmental considerations in designing and building tourism facilities. The project will integrate coastal tourism specific requirements into local environmental impact assessment and environmental auditing frameworks; stronger links with existing coastal planning processes will be built; and specific guidelines, standards and codes of conduct will be developed. Regulatory authorities, local authorities and environmental professionals will be strengthened in their capabilities to manage, guide and review coastal tourism specific EIAs and audits. Capacities will be built in appropriate and sustained ways of monitoring environmental quality parameters. The use of economic instruments and public-private partnerships shall be explored in order to assist local authorities and the tourism industry to pay for or to leverage additional financing for environmental improvements and environmental infrastructure. The possibility of establishing a regional eco-certification scheme will be explored.

2. Development of eco-tourism to alleviate poverty through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.

125. The specific objective of the demonstration is to (a) alleviate poverty and provide alternative livelihoods to local communities through the development of eco-tourism and coastal use zonation schemes which will then result in reductions in land-based impacts and mitigation of the threat from contaminants; (b) generate revenues for environmental conservation and contaminant monitoring and control through eco-tourism; and (c) promote best practices in mitigating environmental impacts of tourism while conserving globally significant biodiversity through such actions as improved mangrove conservation management (which will help to reduce the widespread effects of land-based sources of sedimentation whilst also maintaining an important ecosystem function i.e. the filtration properties of wetlands and mangroves). The project will promote ecotourism development that minimises and prevents negative impacts on the natural and socio-cultural environment and contributes to the conservation of coastal biological diversity by jointly mitigation impacts from discharges and contaminants while generating benefits for host communities, organisations and authorities managing natural areas for conservation purposes providing sustainable alternative livelihood and income opportunities for local communities; and increasing awareness of natural and cultural assets among local people and tourists. The main problems to be directly addressed by the project are: (a) uncontrolled and unregulated development of “ecotourism”, particularly in sensitive areas and areas of environmental significance; (b) negative environmental impacts as a result of the above; and (c) negative environmental impacts as a result of poverty and the lack of alternative livelihoods other than those that exploit environmental resources in an unsustainable manner. The demonstration pilot projects (Table 3) have been identified in part for their potential financial viability as sustainable ecotourism ventures, the Project will ensure that local decision-makers and communities are involved in project design, business planning and implementation. Detailed business plans will be formulated to ensure community ownership and benefits adequate capacity building and skills development.

3. Sustainable reef recreation management for the conservation of coastal and marine biodiversity.

126. The specific objective of this demonstration is to implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and the associated impacts of increases sedimentation and pollution from discharges, etc related to tourist activities.. The main tourism activity that will be addressed in this project is the diving, snorkeling, boating and fishing industry, which will require the active involvement of and partnership with private sector companies, tour operators and boat operators. The implementation will also require cooperation and coordination with non-tourism reef users, such as

local fishermen and residents. The specific objective of this component is the conservation of coral reefs, through the coordination and regulation of reef use, and in appropriate locations the installation of mooring buoys. Mooring buoys can help to protect coral reefs against the direct impacts of anchor damage by diving and other recreational and industrial activities, and can also provide a level of protection against increased sedimentation associated with anchoring and help to focus diver activities which can help to provide protection to more sensitive areas of the reef. Participatory management and co-management plans will be developed and will include zonation, buoy installation (i.e. location, density and usage guidelines) and scheduling of reef use by boat operators. Building on the opportunity for a regional dimension, these activities will demonstrate and share best practices in mitigation measures to protect globally significant coral reefs, breeding grounds for transboundary migratory species, endangered species, and will have a clear demonstrative value. For sustainability purposes, the collection of fees and or donations for reef use will be included in the management plan as a way of raising funds to ensure maintenance and meeting recurrent costs in the long term. Monitoring of the implementation of reef-use guidelines and regulations would preferably be undertaken by local stakeholders in conjunction with conservation authorities. This encourages local ownership, buy-in and application of guidelines. An adequate proportion of revenues will be used for the local installation and maintenance of mooring buoys, and for management and monitoring costs of the reefs in general. This will ensure for the sustainability of the project in terms of its financial requirements.

127. During the PDFB phase countries identified potential national level demonstration pilot projects²⁹ to address priority issues using the above strategies at recognised hotspots or sensitive areas, as identified during the MSP or other regional GIWA analyses. The pilot projects were also specifically aimed at reducing the coastal pollution from the land-based activities (notably tourism activities) in conformity with the GPA/LBA

128. These pilot projects were developed through extensive multi-stakeholder consultations between the private sector, civil society, NGOs, CBOs and CSOs, and the public sector at the national level and through sub-regional and regional workshops. Members from each of these stakeholder groups were involved throughout the development of project proposals and were represented on PDFB National Steering Committees and National Stakeholder Meetings (see Appendix A - The Demonstrations² for a list of private and community based partner organisations). The resulting national demonstration projects were subject to a rigorous selection process as described in Appendix A - The Demonstrations, and associated Appendix A - The Demonstrations¹.

129. The suite of national demonstration projects to be implemented through the Project are presented below in Table 4 and described individually in full in Appendix A - The Demonstrations. While each national project was designed to focus on one of the specific priorities, several projects address more than one of these priorities, and three projects address all three priorities in a fully integrated manner within one destination (e.g. Kenya, Tanzania and Senegal). During the implementation of these projects databases of tourism professionals and tourism partners will be compiled and networks will be established that will encourage knowledge transfer and sharing of experiences and lessons at a national level. The lessons, best practices and proven technologies established through this demonstration process will feed into the overall regional review BATs/BAPs and thence into Component 2 for the elaboration of national sustainable tourism strategies.

130. On-going information on Project activities and achievements, especially relating to best lessons and practices from the Demonstrations, and overall BAPs and BATs arising from Component 1 will be shared with IW:LEARN and made available to other stakeholders and interested parties through a website that is consistent with IW:LEARN guidelines (see also **Replication** section below).

²⁹ see national tourism reports www.fastspread.net/tourism/index.htm.

TABLE 4: NATIONAL DEMONSTRATION PROJECTS FOR THE DEVELOPMENT OF BEST AVAILABLE PRACTICES AND BEST AVAILABLE TECHNOLOGIES FOR SUSTAINABLE TOURISM

OUTPUT	PRIORITY	COUNTRY	TITLE OF DEMONSTRATION PROJECT	OP 10 Issues Covered
1B.1	Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes	Ghana 1	Environmental Management Systems for the Budget Hotel Sector	Solid wastes, Sewage and wastewater discharges, water use efficiency
		Nigeria 1	Coastal Use Zonation and Integrated Coastal Management in the Niger Delta Coastal Area of Nigeria	Solid, waste, Sewage and wastewater discharges, water use efficiency, critical habitat destruction
		Senegal 1	Environmental Management Systems for Petite Cote	Solid waste, Sewage and wastewater discharges, water use efficiency
1B.2	Development of eco-tourism to alleviate poverty through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.	Ghana 2	Integrated Eco-tourism Destination Planning and Management: Elmina-Cape Coast, Ada Estuary, Volta Estuary, Western Stilt Villages	Habitat destruction, solid waste and sewage
		Nigeria 2	Tourism Master Planning in an Ecologically Fragile Environment	Habitat destruction, solid waste and sewage
		Cameroon	Ecotourism development on Cote Sur (Kribi to Campo)	Habitat destruction, solid waste and sewage
		Gambia	Strengthening community-based ecotourism and joint-venture partnerships	Habitat destruction, solid waste and sewage
1B.3	Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management	Mozambique	Community-based ecotourism, reef management and environmental management systems, Inhambane district coastline	Habitat destruction, solid waste, wastewater and sewage, water use efficiency
	Integrated Sustainable Tourism Destination Planning	Kenya	Integrated Planning and Management of Sustainable Tourism at the Mombassa Coastal Area	Habitat destruction, solid waste, waste water and sewage

		Senegal 2	Petite Cote Integrated Ecotourism Tourism Planning	Habitat destruction, solid waste and sewage
		Tanzania	Integrated Planning and Management of Sustainable Tourism in Tanzania	Habitat destruction, solid waste, wastewater and sewage, water use efficiency

N.B. Kenya, Tanzania and Senegal are undertaking multiple integrated demonstrations that capture all 3 of the demonstration strategy approaches. It should also be noted that elements of each demonstration strategy will overlap into others at the country site level so no single national demonstration ever focuses purely on one strategy to the exclusion of elements of the other two strategies.

131. Each Demonstration clearly defines its objectives, activities and deliverables. However, in order to provide direct guidance and measurable benchmarks for progress, sequential work-plans for each of the proposed demonstrations will be presented to the Steering Committee at the Inception Phase for formal adoption.

COMPONENT 2: DEVELOPMENT AND IMPLEMENTATION OF MECHANISMS FOR SUSTAINABLE TOURISM GOVERNANCE AND MANAGEMENT

OUTCOME: Enhanced National Policies, Regulatory and Economic Incentives Supporting Sustainable Tourism Governance and Management

BASELINE: Poor institutional capacity for sustainable and cross-sectoral coastal tourism management. Overlapping, repetitive and ineffective regulatory or legislative instruments. Inappropriate policies. Absence of fiscal options to sustain reforms in favour of sustainable tourism approaches. Insufficient guidance and best practices available to countries for sustainable coastal tourism. Various case studies and lessons exist but not yet examined for applicability to the needs of the participating countries. Limited or absent management and governance within participating countries related to sustainable tourism needs

GEF Financing: US\$ 428,200

Co-Financing: US\$ 3,376,409

132. In general, tourism development in sub-Saharan African countries (and more so in the nine project countries) has taken place in an *ad-hoc* way without proper planning. The result has invariably had the effect of exerting pressure on the coastal and marine environment, to the extent that in many cases the very resource that is responsible for income generation through tourism is already at stake, rendering the activity unsustainable. These countries have a series of policies, strategies, programmes and related legislation that relate to coastal tourism, and these have been presented in tabular form in the Background section (Table 2). The PDFB national reports (summarised in Annex F and accessible in full at www.fastspread.net/tourism/index.htm) identified legislation gaps and overlaps as a barrier to sustainable tourism. Other issues included a lack of shared vision and conflicts between different resource users (e.g. mining, petroleum, fishing, agriculture, cultural practices and access)³⁰.

133. This component aims to address the urgent need for each of the participating countries to develop an appropriate policy and strategy framework to guide the development of tourism in coastal areas. This component will assist countries to amend, revise and streamline their legislation, policy and regulatory framework alongside institutional needs in relation to coastal tourism and consistent with an integrated approach to coastal ecosystem management.

³⁰ Kenya, Seychelles, Mozambique, Tanzania, Nigeria, Senegal, Ghana and Gambia

134. It will also address the need for each country to identify appropriate fiscal and revenue measures, and sustainable funding mechanisms in support of such reforms and realignment.

135. Component 2 will (through its various sequential Outputs) capture the national needs and balance these against BAPs, lessons and experiences, and proven demonstrations of working practices (through delivery as an outcome of Component 1) to produce appropriate and applicable national and localised strategies and implementation plans for sustainable development .

Output 2.A: National reviews and assessments of policy, legislation, institutional arrangements and financial mechanisms to identify needs and requirements

136. All countries have identified the need for revision and enforcement of existing legislation and regulations, and the need to improve institutional arrangements and financing mechanisms pertaining to coastal tourism. The first step within this Component will be the preparation of individual country review and assessment documents to identify the gaps and weaknesses. These will outline the existing national (and localised) constraints to sustainability within the tourism sector in relation to policy, legislation institutional arrangements for management, and supportive funding and revenue measures. These national assessment reports will also include any specific recommendations on improvements such as revisions to the regulatory framework in order to ensure compliance and the need to establish mandatory legal requirements for all new tourism developments (e.g. to provide adequate means of sewage and solid waste treatment and/or disposal) which would be subject to monitoring.

137. Tourism stakeholders will work in a participatory process to assist in identifying gaps, strengths and weaknesses of the existing environmental and tourism policy frameworks. The reviews undertaken through this participatory stakeholder process will include (but not be restricted to) consideration of some of the following issues:

- Institutional and inter-sectoral linkages and division of responsibility;
- Coordination, cooperation and conflict management between stakeholders;
- Land use and integrated coastal management plans;
- Tourism destination planning processes and participation;
- Cost benefit analysis to consider total economic values of maintaining biodiversity and ecosystem function with respect to planning sustainable tourism developments;
- Regulation and enforcement of liquid and solid waste disposal;
- Infrastructural arrangements and responsibilities;
- Licensing and planning procedures, permission processes and enforcement;
- Requirements for impact assessments during tender and planning permission processes;
- Participatory processes in planning, management and enforcement;
- Frameworks for Public-private partnerships, joint ventures, and community-based tourism enterprises;
- Financing biodiversity conservation and corporate social responsibility;
- Resource use patterns and management and appropriate authority for natural resources;
- Decentralization of natural resource management, co-management and monitoring; and
- Protection of intellectual property (e.g. indigenous resources / medicinal plants etc.).

138. Revisions will be proposed and a ‘needs’ assessment will be undertaken to assess the requirements to strengthen institutional arrangements to meet these revisions. Further assessment of institutional strengthening requirements within this output will focus on building frameworks for integrated cross-sectoral management approaches (notably ICM), and including more managerial training, as well as more specialised training courses for institutions on planning and management of tourism. This information will be coordinated with and transferred to Component 3 on Training and Capacity Building. Sustainability mechanisms will be introduced for regular review, evaluation and improvement.

Output 2.B: Development of model guidelines and individual national strategies and work-plans for Sustainable Tourism based on 2.A and the Outputs from Component 1

139. The countries have been involved in the development of the Brief and agree there is need to develop model guidelines for their use in developing appropriate legislation and policies for sustainable coastal tourism development. This Output will initially prepare regional model guidelines based upon the best practices and strategies (from Output 1A) to promote sustainable coastal tourism. The guidelines will include the preparation of comprehensive guidance to govern the development of tourism infrastructure, including the preparation of standards and design guidelines for tourist facility site planning. This would further include standards relating to setbacks from the high water mark, carrying capacity and landscape plans (within an overall integrated coastal management plan). These model guidelines will be developed early in the Project, through the regional coordination mechanism in participation with National Stakeholder Committees, and will provide initial direction for the participating countries in the context of improving their own approaches to sustainable tourism.

140. Examples of some of the Regional Guidelines that will be developed and disseminated throughout the participating countries include:

- Tourism (including ecotourism and community-based tourism) planning, development, operation and activities, codes of conduct;
- Infrastructure and design recommendations including coastal set backs;
- Establishment, functionality, appropriateness and operation of public-private and tri-sector partnerships and joint ventures;
- Environmental quality standards for coastal tourism and monitoring;
- Planning and Management of Ecotourism, coastal use zonation;
- Assessing Carrying Capacity;
- EIA, HSDA, environmental auditing and the use of SEA in coastal tourism;
- Economic and other instruments as incentives for tourism enterprises;
- EMS, compliance and voluntary regulation; and
- Monitoring socio-economic impacts of tourism.

141. The primary focus of this Output will be the preparation of individual national policy frameworks for environmental management in the coastal tourism industry (with associated realignment of legislation, revised institutional arrangements and supportive fiscal, revenue and other sustainable funding mechanisms).

142. The Project will work closely with stakeholders in each participating country to compare and contrast the information made available through Component 1 (on BAPs and BATs, both by global review and from the Demonstrations) with national and local/district requirements so as to identify the most appropriate structure and delivery for a long-term **National Sustainable Tourism Management Strategy**. The involvement of National Stakeholder Committees in the initial development of the model guidelines is expected to generate buy-in and ownership to enable the translation/adaptation of the guidelines into policy changes at the national level. These Strategies will each have their own work-plan and schedule for implementation along with built-in stakeholder monitoring, evaluation and review procedures. An essential requirement for the implementation of these strategies will be their formal endorsement and adoption by the relevant governments (see Output 2.C).

143. The countries consider sustainable tourism and eco-tourism as a potential alternative livelihood for local communities currently dependent on primary resource use that could also assist in poverty alleviation and revenue generation for the benefit of the local community and the environment. It will be an essential that these Strategies ensure that the private sector is actively involved in sustainable coastal tourism management. It will be a further priority requirement that they explore alternative livelihood options and community practices that are more aligned to sustainable tourism needs.

144. To address this several countries will need to make changes their institutional framework and capacities to improve and encourage private sector involvement, at the same time as improving

outreach work to encourage local community involvement and active participation in sustainable tourism³¹. One particular priority consideration within the development of these Strategies and their implementation will therefore be the need to identify and evolve strategies that accommodate, support and encourage voluntary partnerships through partnership networking.

145. It should be noted that the implementation of this Project will complement ongoing national and regional efforts to address concerns in the coastal and marine environment. All National Strategies will be crafted in such a manner as to capture and coordinate with existing or planned National Programmes of Action (NPA) that aim to address land-based sources of coastal and marine pollution through the UNEP GPA. Further coordination will be necessary with National Environmental Action Plans to ensure integration and complementary design, and to avoid duplication. Furthermore, the majority of the countries are in the process of developing national tourism development plans (e.g. Seychelles, Senegal, Ghana) and these would need to be closely coordinated and integrated with any National Sustainable Tourism Management Strategy. In developing the National Strategies the Project will need to work closely with other sub-regional GEF projects (e.g. WIO-Lab and GCLME) to avoid duplication of effort and overlap.

146. The preparation of the individual National Strategies will inevitably be a drawn-out process in view of the time required to undertake i) national needs assessment, ii) global case study and lesson review exercises, and iii) to capture the best practices and experiences from the national demonstrations. The initial preparation and distribution of regional guidelines will act as an interim measure to assist and guide the countries prior to the negotiation and delivery of the final National Strategies.

Output 2.C: Implementation of individual national strategies and work-plans for Sustainable Tourism

147. Once the participatory stakeholder process for development of National Sustainable Tourism Management Strategies has been completed, the final drafts will be formally presented to each country's governments for formal endorsement and adoption. Given that each country has already demonstrated a high level political support and commitment for the project throughout the MSP and PDF-B, and will have been involved in the development of model guidelines, and used these to develop their own specific national strategies, it is expected that proposed revisions will be considered favourably and adopted. This process will however also be supported by high-level awareness raising activities (through Component 4) on the importance of the proposed policy changes to help realise these changes. Each country, with the assistance of the Project, will then move into an implementation phase governed by the approved work-plan and schedule. The complete implementation process with all the associated policy and legislative reforms and institutional realignments (and associated training and capacity building needs as per Component 3) will, in many cases, extend beyond the lifetime of this Project. But the Project will leave in place a suitable structure for overseeing the implementation processes and for evaluating and monitoring the long-term efficacy of the Strategies (and providing guidance and recommendations for any re-focusing or improvements). Such a structure will evolve from the Project Coordination Unit (see Component 5) with close links to the Regional Information Clearing and Coordination House (RICH) as discussed under Component 4.

COMPONENT 3: ASSESSMENT AND DELIVERY OF TRAINING AND CAPACITY REQUIREMENTS EMPHASISING AN INTEGRATED APPROACH TO SUSTAINABLE TOURISM

OUTCOME : Enhanced Institutional Capacities Supporting Sustainable Coastal Tourism management

³¹ Kenya, Tanzania, Seychelles, Senegal, Gambia

BASELINE: Current training and capacity inadequate to support sustainable tourism or to successfully embrace proposed reforms and improvements. Limited training and capacity building assistance available to date that targets the needs of individual countries in relation to sustainable tourism. Limited or no T&CB programmes operating within countries

GEF Financing: US\$ 550,000

Co-Financing: US\$ 900,334

148. The purpose of this Component is to develop a regional programme to provide national cross-sectoral training to enhance the capacity of government agencies, tourism enterprises, the environmental service sector, and communities to be able to respond to the environmental challenges posed and faced by the tourism sector. In this context, specific capacity building and training packages will be elaborated for individual stakeholder needs so as to differentiate between the requirements of the various sectors (including public and private). Tourism enterprises will improve their capacity to identify, evaluate, prioritise and establish responsible environmental management activities. Local government will improve their capacity to plan and manage tourism developments and improve their understanding of what tourism enterprises can realistically achieve and what should be the responsibility of national governments (i.e. in terms of municipal services and infrastructure). These activities will also increase the pool of trained professionals capable of advising on sustainable tourism strategies in the region.

Output 3.A: Assessment of national baselines and requirements within various sectors

149. All the countries identified the need for training, capacity building and institutional strengthening in coastal tourism planning, management and operational issues in their National PDFB reports. Many of the participating countries recognised the shortage of qualified and / or experienced personnel with the skills and necessary expertise as a key barrier to achieving sustainable tourism development.

150. A needs and resource assessment at the outset of the project will identify the existing capacity within different stakeholder groups, institutions and agencies, their specific training and capacity requirements and those pertaining to the demonstration pilot projects within each country. This will allow for the development of specific curriculum for sustainable tourism (e.g. awareness, guiding, community tourism, site planning and management, tourism management and coastal tourism). National multi-stakeholder training workshops and courses that would be developed during the course of the project include:

- A. Tools in use for EMS in the tourism sector:
 - An introduction to eco-certification;
 - Introduction to Blue Flag certification for beach destinations;
 - Fundamentals of implementing EMS in a tourism enterprise;
 - Supply chain management in tour operations;
 - Environmental and energy auditing;
 - Management of energy systems in a hotel;
 - Design, operation and maintenance of water re-use and waste water treatment systems;
 - Environmental quality monitoring; and
 - Environmental design of new tourism developments (e.g. building, utilities, landscaping).
- B. Planning and management of tourism developments / activities in the coastal zone:
 - Formulation and implementation of integrated coastal management plans, coastal use zonation, environmental sensitivity index mapping, hotspot diagnostic analysis (HSDA), etc;
 - Participatory planning involving relevant stakeholders, including local communities, private sector, NGOs, government officials. Ecotourism and tourism planning process (including impact assessment processes; permits; documentation; consultation; licenses);
 - Planning, land tenure and operational mechanisms to promote socio-economic benefits through tourism (existing and new operations);

- Role of different tourism and conservation stakeholders and institutional frameworks; and
 - Coastal zone planning and conservation management, rehabilitation and monitoring with particular respect to tourism developments, particularly in relation to globally significant biodiversity on coral reefs and mangroves.
- C. Monitoring and Enforcement mechanisms:
- Monitoring processes, feedback and dissemination;
 - Enforcement mechanisms and how to finance and enhance regulation effectiveness; and
 - Programmes to train enforcement personnel (tourism, resources, licensing, environment, co-management, voluntary regulation).
- D. Sustainable Financing, Alternative Livelihoods, Public Private Partnerships etc.
- Establishment and operation of public-private-partnerships, Joint ventures and Community Based Tourism enterprises, including development of agreements;
 - Sustainable tourism and related activities as alternative and complementary livelihood options;
 - Funding, microfinance and capital finance for tourism and Small, Medium and Micro Enterprises (SMMEs); and
 - Community-based tourism and SMME operation (business planning and management, hospitality, planning, quality, tourism activities, product development, marketing, interpretation, coordination etc.).

Output 3.B: Development of sectoral model packages and guidelines for national dissemination

151. Training materials³² will be produced and a work-plan will be developed regionally and implemented, nationally through the Regional Project Coordination Unit in coordination with appropriate national agencies and stakeholders. Training materials will be based on current best practice within and beyond the region and will later incorporate specific examples from the demonstration projects implemented during the course of the project. These training materials or ‘packages’ will be specifically tailored to meet the differentiated needs of various stakeholder groups. The materials will be designed to support the model guidelines that will be developed and distributed under Output 2.B. above. The training programme will include a regional training of trainers programme on the key subjects above which will expand the pool of qualified personnel able to assist countries in implementing national programmes. At the end of the project training curriculum and courses developed during the course of the project will be embedded in appropriate local institutions responsible for the supply of personnel to the tourism industry, such as schools of hotel management or universities offering tourism and environmental courses. Due consideration will also be given to the need for such training to specifically address the private sector stakeholders including the need for national sensitisation programmes for tourism operators, strengthening the role of national tourism administrations, and promoting the role of tourism enterprises in the sustainable tourism development through public private partnerships.

Output 3.C: Adoption and implementation of national programmes for T&CB (with agreed work-plans) targeting relevant sector

152. At the national level of training and at the appropriate stage of the Project, due consideration will be given to the specific country needs relating to the specific National (and local) Sustainable Management Strategies that have been developed for adoption by the countries. More specialised training and focused capacity building will be provided at this point for each country and its specific needs. Wherever possible the work-plans and scheduling for such training will be closely coordinated with the implementation work-plans and scheduling for the National Sustainable Tourism Management Strategies. It is at this more focused national implementation stage that greater emphasis will be given to targeted capacity building needs, particularly those that may require capital support.

³² Materials should be translated into relevant languages for use at the local level.

COMPONENT 4: INFORMATION CAPTURE, MANAGEMENT AND DISSEMINATION

OUTCOME : Widespread Public Knowledge and Information Availability about Tourism Impacts on the Coastal and Marine Ecosystems

BASELINE: No specific coordination centre within the region dealing with sustainable tourism information at this level. Lack of access to such information and guidance is severely limiting the capacity of the participating countries to adopt sustainable tourism approaches and policies. Absence of such specific reports that address project requirements. Clear presence of needs and gaps identified within PDF National Reports. Limited or absent capacity currently within participating countries to address information capture, handling and management needs related to sustainable tourism. Countries have identified absence of limitations of any such information management bodies or information handling and dissemination mechanisms. Limited understanding of concept of sustainable tourism and need to protect and maintain ecosystem functions and services for the long-term benefit of all (including the tourism sector)

GEF Financing: US\$ 1,350,000

Co-Financing: US\$ 4,624,648

153. A lack of appropriate baseline information was frequently cited by the participating countries as a factor that limits the ability of countries to plan and manage coastal developments in such a way as to minimise impact of tourism activities. This has particular relevance to the need to be able to measure improvements in relation to contaminant and pollutant levels and to demonstrate reductions in the impacts of coastal tourism on significant transboundary ecosystems and resources. It also relates directly to the need to monitor and evaluate Project delivery and success using specified verifiable and measurable indicators. In this context the Inception Phase (initial 6 months of the Project) will focus on collecting appropriate baseline data that will allow such measurements and verifications to be carried out (particularly at the demonstration sites but also developing overall national monitoring programmes). Tables K-2 to K-5 provide a list of indicators relating to the overall Project Components and Outputs and to the more specific Demonstration deliverables as defined in Appendix A. This table will provide the basis upon which the necessary baseline data will be collected (i.e. the baseline measurements will need to address the same parameters as the M&E indicators). Inevitably most of the M&E Indicators for the main project deliverables will be at the Process stage until the countries start to adopt the lessons and practices from the Demonstrations. This allows the countries time to adopt the listings of baseline data parameters established through the demos and to start collecting this baseline data through the Project lifetime in readiness to adopt these 'indicator' parameters as they adopt their new Sustainable Tourism strategies. A Regional Information Coordination House (RICH) will be established which will house a regional GIS-based coastal Environmental Information Management and Advisory System (EIMS) to store and manage information from existing tourism related initiatives, and from the demonstration activities in this Project. RICH will also act as an information handling and dissemination centre for the Project and the participating countries (with possible agreements being developed to expand this function to other sub-Saharan countries as appropriate).

154. This component will also use information to develop awareness and sensitisation packages. A regionally coordinated and nationally implemented awareness and sensitisation programme will increase the understanding of the environmental impacts that can result from tourism and the response mechanisms and strategic tools available to minimise these impacts on the marine and coastal environment (e.g. environmental regulation and voluntary initiatives). Tourism enterprises will learn about the impacts of tourists and supply chains and how to address these and; how environmental initiatives employed worldwide can be replicated in their own organisations and offer substantial cost-savings. Stakeholders will increase their awareness of the range of mechanisms and strategic tools available. Reference will be made to global initiatives targeted at the tourism industry, such as UNEP's Tour Operators Initiative and the World Tourism Organisation's VIST. A national needs assessment at the outset of the project will identify the requirements for the project and pertaining to the specific demonstrations (i.e. Environmental Management Systems, Ecotourism and Reef Recreation). A

regional ‘training of trainers’ programme will expand the pool of qualified personnel able to assist countries in implementing national awareness and sensitization programmes. Appropriate awareness and sensitisation materials will be developed for different stakeholder groups and national a programme and work-plan will be developed and implemented.

Output 4.A: Establish a Regional Information Coordination House (RICH) and an associated Environmental Information Management and Advisory System (EIMAS) that coordinates information and provides guidance and materials for the capture and analysis and dissemination of data pertinent to Sustainable Tourism.

155. A lack of access to reliable information on the coastal and marine environment was recognised as a key barrier to planning and management of coastal tourism related activities. All the countries identified the need for either more information and / or improved accessibility to information held both other agencies in their National Reports produced during the PDF-B. Some countries simply lack sufficient current baseline data while other countries with good baseline data often do not have the capacity to make this data available to the relevant agencies in an appropriate form to assist them in planning and management tourism.

156. In order to overcome this barrier, the Project will develop a **Regional Information Coordination House (RICH)** to handle, store and process information relating to sustainable tourism. The RICH system will provide the following functions:

- a) Coordination and capture of information from the global assessments and reviews of case studies, best lessons and practices for sustainable tourism (as describe in Output 1.A);
- b) Coordination and capture of BAPs and BATs from the national demonstrations (as described in Output 1.B);
- c) Strengthening and/or Development of close linkages between national and regional Projects dealing with diverse issues related to watershed and coastal management that may affect sustainable tourism and its relation to ecosystem management and maintenance of ecosystem functions (including but not limited to those listed in Annex G);
- d) Development of a regional Environmental Information Management and Advisory System (EIMAS);
- e) Coordination and liaison with national EIMAS nodes; and
- f) Development of awareness and sensitisation materials for dissemination through the national EIMAS nodes.

157. The regional **Environmental Information Management and Advisory System (EIMAS)** will be an integrated coastal tourism information and spatial planning tool. The EIMAS will have the ability to store, manage and query large volumes of data on the coastal and marine environment. The type of information will include geographically referenced text and numerical information, as well as vector based and remote sensing raster data types. The system will also allow for the storage of non-spatially referenced information which will be catalogued and a meta-database created with a search facility to allow the nine countries easy access to the data. The EIMAS database, will thereby serve as a management decision-support tool for the appropriate location of sites for tourism facilities, delineation of critical environmentally sensitive areas, and identification of other sources of environmental degradation. The ‘Advisory’ part of the EIMAS will be a proactive strategy for information dissemination to relevant stakeholders and agencies within each country.

158. The full regional EIMAS developed as part of the Regional Information Coordination House and hosted within the NEPAD Coastal and Marine Secretariat (COSMAR) in Nairobi with linkages to the Regional Centre on Integrated Coastal Management in Calabar, established by UNIDO with the support of the Government of Cross Rivers State Nigeria and the University of Calabar (Institute of Oceanography), to ensure maximum utility for the duration of the Project and sustainability of operation at the end of the GEF-financed project. The regional EIMAS will be linked to National EIMAS nodes will be established within each participating country (see Outputs 4.B to 4D).

159. The structure and content of the RICH and the EIMAS will build upon and make use of existing regional and national level initiatives and maintain liaison with UNEP Infoterra, GEF IW: LEARN and Train-Sea-Coast (TSC), the GPA Clearing House, WTO Information system as well as other GEF and LME projects information management systems (IMS) (e.g. WIO-Lab and GCLME). The EIMAS database will draw upon existing sources where possible compiled by National Project Coordinators on existing tourism initiatives, and other coastal and marine programmes. The baseline information compiled, reviewed and included in the system may include:

- Existing hard or soft copy maps of marine and coastal habitats (where available);
- Administrative districts and land use plans and land tenure issues as relevant to tourism;
- Location of existing and planned tourism developments and activities;
- Assessment of the impacts and lessons learned from existing tourism developments;
- Identification of areas in need of remediation / restoration;
- Advantages and benefits of tourism to local communities; and
- Information from other existing and proposed coastal marine GIS initiatives.

160. Some of this baseline information certainly resides in existing national and regional databases but it is not necessarily synthesised or formulated into packages applicable and accessible to the needs of the countries, and the tourism sector. These data are often not appropriate for review and assessment at the policy level, and may not be currently available for distribution so as to be actively disseminated to the appropriate target audience and stakeholders for action. The development of direct linkage and coordination between the RICH and the national EIMAS nodes should help to ensure that the appropriate information is delivered to the appropriate target stakeholder in an updated and peer-reviewed condition as well as allowing target stakeholders and national policy makers to specify their information needs.

161. Standard data formats will be agreed and a database structure will be developed alongside a metadata database to catalogue existing datasets to meet the needs both of the project and to ensure its compatibility and its utility in the long term. Data ownership rights and copyright issues will be resolved where necessary. The regional EIMAS will be accessible online and distributed on CD to National Project Offices. The activities to be implemented under this sub-component are also linked directly to the activities on database/information management in the demonstration projects under Component 1 and the need to assess and review other case studies and BAPs/BATs.

162. Each country will identify and strengthen a national EIMAS node to cooperate with RICH and to provide (and access) information relating to the regional EIMAS. Training and Capacity building for these nodes will be addressed through Component 3, following an assessment exercise carried out as part of Output 4.B.

163. The RICH will also fulfil an important regional and national function in developing awareness materials for all sectors, as well as very specific policy level sensitisation briefings. These materials would be circulated to the EIMAS nodes in each country for effective targeting and distribution. Information on the project will also be widely disseminated through the GEF IW:LEARN, the GPA Clearing House, WTO Information system as well as other GEF and LME projects information management systems (IMS) (e.g. WIO-Lab and GCLME). In addition, project information will be disseminated at various international fora (international waters and tourism-related and the partnership with UN-WTO will enable this dissemination in global tourism fora).

164. Countries will be asked to sign a formal agreement to provide specified information to the RICH and the EIMAS in support of the development and long-term maintenance of sustainable tourism approaches within the region.

Output 4.B: Identify national data capture and management needs (including GIS, mapping, zoning, monitoring, presentation, etc)

165. The training and capacity needs assessment (Component 3) will help to identify national requirements (trained personnel, hardware and software). However, the EIMAS will coordinate with

each country to identify specifics in relation to national data capture and management needs. A regional ‘training of trainers’ programme will create a pool of qualified personnel able to assist individual countries in using the EIMAS. Appropriate EIMAS training materials will be developed through Component 3 (in coordination with the RICH) for different stakeholder groups and a programme and work-plan will be developed and implemented as part of Component 3, nationally through the Regional Project Coordination Unit with the technical support of the NEPAD COSMAR and the Regional Activity Centre in Calabar. NEPAD COSMAR will play a lead role in the capacity building activities.

Output 4.C: Develop national models for Environmental Information Management and Advisory Systems (including feedbacks between data gathering and policy-making needs).

166. RICH will also work closely with the regional EIMAS to develop standard models and guidelines for national EIMAS that would become part of the overall National Sustainable Tourism Management Strategies. These models will be specifically designed to provide a two-way information flow so that a) appropriate data captured at the ‘field’ level is packaged effectively and delivered to the relevant policy- and decision-makers, and b) these same policy- and decision-makers can request specific information and supportive data on pertinent and topical issues or concerns requiring their urgent (or long-term) attention. One critical need that must be addressed through this Output is the identification of sustainable funding mechanisms and support for these national EIMAS. It is imperative that the countries realise the value and the national benefits of such agencies within their decision-making process. If the national EIMAS models are properly designed and functional then they should become self-justifying politically in that management decision makers and policy level stakeholders will realise their value and the need to ensure their continued function. Meanwhile, the need to identify specific funding would be a responsibility under Output 2.B.

Output 4.D: Implement national work-plans for EIMAS adoption and institutionalisation

167. The EIMAS would be established initially at the nationally selected nodes in each country and would receive training and capacity building (as identified through Output 4.B and delivered through Component 3) to fulfil their ultimate role as information management systems that advise (and respond to the needs of) senior national sectoral managers and policy makers. The full adoption and institutionalisation of this integrated EIMAS within each country would be included as part of the overall adopted National Sustainable Tourism Management Strategy,

Output 4.E: Develop and implement national delivery programmes for targeted awareness raising packages and policy level sensitisation

168. The RICH will develop strategies for targeting and delivery of its awareness and sensitisation information at the national level. The information packages would be delivered to the national EIMAS nodes and support and training would be provided for the effective dissemination and delivery of such materials. Close attention would be paid here to the valuable role that can be played by national and regional NGOs in successful awareness delivery, particularly at the public level (communities, media, educational establishments, etc). Very specific packages would be developed targeting senior management and policy-makers and careful consideration will need to be given to the design of delivery vehicles for this information to this level of stakeholders.

COMPONENT 5: PROJECT MANAGEMENT COORDINATION, MONITORING AND EVALUATION

OUTCOME: Established Project Management Capacity and Institutional Mechanisms

BASELINE: No Project Coordination Unit in absence of Project so not effective. No specific regional coordination body appropriate to the project objectives and deliverables. Limited or absent national coordination mechanisms for sustainable tourism issue. Limited participation of private sector

partnerships, joint ventures etc. IW indicators not a requirement until Project under implementation. No Project M&E plan adopted until project adopted. No comparable M&E plan for sustainable tourism exists outside of Project. Limited or absent sustainable tourism

GEF Financing: US\$ 160,000

Co-Financing: US\$ 3,222,955

169. This Component addresses the overall project management, steering, reporting, monitoring and evaluation processes. This component will establish effective project implementation and coordination at both the regional and national level to ensure that the proposed Outputs are delivered and the overall objective is achieved. Project management will be orientated through the Project Coordination Unit (PCU) which will handle the day-to-day project issues and requirements. Reducing the impact of tourism in sub-Saharan countries will benefit by a region-wide mechanism to enhance participation, coordination and knowledge-sharing between the range of stakeholders (local communities, agencies and private businesses) involved in tourism related activities. There is also a need to coordinate and cooperate with other existing initiatives dealing with different aspects of coastal and marine management to establish a truly integrated approach, and this will be a further responsibility of the PCU.

Output 5.A: Establish Project Coordination Unit

170. A PCU will be established and staffed as defined in the **Implementation Arrangements** (below). The Project Coordination Unit has overall responsibility and accountability to the Regional Steering Committee (which includes the EA and IA). The PCU will play an important role in coordination and integration of needs and deliveries throughout the Project lifetime. However, some of the functions of the PCU will extend beyond the Project life and there is a need within the Project to identify responsibility for this function post-project as part of the assessment and development of objective sustainability. As noted under Output 2.C, the complete implementation process for the National Sustainable Tourism Management Strategies (with all their associated policy and legislative reforms and institutional realignments, training and capacity building needs, etc) will almost certainly extend beyond the lifetime of the Project funding for a number of countries. In this context it is vital that the Project leaves in place a suitable mechanism for overseeing the implementation processes and for evaluating and monitoring the long-term efficacy of the Strategies. As part of this output, the PCU must assess its own role (as well as that of the RICH) in the light of other regional organisations and decide on a long-term strategy for maintaining these functions. Options would include vesting responsibility under another regional organisation at an appropriate point toward the end of the Project, or creating a 'role-over' regional body that is effectively the PCU under a different regional guise and with an alternative source of funding (possible from national contributions).

Output 5.B: Establish Regional Coordination Mechanisms (Steering Committees and Technical Advisory Groups)

171. A **Regional Project Steering Committee (RPSC)** will be established to provide regional project ownership and oversight. RPSC membership will consist of all the national Project Focal Points, two representatives from each country (from Ministries of Environment and Tourism), UNEP, UNIDO, UN-WTO, one or two representatives from the private sector (for the region) and one or two representatives from NGOs/CBOs (for the region). Overall project decision making at the policy level will be the responsibility of the RPSC which will function as the primary policy body for the participating countries. The RPSC will be advised by the Regional Technical Advisory Group (see below) which will consist of regional and/or international experts with particular specialist knowledge.

172. A **Regional Technical Advisory Group (RTAG)** will be established consisting of suitably qualified regional or international specialists to provide specific technical advice to the Regional Project Steering Committee (RPSC) on all project-related issues on an 'as needed' basis. Members of the RTAG may include representatives from partner agencies (UNIDO, UNEP, WTO, GPA, AU-

STRC, etc) but may also include technical and scientific experts, such as experts in EMS or coral reef ecology, or coastal zone management planning experts. Co-opting of additional experts will be endorsed by the RPSC at the request of the RTAG, PCU or individual countries and would be for a specified period.

173. Further details of the functioning and responsibilities of both the RPSC and RTAG are highlighted under the section on **Implementation Arrangements** below.

Output 5.C: Establish National Coordination Mechanisms (National Stakeholder Committees and Technical Advisory Groups)

174. Partnerships arrangements will need to be addressed early on in the project. Establishing such arrangements requires careful stakeholder analysis, consultation and risk assessment on the part of the individual partners and can benefit from impartial advice and assistance in negotiation due to the mistrust that can arise between non-traditional partners, with often conflicting organisational cultures, and with potentially complex roles.

175. To accommodate for this, and ensure the establishment of successful partnership arrangements multi-stakeholder **National Partnership Meetings** will be held immediately following inception (2-3 meetings in the first 6 months). The specific purpose of these meetings will be three-fold. First they will present the private sector, community and government agencies with potential incentives and benefits of tri-sector partnerships, as identified in Output 1.1, so as to encourage and fully engage their interest and commitment. Second the meetings will provide the opportunity to analyse specific partnership relationships (at the national and local level) between the private sector, communities and the public sector to achieve Project aims. The agreed arrangements will be captured through an MoU or LoA between the Private and Public Partners and the Project. Third, the meetings will agree upon how the partnerships established through the Project can be monitored both to assess progress and determine the benefits of partnerships at both the national level and within the region³³.

176. **National Stakeholder Committees (NSC)** will be established in each country oversee national implementation and project activities. These NSCs will have a representative membership from the public and private sectors. Initial Stakeholder Committee membership will include: Ministries of Environment, Tourism, Economic Planning, Land Use, Industry, Culture & Heritage, Finance, Coastal State/Provincial Governments, National tourism administrations; Tourism marketing authorities, Town & country planning authorities, Ministries of Local Government, National Parks Authorities, Marine Parks Authorities, NGOs, Local Communities, Hotel and Tourism Associations, Tour operators; Chambers of Commerce & Industry. The NSCs will deal with national policy issues related to the broader project goals as well as to the demonstration projects. The NSCs will provide guidance and ensure coordination of a wide range of National institutions and organizations directly responsible for the implementation of the Project at the National level. The NSCs will meet on an as-needed basis to promote and give validity to the cross-sectoral approach of the project at the national level.

177. A **National Technical Advisory Group (NTAG)** will be established in each country, with intersectoral stakeholder membership, to advise the National Steering Committees on all national technical issues related to the project, including national demonstration activities

178. Further details of the functioning and responsibilities of both the NSCs and the NTAGs are highlighted under the section on **Implementation Arrangements** below.

³³ Warner (2002) Monitoring tri-sector partnerships. Business Partners for Development, Natural Resource Cluster Working Paper 13. <http://www.bpd-naturalresources.org/media/pdf/working/wp13a.pdf>

Output 5.D: Adopt appropriate indicators and necessary M&E procedures (including assessment and evaluation of post-project sustainability)

179. Standard M & E practices will be adopted as per Implementing and Executing Agency and GEF requirements. These are covered through a Project M&E plan (see section on **M&E** below). In order for this M&E to be effective the Project will need to identify suitable indicators. The Logical Framework provides effective measurable indicators of project achievement and delivery. However, the Project will also need to identify appropriate indicators for monitoring actual improvements in sustainable tourism at the national and local level as part of the design of the National Sustainable Tourism Management Strategies and development and adoption of these as a standard throughout the participating countries would be a necessary deliverable under Component 2. Such indicators should ideally follow the standard International Waters approach whereby they include Process, Stress Reduction and Environmental Status Indicators. A specific set of indicators will also be developed for tri-partite partnerships agreements to assess the value added benefits accrued at both the regional, national and local level.

180. It will be important to follow the progress of the Project deliverables and the maintenance and sustainability of the overall objective beyond the lifetime of the Project as a) a number of the deliverables may not be completed within the Project lifetime (see explanation under Output 2.C. and Output 5.A.), and b) the project cannot truly maintain it has achieved its objective unless that objective is shown to be sustainable beyond the Project lifetime. In this context the Project will need to identify a mechanism for Post-Project Evaluation. This would be part of the same mechanism (as identified under Output 5.A) that will be required to replace or consolidate the role of the PCU beyond the project lifetime.

END-OF PROJECT LANDSCAPE – THE PROJECT OUTCOME

181. 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. This will have captured their needs and requirements in respect of specific land-based and contaminant related threats and impacts and the ability to address these with Best Available Practices and Best Available Techniques. The Strategies will have been specifically customised to the needs of the country in this respect using best lessons and practices both from within the system boundary and external to it. Every country will also have received targeted training and capacity building to suit their personal requirements. Each country will have an active EIMAS that is linked directly to the regional EIMAS at the Regional Information Coordination House. The RICH will act as a clearing house for sustainable tourism information and latest technologies, innovative practices and lessons. It will also provide the countries with up-to-date awareness and political sensitisation packages delivered specifically to the targets for which they are designed. National and regional awareness and sensitivity will have been significantly raised and decision makers at the senior management and policy level will be fully familiarised with the cost benefits of sustainable tourism, the long-term need to manage and maintain coastal ecosystem functions and services, and the social and economic benefits of such actions, This awareness will also have grown within the private sector which will have received specific training and capacity building in more sustainable techniques for tourism including EMS , EMA and other techniques. Communities and individuals that are dependent on the cost for their livelihoods will have been empowered through participatory management processes and their quality of life and welfare improved through the adoption of alternative livelihoods which are not only more sustainable and supportive of ecosystem functionality but are also more economically viable and rewarding. Globally their will be noticeable benefits by way of securing the long-term survival and protection of coastal habitats and species of transboundary significance, reduction in LBS pollution and contamination within the sensitive coastal zone and marine waters of the participating countries and their neighbours, and the provision of highly replicable and active demonstrations of Sustainable Tourism Management Strategy implementation within each country. The major delivery form the Project at the national level will be guidelines and real mechanisms/strategies for policy and legislative reforms that will reduce land-based and contaminant related impacts from tourism

182. The Demonstration Projects will aim to strengthen existing environmental policy, legislation and institutional arrangements (as appropriate) in order to promote and successfully deliver reductions in pollutants and general mitigation of coastal degradation arising from tourism-related contaminant impacts. The Demonstration Projects will further aim to identify and test Best Available Practices and Best Available Technologies for improving the control and mitigation of the effects of contaminants and pollutants. The lessons and best practices arising from the Demonstration Projects (as per Output 1.2) will be integrated with identified lessons and best practices from other areas and initiatives around the world (as per Outcome 1.1) to provide lessons and guidelines for the development of national legislative and policy models and strategies focussing on the reduction of pollutants and contaminants arising from the tourism sector (as per Output 2.B and as implemented through Output 2.C).

183. In particular, the 11 national and local level demonstrations will provide lessons and best practices for the overall strengthening and improvement of policy and regulatory frameworks by testing and proving the following actions and strategies:

- National Tourism Policies revised and expanded to cover requirement for mitigation and reduction of tourism-related pollutant and contaminant impacts
- Development and implementation of Responsible Tourism Guidelines)
- Evolution of appropriate institutional mechanisms for stakeholder implementation and enforcement of tourism plans and particularly ecotourism policies (including involvement and meaningful participation of coastal communities)
- Development of model policies for controlling development and potential contaminants in ecologically sensitive areas (particularly through the use of zoning and land-use policies, and designation and establishment of protected areas with stricter controls and regulations on impacts)
- Development of policies that support community based management of coastal resources addressing such issues as poorly sited facilities, illegal settlements, land ownership security, and encouragements of alternative/improved livelihoods directly linked to reduction of contaminants and mitigating degradation of coastal resources.
- Resolve policy and legislative issues related to overlapping responsibilities and mandates of authorities
- Development of clearer understanding and sensitisation at the policy level and at the management/director level within agencies responsible for monitoring and enforcement of legislation.
- Identify and test mechanisms for effective enforcement of agree national policies and legislation such as those that relate to water conservation, cumulative impacts from contaminants, maintaining ecosystem services that prevent sedimentation and erosion, etc.
- Identify and test mechanisms for enforcement of regulations regarding tourism development and natural resource use and extraction within protected and sensitive areas
- Build capacities and expertise at all levels, and within all sectors to understand and support legislation and regulations relevant to natural resource use, land designation and establishing ecotourism businesses

INDICATORS & RISKS

184. The Project Indicators, Risks and Assumptions are listed in the Main Logical Framework (Annex B) with more specific Indicators for the Demonstrations listed in Appendix A. For the overall Project, there are three main Indicators. The first indicator would be the adoption by the participating countries of sustainable tourism management and development policies and strategies that clearly reflect the objectives of GEF and the aims of Operational Programme 10, with particular focus on Land-based Sources of Pollution (LBS) and embracing the concepts of the Global Plan of Action for LBS. These strategies require formal participation by private sector stakeholders in the coastal tourism hotspots. 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 are making a commitment, through their formal endorsement of the project and through co-funding arrangements, to the aims and objectives of this Project. In signing up to this Agreement between GEF and the Countries they are making a statement of confirmation that they will endeavour to fulfil these objectives and will cooperate positively in negotiating and adopting sustainable tourism management processes and policies. The importance of type 2 voluntary (i.e. not by international or regional treaty) partnerships has been emphasised by a number of international meetings (e.g. WSSD). The governments of the countries are expected to actively encourage such partnerships with assistance from GEF in identifying suitable arrangements and groups. Such partnerships will need to be carefully identified, negotiated and encouraged in order to strengthen the participation and integration of private and community based organisation into the planning and management process. Examples and existing partnership models exist for private sector involvement in sustainable tourism management and other sectors (e.g. mining, oil and gas) and these models will be reviewed and the incentives and benefits for all tourism stakeholders (public, private and civil society) will identified. The models implemented through the national demonstration activities which will serve to confirm and to fine-tune the real potential for this involvement. Reforms of policy and legislation will focus on encouraging public-private partnerships through incentives, and the Project will aim to demonstration the clear benefits of such arrangements to both parties and to the each country's national policies and management strategies for tourism.

185. The second main indicator would be the noticeable reduction in the stress to the coastal and offshore environments as a result of unsustainable tourism, which will be confirmed through measurable target indicators to be defined per country at implementation (e.g. water quality, critical habitat distribution and/or species numbers, energy / water consumption per head, number of tour operators implementing EMS, visitor awareness etc.). This indicator assumes that there will be sufficient human resources to be trained in the tools and techniques needed to help monitor the reduction in the impacts of sustainable tourism. This indicator also assumes that the private sector will be willing to participate in the training and adopt the measures required (e.g. voluntary self-regulation). Access to sufficient human resources can be a problem within a GEF project but a lot of effort has already gone into the region to assist in capacity building and training and there should be sufficiently trained personnel in most if not all countries to take on the responsibilities required by the Project. The Project contains a comprehensive training and needs assessment and the development of targeted capacity building programmes which should address gaps associated with human resource availability and technical competency. The risks and assumptions associated with the private sector compliance will be addressed through the Partnership Incentives and Benefits Analysis and National Partnership Meetings, as well a the awareness raising activities implemented through the project.

186. The third indicator will be the improvement of benefits from tourism to host communities (e.g. through enhanced alternative livelihoods, secured access and landing rights, etc). There are three risks and assumptions here, that: (i) alternative' livelihoods are attractive to individuals, and continue to generate returns and are sustainable, (ii) there are sufficient opportunities for alternative livelihoods, and that government legislation protects community rights (access to beaches and landing sites), (iii) governments are willing to make the necessary institutional and legislative reforms to ensure that the benefits from key tourism assets are indeed transferred to the local community, OR that the private sector ensure that the local communities are given such rights (e.g. through public access to beaches etc). The need to find options for providing attractive alternative livelihoods (to move individuals and communities away from existing non-sustainable practices) is an in-principle risk but it is more than likely that there are a number of avenues that can be explored in this context. Eco-tourism is a growing business and there are plenty of opportunities for attracting tourist revenues that will actively focus on this aspect of tourism. Furthermore, in many cases where activities are realigned from being non-sustainable to sustainable there is a saving to be made by way of reductions in wastes or re-use of excess or previously unused products and materials. The most concerning, and uncontrollable risk associated with establishing eco-tourism projects would be the occurrence of adverse or unavoidable climatic (e.g. coral bleaching or droughts) or political influences that either degrade the local tourism assets and / or result in the loss of tourism potential or viability (e.g. civil war, terrorism threat). This risk is very difficult to predict, or mitigate for. Countries in both east and west Africa regularly

experience droughts, and the countries in east Africa have been affected by coral bleaching, moreover several of these countries have been affected by either civil unrest, terrorism or other political disturbances. The individual Risks and Assumptions are now discussed by Component.

Component 1:

187. This Component represents the major investment and highest priority delivery-wise within this Project. The entire Component focuses on capturing global Best Available Practices and Best Available Technologies (BAPs and BATs) and demonstrating these strategies and capturing regionally applicable lessons and practices for use in the development of model guidelines and reforms in Component 2. If this is to be effective then the Component needs to capture the most up-to-date examples of BATs and BAPs from within and beyond the region, and this will be achieved through the global review of BATs and BAPs to be coordinated through the PCU in coordination with the National Project Offices. The Project will also need to ensure the active and willing involvement of tourism stakeholders in the demonstration of the national demonstration of BATs and BAPs.

188. The success of the Project depends upon the Private sectors willingness to embrace the overall concept of sustainable tourism and to participate. There needs to be a clear demonstration of the benefits of such commitment and action, and the disadvantages of not engaging in such a participatory strategy. This will be addressed through the Partnership Incentives and Benefits Analysis which will identify this information for all stakeholders including the private sector. The analysis will require actions on the part of the Project to gather and present such information and a commitment from private sector representation to review presented information and examples. The Project will expect some assistance and guidance from its national partners (through the Steering Committee and the national Lead Agency) to access and evolve good working relations with appropriate private sector partners. The Project will implement National Partnership Workshops to provide the opportunity for all tourism stakeholders to understand the benefits of such partnerships, and the demonstrations will allow for the testing of such partnership models. Specific indicators will be developed to assess and monitor the progress of public-partnership to clarify the benefits of such partnerships in order to support their widespread replication elsewhere.

189. Finding case studies and applicable lessons for sustainable tourism should not present a problem for the Project. BAPs and BATs are growing and numerous and there are many examples of innovative approaches not within the tourism sector that link directly into environmental management and ecosystem maintenance. The demonstrations themselves are specifically designed to deliver best practices for sustainable tourism. These demonstrations will need to be closely monitored to ensure that they deliver on time if the Project is to meet its commitments to incorporate lessons and best practices from the demonstrations into the National Sustainable Tourism Management Strategies.

190. Given that in most of the participating countries levels of environmental awareness by the tourism sector is relatively low, there is a potential risk of low implementation levels. For example, there may be less hotels undertaking EMS by the end of the project. The project intends to mitigate this risk by building an effective awareness campaign, identifying senior industry champions to push forward the cause, establishing environmental award schemes and training programmes. The project management structures are designed to ensure a high level of stakeholder participation in order to cultivate and develop strong partnerships between the private sector, local communities and government agencies.

191. In order to maximise the global, regional and national benefits of the Projects outputs, the Project will also need to ensure that the lessons and best practices developed and refined through the national demonstrations are based upon regionally representative and realistic scenarios. The sequence and criteria for selection of the national demonstration activities is discussed in Appendix A - The Demonstrations along with the summaries for each national demonstration. From this it is evident that due process has been followed to ensure that national demonstrations are (a) addressing high priority regional issues, b. that these are also of national priority, and (b) the sites selected are the most appropriate sites for such demonstrations (e.g. Hotspots and Sensitive Areas).

Component 2:

192. The review of existing policy and regulatory arrangements governing tourism within the participating countries, and to seek input from the countries on appropriate reforms will require full cooperation of the participating governments. This will require open and transparent cooperation by governments with the Project, and in particular, access to the relevant agencies such as the Attorney General's offices, Finance Offices, etc. With respect to this arrangement being a condition of Project endorsement, the Project itself agrees to treat each country's information in confidence and with sensitivity.

193. The BATs and BAPs identified through Component 1 will be used to develop best practice models and guidelines for the region that can be streamlined and fine-tuned to meet specific individual country needs (and even those of certain localities within a country). Indeed the capture of lessons and best practices from Component 1 be critical to the delivery of Component 2. The model guidelines will be of little use unless they are made available on time and to the appropriate agency, and the flow of information will depend upon the efficient operation of the Regional Information Clearing House (RICH) and the regional and national level Environmental Information Management and Advisory System (EIMAS) to be established through Component 4. The utility and applicability of these guidelines will also require that the governments are willing to accept and act upon the information provided. This will require two clear and serious commitments: (i) the Project will successfully evolve suitable models of BATs and BAPs and (ii) governments and private sector business enterprises will embrace the guidelines and practices being transferred for replication at the national level.

194. National government will be able to draw selectively upon these model guidelines in the development of their National Sustainable Tourism Management Strategies. However they must be prepared to reform policy and legislation in order to embrace new practices for sustainable tourism management and such commitment to cooperate with the project in identifying appropriate measures and potential reforms is implicit in endorsement of the Project. A primary risk to the success of the overall Project Objective is the uncertainty regarding whether countries will be prepared to adopt the National Sustainable Tourism Management Strategies. It is difficult to address this risk before approval and implementation of the Project and much will depend on the success of the BAPs and BATs an national demonstrations as well as the negotiations under Component 2 to find suitable strategies, practices and mechanisms appropriate to each country's specific needs. However, in endorsing the Project the countries are recognising the need to follow this route and the entire and detailed stakeholder preparation from the early days of the Cape Town Declaration in 1998 (which led to the African Process for the Development and Protection of the Coastal and Marine Environment) and then through this current PDF Process have been clearly leading to the intention of making such reforms. The Background section lists in some detail the level of commitment already displayed by the countries within the various Conventions and Agreements. The Project has recognised this concern and will begin the process of negotiation and high level political awareness raising at an early stage will providing, in parallel, modal regional guidelines for adoption on specific pressing issues. Part of the success of this process will also depend on an effective information handling and management system and a detailed cost benefit analysis which will clearly demonstrate the importance of sustainable tourism at the policy level. It is expected that this process will also help to convince governments of the need to make appropriate human resources available for training and institutions for capacity building.

Component 3:

195. This Component will improve national capacity for managing and implementing sustainable tourism by delivering targeted training and capacity building packages appropriate for national implementation, based upon multi-stakeholder assessment of training and capacity requirements. The emphasis here will be upon addressing the needs in relation to developing a fully integrated approach to sustainable tourism. The project recognises that multi-stakeholder training and capacity building will only be effective and sustainable if (a) the appropriate institutions / stakeholders are identified and agree to cooperate and (b) there is specific support provided to build national institutional capacity as well as more general training programmes (c) training programmes are embedded within a regional /

national institution to ensure the sustainability of these efforts. Training and capacity building packages will be developed that are appropriate to meet national and sectoral requirements, alongside workplans and implementation schedules. There is an assumption here that sufficient expertise will be available to develop such packages. However the Project is supported by agencies such as UN-WTO and UNEP, and UNIDO, whose various divisions and branches have specific expertise in these areas, and existing resources will be utilised and built upon where appropriate.

196. The successful implementation of the training and capacity building for sustainable tourism will depend upon governments, agencies and other relevant stakeholders being willing and to undergo training. Government agencies will be keen for staff to receive training as long as this is done under conditions of a 'Train-and-Retain' program. Stakeholder groups will understand potential benefits of adopting sustainable practices through awareness raising strategies, and National Partnership Meetings. Again, government commitment in endorsing this Project must be seen to extend to formal support for institutional strengthening linked to policy and legislative reforms which will be reflected in the active development of funding mechanisms and allocations (formally adopted during the project lifetime) to secure the sustainability of such administrative and technical support to sustainable tourism management.

Component 4:

197. The successful establishment of the Regional Information Clearing Mechanism (RICH) and the Environmental Information Management and Advisory System (EIMAS) will be critical for the coordinating and disseminating information and for the sustainability and replicability of the Project outputs within and beyond the region. One essential function of the RICH system will be the capture and sharing of BATs and BAPs from Component 1 and the demonstration activities, and the packing of this information into models for dissemination to the countries for implementation through Component 2. There will therefore need to be a two-way flow of information between the RICH system, and the regional EIMAS and national EIMAS nodes. It is vitally important therefore that a good working relationship and trust is developed between National Focal Points, national agencies and the regional coordination system.

198. Accessing and sharing information is a frequent problem in multi-country regional projects but GEF has much experience in this field as has UNEP. The Project will aim to get each country to formally agree on the provision of appropriate information for the EIMAS and the RICH as well as in support of the various output activities. Countries will be asked to sign a Memorandum of Understanding or Letter of Agreement, and any reluctance on the part of countries can be discussed by the policy level stakeholders and resolved at the Regional Project Steering Committee level. Again, it is important that governments recognise that endorsement of the Project indicates agreement in sharing such documentation and ensuring that documents are circulated and acted upon as appropriate.

199. The effectiveness of the RICH system and EIMAS will be shown through positive improvements in the analysis and distribution of information relating to sustainable tourism, and that this information reaches the intended levels in an appropriate and easily digestible format (i.e. decision makers). This does however assume that politicians and decision-makers are willing to make use of the system and request information and moreover that they are willing act on the information and guidance provided, even if it conflicts with economic and development strategies. High level awareness raising activities amongst the relevant government agencies should allay suspicions about the legitimacy of the information provided and lead to a heightened recognition of the potential utility and power such a system can provide.

200. In order for the awareness and sensitisation programmes to be effective there would need to be active national support. The awareness elements will be focussed at educational establishments and the media within individual countries (although packages would be developed to suit regional requirements). Sensitisation would be aimed at senior level public and private sector policy-makers and technical managers and directors. It is important in endorsing this document that governments realise that they are committing themselves to allowing and supporting such awareness and sensitisation activities. This will require not only access to senior civil servants but actual positive cooperation by those individuals, through a government policy, to ensure such access and the

opportunity to address them and seek their feedback. Educational establishments, through their appropriate Ministry, will need to provide access and time for awareness programmes to be effective.

Component 5:

201. Risks and Assumptions under Component 5 relate more specifically to Project Management and its coordination, along with overall monitoring and evaluation of Project performance. It is very important that appropriate representation is made available from each country for the Inception Workshop. These workshops are now recognised as being vital to the smooth running of a project. They provide an opportunity to discuss responsibilities and accountabilities for activities and deliverables within the Project, and define the timescale as well as the appropriate coordination and communication mechanisms and pathways. They also provide a clear indication of how Project monitoring and evaluation will be carried out, who is responsible for this (by way of reporting, etc.) and what the purpose of the formal Evaluation processes will be. The National Partnership Workshop will also be essential as they will inform private sector formalise the private partnership arrangements

202. The Project requires a PCU be set up to serve a multitude of functions as identified in the Components and Outputs. While support would be given to the functioning and infrastructure of this PCU during the Project lifetime (e.g. funding support for an EIMAS System) financial sustainability beyond the GEF assistance would need to be negotiated if the PCU were seen to be a long-term regional commitment.

203. One clear risk to Project success and delivery would be inappropriate representation on the Steering and Technical Advisory groups at both the national and regional level. The Steering Committees at both levels must be seen to be a senior level policy body guiding and steering project activities and dealing with sensitive policy and political issues. Without this the Steering Committees will be unable to make critical decisions without constant referral to a higher body. Technical Advisory Groups also need to be at the senior Director level (although field scientists have a valuable input at this level and may be co-opted as required) if they are to be effective in advising the Steering Committee and if their advice and recommendations are to be treated seriously.

204. The Indicators will be presented to the countries again at the Inception Workshop to impress on each National Project Focal Point the specific requirements for delivery from the Project. At the same time the Risks and Assumptions will be addressed individually to further remind countries of the commitment that has been made in endorsing and signing this Project.

SUSTAINABILITY

205. Sustainability is a central theme of the proposed project. The national demonstrations of BATs and BAPS for pollution and contaminant reduction will provide ground-level examples of more effective sustainable tourism within the countries. Targeted demonstration and capacity building projects will help build awareness in the participating countries, strengthen inter-sectoral cooperation, and private and civil society participation, and serve as a means to develop best practices solutions and formulate policies for innovative inter-sectoral approaches to address the barriers to sustainable tourism. Information exchanges will be integral to the experience, through which capacity will be built and lessons learned derived for wider application in the region. Central themes to the project will contribute towards poverty reduction in rural coastal areas by providing complementary livelihood strategies through participatory sustainable reef-based tourism development and sustainable natural resource management. The introduction of mechanisms to secure institutional and financial sustainability will support efforts by the participating countries to stimulate sustainable growth. Financial sustainability will be promoted by working with the private sector to design and implement “user pays” strategies to provide funding for sustaining activities aimed at protecting transboundary waters and coastal biodiversity of coral reefs. The collection of fees and or donations can be included in the management plan as a way of raising funds to ensure maintenance and meeting recurrent costs of the project. Collection of fees can be another opportunity for education and additional donation collection. Clear communication and cooperation between conservation authorities, the formal and informal private sector and local reef-users is required. This will ensure for the sustainability of the project in terms of its financial requirements.

206. In summary, the project addresses sustainability in the following ways:

- *Targeted capacity building:* The project design emphasizes human resource capacity building at two levels. First, the project will support specific, targeted training activities for leaders in local communities in the watersheds of the project sites, empowering local communities to participate in sustainable use of natural resources, and increasing stakeholder capacity to jointly plan, manage and monitor biodiversity conservation and sustainable use of the coastal zone. This training will provide much needed empowerment to these communities which tend to fall behind their more urban counterparts, in terms of capacity. Second, activities will be implemented to build local and national capacity for coastal zone planning, biodiversity conservation and natural resource management. Both of these levels of activities will contribute to the long-term sustainable management of natural resources, including coastal biodiversity of global significance. Embedding training modules into local tourism and environment training institutions have been in-built into the capacity building elements. In addition, trainer-of-trainers courses will be provided, to ensure that there is a supply of local trainers able to continue delivering training.
- *Awareness raising and outreach:* The project will commence with an intensive awareness raising campaign. A significant proportion of the effort will be targeted at senior levels within the tourism industry which will create an enabling environment for the project and to identify potential environmental “champions” within the industry. The awareness raising efforts combined with capacity building elements will also enable the tourism industry to better engage with policy makers on environmental issues. The project also lays the foundations for establishing a strong regional eco-certification scheme. The strategy developed for the certification scheme will be based upon the experiences of all the participating countries, so that it is appropriate to the needs of the African coastal tourism whilst at the same time achieving good brand recognition and credibility in the international market place in the long term.
- *Self regulation* By strengthening environmental regulation requirements as well as establishing buy-in for voluntary environmental regulation by the industry, the project will stimulate markets for demand and provision of environmental goods and services. In order to achieve financial sustainability, it is proposed that a fee system for advisory services on EMS is established. Initially, these will be nominal fees (for example just covering food and venue expenses in the training courses or receipt of environmental audit services at highly subsidized rates). The fee levels will increase during the course of the project as it demonstrates the value of the assistance it can provide.
- *Alternative livelihood options for communities:* The project seeks to test and develop alternative livelihood strategies for local communities to help them establish and maintain a minimum basis from which to escape the poverty trap that is stifling local development.
- *Multi-sectoral institutional framework:* A multi-disciplinary team will be established to bring together the scientific and technical community with public authorities to share knowledge and practices for coastal zone conservation and disseminate the results to the country and the world.
- *Participation:* The project will adopt participatory planning mechanisms and strategic partnerships with stakeholders, as well as social assessments and monitoring of conditions, to ensure sustainability of the approach to biodiversity conservation. The project will ensure strong private sector participation with private sector associations that are representative of the tourism sector, and likely to become significant drivers of environmental initiative in the future.
- *Alternative financing:* The project will fund studies to determine alternative approaches for funding coastal management, especially the establishment of protected areas, other than from the Government budget. The EMS demonstrations project will identify economic instruments to encourage investment in environmental management systems by hotels. By the end of project situation, it is expected that viable mechanisms would have been put forward to governments for adoption. The ecotourism demonstrations once implemented, should be financially self-sustainable as a result of revenues derived from ecotourism. An effective monitoring process will need to be ensured,

in order to identify any problems that may arise and to ensure that appropriate additional support / training can be provided as and when required.

STAKEHOLDER PARTICIPATION

207. The main stakeholders that will participate in the project include governments and parastatal agencies (including public utilities bodies), participating hotels and other tourism establishments, environmental and other NGOs, local government authorities and host communities. The Governments would provide office accommodation for the National Project Offices, organize and constitute the National Stakeholder Committees and also provide a representative from the Ministry of Environment to chair the country stakeholders committees. The Governments will participate in discussions for the harmonization of policy and regulatory frameworks and implement agreed policies and legal reforms. It is also worth recalling the governments of the eight countries have recognized the implementation of sustainable coastal tourism development policies and strategies as national priorities and have committed to the successful implementation of this project. In addition, all the eight countries, through their GEF Focal Points, have fully endorsed the formulation, submission and implementation of this project.

208. Stakeholders have participated in the development of the project and their continued participation will be assured by the consultative arrangements through project implementation, the multi stakeholder National Partnership meetings, whereby each party stands to benefit from the implementation of improved environmental management and performances. In addition to national bodies, local, regional and international private sector tourism operators will participate in the project, such as major tour operators, airlines and international hotel chains. The initial list of participants that has agreed to join the project is provided in Appendix A - The Demonstrations², however the number of participants is expected to expand considerably following inception and the multi-stakeholder National Partnership Meetings. In summary, at the country level, National Stakeholder Committees will be established to coordinate project activities and ensure that decisions of the Steering Group are implemented in the countries. Composition of the National Stakeholder Committees will include: -

- National tourism administrations;
- Tourism marketing authorities;
- Ministries of Environment;
- Ministries of Tourism;
- Ministries of Land Use / Planning;
- Town & country planning authorities;
- Ministries of Industry;
- Ministries of Culture & Heritage;
- Ministries of Local Government;
- National Parks Authorities;
- Marine Parks Authorities;
- NGOs;
- Local Communities and CBOs;
- Hotel Associations;
- Tour operators; and
- *Chambers of Commerce & Industry.*

209. The Project is a follow up of the “African Process”, and will contribute to the implementation of the Coastal, Marine and Freshwater Component of the Environment Action Plan of the New Partnership for Africa’s Development (NEPAD), and relevant sections of the WSSD Plan of Implementation. In addition the project will complement the activities of the *Convention on Biological Diversity (CBD)* related to sustainable development, biodiversity conservation and management of tourism and assist local communities inhabiting tourism sites to develop sustainable livelihoods from coastal and biological resources of tourism interest. The project also has broad links with international (and regional) programmes to reduce impacts on the marine and coastal environment, such as the *Global Programme of Activities (GPA) to Protect the Marine Environment from Land-Based*

Activities, and the *Nairobi and Abidjan Conventions*. The project also has direct links with the *Framework Convention on Climate Change (FCCC)*, by reducing greenhouse gases by reducing energy consumption and/or utilization of renewable forms of energy.

210. The Project has linkages to the ongoing programme of the *World Tourism Organization (WTO) for sub-Saharan Africa on Ecotourism & Protected Areas and Poverty Reduction through Sustainable Tourism*, which aims at the effective implementation of policies & strategies for sustainable tourism development policies and strategies”, as well as to the “*Tour Operators Initiative*”, an initiative supported jointly by the World Tourism Organisation (WTO), UNESCO and UNEP, in collaboration with a number of major tour operators. Wherever relevant and possible, the project will also seek to create linkages with initiatives being undertaken by NGOs (i.e. the Blue Flag certification for beaches), as well as initiatives being undertaken by regional and international tour operators and hotel chains to promote and/or introduce more sustainable management practices. The project also links directly with activities developed in most of the participating countries in connection with the International Year of Ecotourism (IYE), which has included the establishment of “ecotourism committees”. The existence of these national ecotourism committees may provide an initial focal point for the development and mainstreaming of the project. As the project is developed and implemented, efforts will be made to draw on relevant experiences from within the African region (and beyond), and in particular to ecotourism projects that have been implemented successfully. An effort will be made to identify relevant best practices, with the assistance of agencies such as the WTO, WWF and IUCN. To this end, the project will also build on studies and manuals produced by WTO, e.g. *A Worldwide Inventory and Comparative Analysis of 104 Eco-labels, Awards and Self-Commitments*, or the *Guidebooks on Sustainable Tourism Indicators*, and on *Sustainable Tourism in Protected areas and Parks*.

211. The present Project will also closely liaise and establish links with the other existing and planned GEF projects in the regions both Western and Eastern Africa. These projects are: GCLME, CCLME, BCLME, Senegal River, Niger River, Volta River, WIO, and others (see Annex G).

212. Annex E presents a Stakeholder/Public Participation Plan.

Project Stakeholder Involvement Strategy

213. A key issue identified during project development and design (under PDF-B) is the current lack of adequate stakeholder involvement, and input into overall decision-making for sustainable coastal tourism development. Government agencies often fail to take integrated and coordinated action even when they share the same objectives. A structured modality of working together (e.g. mechanisms for consultation and the participation of non-government stakeholders such as land users, communities or NGOs) is often missing and there is tendency towards individualism and competition, rather than cooperation.

214. Multi-stakeholder involvement will be a major component in this project at all levels. The development of integrated management plans for each transboundary project area will form the main framework by which stakeholders’ involvement will be strengthened. Institutional mechanisms for ensuring the involvement and genuine commitment of various stakeholders will be identified and the appropriate institutional structures identified. Following initial planning, the following institutional structures created during the PDF-B will be strengthened:

- A *National Stakeholder Committee* will ensure overall leadership and coordination, as well as policy, legislative, and financial support for the project. It will act as a liaison between the Project and other national and international programmes, organizations and donors at the country level. This committee will include senior government officials from relevant government ministries and regional authorities, as well as international agency representatives with an active role in the project.
- At the demonstration site level, a *Multidisciplinary Site Committee (MSC)* will be established consisting of representatives from all stakeholder groups and chaired by the Local

Government Authority Focal Point. The MSC will be an effective advocate, through the individual authority of its members, to ensure that project implementation is open to stakeholder participation, and will allow interested parties to participate in overall management planning and decision-making at the project sites. The MSC will also ensure public participation, through NGOs and local authorities & associations, in the implementation of the demonstration projects. Local communities are expected to play an important role in conservation and protection activities within the demo sites and to participate in sustainable economic activities (ecotourism, etc).

215. For these institutions to develop into effective entities, their responsibilities will be gradually increased and broadened as the project progresses to ensure that they will continue to function and develop *post*-project. The project will therefore support training and capacity development for these new and adapted institutions. Most critically, it will also support a pilot period of management plan implementation at each site during which the effectiveness of institutions can be tested, real gaps in design or capacity identified, and remedial action undertaken.

216. Table 5 below elaborates the role and responsibilities to be undertaken by all the stakeholders to be involved in the project.

TABLE 5: SUMMARY OF ROLES OF STAKEHOLDERS IN PROJECT

Organization	Responsibility
Governments (Local, State, National): all relevant sectoral ministries and departments	Provide and enforce policy, oversight, guidance; ensure functional institutions; implementation of Agreements, Conventions and Protocols; participate in project planning, development and implementation; articulate project line with national policies and priorities; mobilize project funding and M & E.
Private sector	Compliance with regulations; co-financing and resource mobilization; capacity building; R & D and M & E; participate in project development and implementation; Use project outputs
Communities (fishermen, pastoralists, etc)	As primary natural resource managers, they will adopt environment-friendly and sustainable NRM; participate in project preparation and development, and M & E and resource (human and financial) mobilization at local level
NGOs and Media organizations	Promote public awareness/sensitization, community and resource mobilization, capacity building and skill sharing; act as pressure group, research and advocacy; networking; M & E
Donor Agencies (bilateral and multilateral)	Complement national and sub-regional efforts; co-financing and resource mobilization; capacity building; participate in project development and implementation and M & E

217. The project will also liaise and establish links with the other existing and planned GEF projects in the regions.

REPLICATION

218. The Project addresses its own replication of lessons and practices within the internal structure of the Components and Outputs. Component 1, the most critical component in terms of providing lessons and practices for replication, captures Best Available Practices and Technologies from other projects, initiatives (including GEF and non-GEF), country experiences, etc from all over the world. It also undertakes the specific development of BAPs and BATs at selected tourism hotspots with identified threats and impacts, and captures the best lessons and practices from these demonstrations.

These BAPs and BATs are captured and made available for replication through the Regional Information Clearing House. The Project then assesses these BAPs and BATs against identified national and local needs (from Output 2.A) and marries the appropriate lessons and best practices with these country and local requirements. These are then elaborated into specific National Sustainable Tourism Management Strategies with their own work-plan and monitoring procedures, and these are transferred to the individual countries for formal endorsement and implementation (Output 2.C). This fairly straightforward mechanism ensures that lessons best practices and best technologies are captured both from within and external to Project activities and are replicated within the system boundary in the most appropriate manner and in the most appropriate places.

219. The lessons and best practices from the overall Project experience will be captured through the Mid-Term and Terminal Evaluation for further use by GEF and other IAs and EAs in similar circumstances. It is also intended that the countries will maintain the Regional Information Coordination House beyond the lifetime of the Project and that this will become a Clearing House of BAPS and BATS for the region and indeed for all countries globally. This information will be accessible also to regional and global organisation such as NEPAD, UN-WTO, GPA and all UN agencies for transfer and replication as appropriate. Lessons will also be made available and promoted beyond the regions of the project through the GEF IW:LEARN, the GPA Clearing House, UNIDO and UN-WTO Information systems as well as other GEF projects (e.g. WIO-Lab and GCLME). In addition, project information will be disseminated at various international meeting and conferences related to International Waters and Tourism. The partnership with UN-WTO will enable this dissemination in global tourism fora.

220. In order to more appropriately capture and disseminate best lessons and practices (as well as to provide on-going and up-to-date information on project activities and deliverables) the Project will create a website consistent with IW:LEARN guidelines, and will participate in IW:LEARN activities. Funding will be available for 2 country officials to fully participate in 2 GEF IW portfolio Conferences and for the Project an exhibition booth at said Conferences.

IMPLEMENTATION ARRANGEMENTS

221. The project will be implemented by **UNEP**, which has undertaken a number of sustainable tourism and eco-tourism development initiatives globally (<http://www.uneptie.org/pc/tourism/>) and which currently has a large number of GEF International Waters projects under implementation. As Implementing Agency (IA), UNEP's role in GEF is detailed in the Action Plan on Complementarity Between the Activities Undertaken by UNEP under the GEF and its Programme of Work (1999). This Project addresses the Action Plan's strategic objective of "promoting multi-country cooperation directed to achieving global environmental benefits". It will do this by establishing international cooperation mechanisms and the sharing of knowledge of good practice between countries. UNEP has various branches and divisions that will provide value added contributions to the Project, such as the Division of Technology, Industry and Economics (UNEP-DTIE) and Global Program for Action for the Protection of the Marine Environment from Land Based Activities (GPA/LBA).

222. **UNIDO** is the sole Executing Agency, but will develop an Inter-Agency Agreement (IAA) with the World Tourism Organization (UN-WTO), the United Nations Specialized Agency in Tourism, for sub-contracting of some of the project activities, where appropriate so as to strengthen existing partnership for the implementation of the project. This will be further defined on project approval following consultations between UNIDO and UN-WTO.³⁴ UNIDO in cooperation with the UN-WTO and other partners (NEPAD, AU-STRC) will seek to build capacity of countries to work jointly and in concert with the regions' other GEF projects, as well as bilateral and multilateral donors to define and address transboundary priority environmental issues within the framework of their

³⁴ This is the same format as was used for other GEF projects notably the GCLME where UNIDO and IMO signed an IAA on collaboration and execution of specific activities.

existing responsibilities under the Abidjan and Nairobi Convention and within the framework of the NEPAD Environmental Action Plan.

223. UNIDO through the PCU and project partners will ensure the identification and briefing of suitable sustainable tourism and ecotourism experts with vast technical expertise in issues of coastal tourism environmental impact reduction to work in the project, supervise their work, and establish the necessary links with the tourism business sector in Africa and in tourist-generating markets.

224. UN-WTO has been a partner in this project, as Associated Agency to UNIDO, the Executing Agency. UN-WTO will provide support and assistance to the project through its Sustainable Development of Tourism Department, the Technical Cooperation Service and the Regional Representation for Africa, also involving other relevant Departments (e.g. Knowledge Management and Education, Marketing, etc.). The contributions of UN-WTO will be defined in the Inter-Agency Agreement for the subcontracting some of the project activities for which the organization has comparative advantage.

225. UN-WTO will ensure the active participation in the project of the National Tourism Authorities of the participating countries and will ensure linkages with tourism-related programmes of other UN Agencies, through the UN Tourism Exchange Network, currently under development, and it will also ensure linkages with international initiatives in the field of sustainable tourism, such as the Blue Flag certification, the Tour Operators Initiative, or the Sustainable Tourism – Eliminating Poverty (ST-EP) Initiative.

226. UNIDO through its countries offices/UNIDO Desks in the countries and UNEP through its Tourism Programme, specialized units and its Regional Offices, will provide outreach to Ministries of Environment and related agencies, ensure technical assistance to industry, NGOs and public partners in environmental management and training systems and technologies, natural resources assessment, and identify environmental experts as required. Private Sector participation is crucial to the successful execution of this project. Representatives of National and Regional Tourism and Hotel Associations, the African Business Roundtable (ABR) and Chambers of Commerce and Industry will contribute to discussions on project design and implementation in the National Stakeholder (Inter-Ministerial) and/or Regional Steering Committees.

227. A consultative ad-hoc inter-agency management committee consisting of UNIDO, UNEP, WTO, NEPAD, AU-STRC, key donors and the Regional Coordinator would be constituted to ensure regular consultation, briefing and adequate feedback on project implementation and management. Most of the consultations of this committee will be done via teleconference/live internet chat using free software such as Yahoo Messenger or ICQ. It must be stressed that this is a management group and will not take decisions on the nature and content of the substantial outputs of the project.

228. The composition and functioning of the regional and national Scientific/Technical Task teams is judged crucial to the success of the project, as they will be responsible for preparing detailed design and costed proposals for regional and national ecotourism demonstration projects, scheduled for implementation during the full project phase to rapidly address immediate transboundary priorities or threats to living resources and the globally significant biodiversity from tourism.

229. Implementation of the national demonstration projects will be undertaken by the countries under the active supervision of the UNIDO Country Offices/Desks in the countries for effective monitoring of project execution and reporting. Project funds for the execution of the national demonstrations will be decentralized to the countries Lead Agencies (Ministries of Environment) by UNIDO with the UNIDO Country Offices/Desks overseeing and monitoring the execution of the project activities for ease of reporting. Project partners including UN-WTO, AU-STRC, NEPAD, Private Sector, Bilateral donors and NGOs/CBOs will also provide support in the implementation of the demo projects.

230. The Staff of the **Project Coordination Unit (PCU)** will backstop the implementation of all activities and will be responsible for maintaining a “regional perspective” in all country level demonstration projects.

231. The Project will open with a Project Inception Phase, the requirements and outcomes of which are defined in the section on Monitoring, Evaluation and Dissemination (below).

INCREMENTAL COST AND PROJECT FINANCING

232. The full detailed Incremental Cost Analysis and Matrix is presented in Annex A. Table 6 (below) provides a summary of the ICA figures for the 5 Project Components, and Table 7 (below) shows the full Project Output Budget.

233. The total co-funding committed to the Project is **\$23,456,816** while the total GEF funding is **\$5,388,200**. This represents a balance of 4.4 parts co-funding : 1 part GEF assistance. Approximately **\$7,500,000** of this is cash co-funding (i.e. greater than the GEF contribution). 50% of the incremental cost of this Project is going toward the capture and replication of Best Available Practices and Best Available Technologies in Sustainable Tourism, primarily through on-the-ground delivery via demonstrations.

TABLE 6: SUMMARY OF ICA TOTALS BY COMPONENT

ICA RESULTS BY COMPONENT					
OUTCOME TITLE	BASELINE	GEF	CO-FUNDS	INCREMENT	ALTERNATIVE
1. CAPTURE OF BEST AVAILABLE PRACTICES AND TECHNOLOGIES	\$43,671,470	\$2,800,834	\$11,304,470	\$14,105,304	\$57,776,774
2. DEVELOPMENT & IMPLEMENTATION OF MECHANISMS FOR SUSTAINABLE TOURISM GOVERNANCE & MANAGEMENT	\$13,619,920	\$438,200	\$3,390,409	\$3,828,609	\$17,448,529
3. ASSESSMENT & DELIVERY OF TRAINING AND CAPACITY REQUIREMENTS EMPHASISING AN INTEGRATED APPROACH TO SUSTAINABLE TOURISM	\$1,028,870	\$620,000	\$900,334	\$1,520,334	\$2,549,204
4. INFORMATION CAPTURE, MANAGEMENT & DISSEMINATION	\$8,469,010	\$1,369,166	\$4,638,648	\$6,007,814	\$14,476,824
5. PROJECT MANAGEMENT COORDINATION, MONITORING & EVALUATION	\$2,435,000	\$160,000	\$3,222,955	\$3,382,955	\$5,817,955
Total	\$69,224,270	\$5,388,200	\$23,456,816	\$28,845,016	\$98,069,286

TABLE 7: FULL PROJECT OUTPUT BUDGET

COMPONENT AND OUTPUT	BASELINE	CO-FUNDING	GEF
1. CAPTURE OF BEST AVAILABLE PRACTICES AND TECHNOLOGIES	\$43,671,470	\$11,304,470	\$2,800,834
2. DEVELOPMENT AND IMPLEMENTATION OF MECHANISMS FOR SUSTAINABLE TOURISM GOVERNANCE AND MANAGEMENT	\$13,619,920	\$3,390,409	\$438,200
3. ASSESSMENT AND DELIVERY OF TRAINING & CAPACITY REQUIREMENTS EMPHASISING AN INTEGRATED APPROACH TO SUSTAINABLE TOURISM	\$1,028,870	\$900,334	\$620,000
4. INFORMATION CAPTURE, MANAGEMENT AND DISSEMINATION	\$8,469,010	\$4,638,648	\$1,369,166
5. PROJECT MANAGEMENT COORDINATION, MONITORING AND EVALUATION	\$2,435,000	\$3,222,955	\$160,000
TOTAL	\$69,224,270	\$23,456,816	\$5,388,200

Cost-Effectiveness

234. Due consideration to **cost-effectiveness** and **alternative options** has been given within the PDF and stakeholder consultation process, and it is considered that the proposed intervention is the only realistic approach for addressing sustainable tourism at a regional level. National interventions by themselves would not secure the economies of scale for GEF that a regional approach will in addressing common issues and sharing experiences. However, at the national level, the demonstration approach focuses on the key issues at the key hotspots and sensitive areas and thus represent the most cost-effective means of providing real on-the-ground delivery and improvement that can be transferred and replicated. Best Available Practices and Best Available Technologies will be secured from each country demonstration and captured from other global case studies. These BAPs and BATs will be assessed and processed at the regional level and then transferred and replicated back to the national level through an initial set of guidelines and later through individual national strategies for sustainable tourism. The Project and its Demonstrations will be closely coordinated with other national and regional initiatives to ensure complementarity and to develop linkages with other coastal impact barrier removal exercises (such as those addressing watershed concerns, sedimentation, environmental flow and freshwater conservation/management).

SECTION 3 – WORK PLAN AND TIMETABLE, BUDGET & FOLLOW-UP

3.1 Work Plan and Timetable

A detailed Work plan is provided in Annex B1.

3.2 Budget

A detailed budget in UNEP format is presented in Annex S. This budget is based upon the GEF approved budget provided in the Full-size Project Brief

3.3 Follow-up

During the Project implementation, a donor exit strategy will be developed to ensure that ongoing activities begun as a part of the Project will continue past the Project end. The resolution of the problems encountered during the Project implementation will undoubtedly require considerable investments. Replicability of Project activities, including demonstration projects, will be a key focus in order to gain the most benefits from the Project. It appears unlikely that any requests for additional GEF interventions in this field will be forthcoming following the completion of the Project.

SECTION 4 - INSTITUTIONAL FRAMEWORK AND EVALUATION

4.1 Institutional Framework

UNIDO will be responsible for the execution of the project in accordance with the objectives and activities outlined in Section 2 of this document. UNEP as the GEF Implementing Agency will be responsible for overall project supervision to ensure consistency with GEF and UNEP policies and procedures, and will provide guidance on linkages with related UNEP and GEF-funded activities. The UNEP/DGEF Co-ordination will monitor implementation of the activities undertaken during the execution of the project and will be responsible for clearance and transmission of financial and progress reports to the Global Environment Facility. UNEP retains responsibility for review and approval of the substantive and technical reports produced in accordance with the schedule of work.

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SECTION 5 - MONITORING AND REPORTING

5.1.1 MONITORING & EVALUATION

Standard Project monitoring and evaluation will be conducted in accordance with established UNEP and GEF procedures. M&E will be provided by the project team and the responsible UNEP Task Manager of UNEP/DGEF, or by Independent Evaluators in the case of the Mid-Term and Terminal Evaluations. The Logical Framework Matrix in Annex B provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. Further indicators specific to the demonstrations are provided in the Demonstration LogFrames in Appendix A. The M&E Plan is presented in Annex K. Specific IW Indicator tables have been appended to this M&E Plan address Process, Stress Reduction and Environmental Status measurable. The PCU will develop annual survey and 6-monthly sampling programmes for each country based on these IW Indicator tables and these will be reviewed and endorsed by the countries. In many cases national baseline data does not exist with which to compare any on-going monitoring and with which to verify improvements in critical parameters such as water quality and reduction in land-based pollutant discharges. These programmes and associated survey and sampling templates will be therefore be used to collect a first set of baseline data at selected national sites within the initial 6-month Inception Phase and thereafter will be used as the national M&E strategies in support of the Project. This data collection will concentrate on the selected demonstration sites (see Appendix A) but will also constitute part of each country's national data sampling programmes to support the Project. The Project Workplan and Budget provide delivery and disbursement targets. The budget allocated to the M&E plan provides funding in support of baseline and on-going M&E data collection for each country. These elements form the basis on which the project's Monitoring and Evaluation system will function.

In the monitoring process, half-yearly progress and annual project reports to be submitted to UNEP will form a key input to the Tripartite Project Review. The PIR is an annual monitoring process mandated by the GEF, to be conducted by the UNEP Task Manager in consultation with UNIDO. It has become an essential monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. The items in the PIR to be provided by UNEP GEF includes the following:

- An analysis of project performance over the reporting period, including outputs produced and, where possible, information on the status of the outcome
- The constraints experienced in the progress towards results and the reasons for these
- The three (at most) major constraints to achievement of results
- Annual Work Plans and related expenditure reports
- Lessons learned
- Clear recommendations for future orientation in addressing key problems in lack of progress

The Annex K outlines the principle components of Monitoring and Evaluation. The project's Monitoring and Evaluation approach will be discussed during the Project's Inception Report so as to provide a means of verification, and an explanation and full definition of project staff M&E responsibilities.

Evaluation

Supervision missions by the UNEP Task Manager and other Officers of UNEP as necessary will be conducted in the course of the project's implementation and at the mid of the third year of implementation, a mid-term evaluation will be conducted, in accordance with UNEP procedures, while recognizing the monitoring and evaluation principles outlined in Annex K

Upon completion of the project, UNEP will organise an independent evaluation of the project to measure the degree to which the objectives of the project have been achieved. The costs of the evaluation will be assumed by the project budget.

5.1 Management Reports

5.1.2 Progress Reports

Within 30 days of the end of reporting period, UNIDO will submit to UNEP/DGEF Co-ordination, using the format given in Annex M, Half-yearly Progress Reports as at 30 June and 31 December. UNEP will provide feedback and clearance on the progress reports.

The Inventory of Outputs/Services should be submitted with all Progress Reports and the Terminal Report. The report should provide the status of implementation for each output/service specified within the approved workplan, information on any actual or potential problems and information on deviations from the approved workplan and budget. The report should also indicate any agreed upon changes to the approved workplan and any decisions/actions regarding the future direction of the project.

5.1.3 Final Report

Within 60 days of the completion of the project, UNIDO will submit to UNEP/DGEF Co-ordination a Terminal Report detailing the activities undertaken under the project, lessons learned and any recommendations to improve the efficiency of similar activities in the future, using the format provided in Annex P.

5.1.4 Substantive Reports

At the appropriate time, UNIDO will submit to UNEP three copies in draft of any substantive project report(s) and, at the same time, inform UNEP of its plans for publication of that text. Within 30 days of receipt, UNEP/GEF will give UNIDO substantive clearance of the manuscript, indicating any suggestions for change and such wording (recognition, disclaimer, etc.) as it would wish to see figure in the preliminary pages or in the introductory texts. It will equally consider the publishing proposal of UNIDO and will make comments thereon as advisable.

It will equally consider the publishing proposal of UNIDO and will make comments thereon as advisable. It may request UNIDO to consider publication on a joint imprint basis. Should UNIDO be solely responsible for publishing arrangements, UNEP will, nevertheless, receive 10 free copies of the published work in each of the agreed languages, for its own purposes.

5.2 Financial Reports

5.2.1 Quarterly Financial Reports

UNIDO shall submit to UNEP/DGEF quarterly project expenditure accounts and final accounts showing amount budgeted for the year, amount expended since the beginning of the year, and separately the unliquidated obligations as follows:

- (i) Details of expenditures will be reported on an activity by activity basis, in line with project budget codes as set out in the project document, as at 31 March, 30 June, 30 September and 31 December each year, providing details of unliquidated obligations separately using the format given in Annex O. All expenditure accounts will be dispatched to UNEP within 30 days of the end of the three-month period to which they refer.
- (ii) The expenditure accounts as 31st December to be received by 15 February each year.
- (iii) A final statement of account, in line with UNEP project budget codes, reflecting actual final expenditures under the project, when all obligations have been liquidated.
- (iv) Any portion of cash advances remaining unspent or uncommitted by UNIDO on completion of the project will be reimbursed to UNEP within one month of the

presentation of the final statement of accounts. In the event that there is any delay in such disbursement, UNIDO will be financially responsible for any adverse movement in the exchange rates.

5.2.2 Co-financing Reports

- (i) Within 30 days of the reporting period, UNIDO shall submit to UNEP/GEF Co-ordination, annual co-financing report for the project using the format provided in Annex R showing:
- (a) Amount of co-financing realised compared to the amount of co-financing committed to at the time of project approval, and
 - (b) Co financing reporting by source and by type:
 - Sources include the agency's own co-financing, government co-finance (counterpart commitments), and contributions mobilised for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector, and beneficiaries.
 - Types of co-finance. Cash includes grants, loans, credits and equity investments. In-kind resources are required to be:
 - dedicated uniquely to the GEF project,
 - valued as the lesser of the cost and the market value of the required inputs they provide for the project, and
 - monitored with documentation available for any evaluation or project audit.

5.3 Terms and Conditions

5.3.1 Non-Expendable Equipment

UNIDO will maintain records of non-expendable equipment (items costing US\$1,500 or more as well as items of attraction such as pocket calculators, cameras, computers, printers, etc.) purchased with UNEP funds (or with Trust Funds or Counter funds administered by UNEP) and will submit, using format in Annex Q, an inventory of such equipment to UNEP, once a year, indicating description, serial no., date of purchase, original cost, present condition, location of each item attached to the progress report submitted on 31 December. Within 60 days of completion of the project UNIDO will submit to UNEP a final inventory of all non-expendable equipment purchased under this project indicating description, serial number, original cost, present condition, location and a proposal for the disposal of the said equipment. Non-expendable equipment purchased with funds administered by UNEP remains the property of UNEP until its disposal is authorised by UNEP, in consultation with UNIDO. UNIDO shall be responsible for any loss or damage to equipment purchased with UNEP administered funds. The proceeds from the sale of equipment (duly authorised by UNEP) shall be credited to the accounts of UNEP, or of the appropriate trust fund or counterpart funds. A duly authorised official of UNIDO should physically verify the inventory.

5.3.2 Responsibility for Cost Overruns

The overall project expenditures cannot exceed the UNEP/DGEF approved US Dollar allocation to the project. UNIDO is authorized to enter into commitments or incur expenditures up to a maximum of 20 percent over and above the annual amount foreseen in the project budget under any subline, provided the total cost of the UNEP annual contributions is not exceeded. This may be done without prior authorization, but once the need for these additional funds becomes apparent, a revised budget request should be submitted to UNEP immediately. Cost overruns are the responsibility of UNIDO unless a revised budget has been agreed with UNEP.

Any cost overruns (expenditures in excess of the amount in each budget sub-line) over and above 20 percent flexibility mentioned above should be met by the organization that originally assumed responsibility for authorizing the expenditure, unless a revision has been agreed to by UNEP prior to authorization to cover it. Savings in one budget subline may not be applied to overruns of over 20 percent in other sublines, even if the total cost to UNEP remains unchanged, unless this is specifically

authorized by UNEP upon presentation of the request. In such a case, a revision to the request document amending the budget will be issued by UNEP.

5.3.3 Cash Advance Requirements

Initial cash advance of US\$ 500,000 will be made upon signature of the project document by both parties and will cover expenditures expected to be incurred by UNIDO during the first six months of the project implementation. Subsequent advances are to be made quarterly, subject to:

- (i) Confirmation by UNIDO, at least two weeks before the payment is due, that the expected rate of expenditure and actual cash position necessitate the payment, including a reasonable amount to cover "lead time" for the next remittance; and
- (ii) The presentation of
 - A satisfactory financial report showing expenditures incurred for the past quarter, under each project activity.
 - Timely and satisfactory progress reports on project implementation
 - Details of anticipated use of funds

Requests for subsequent cash advances should be made using the standard format provided in Annex N.

5.3.4 Gains/Losses on Exchange

UNEP will provide all cash advances in US Dollars and UNIDO shall report all expenditures correspondingly in US Dollars. The executing agency should take reasonable measures to minimize the effect of exchange losses. Overall project expenditures including any exchange losses cannot exceed the UNEP/DGEF approved US Dollar allocation to the project.

5.3.5 Claims by Third Parties against UNEP

UNIDO shall indemnify, hold and save harmless, and defend at its own expense, UNEP, its officials and persons performing services for UNEP, from and against all suits, claims, demands and liability of any nature and kind, including cost and expenses, arising out of the acts or omissions of UNIDO or its employees or persons hired for the management of the present Agreement and Project or other project partners, except where such claims or liabilities arise from the gross negligence or wilful misconduct of the staff of UNEP.

5.3.6 Amendments

The Parties to this project document shall approve any modification or change to this project document in writing.

5.3.7 Arbitration

The Parties shall first seek to resolve through conversations with each other any disputes between them over the interpretation and implementation of this Agreement and the Project. If those conversations prove unsuccessful, then either Party may initiate arbitration, which shall be binding and conducted in accordance with the UNICITRAL Arbitration Rules or such other procedures as they may agree.

5.3.8 Termination

The Parties may terminate this Agreement by mutual consent. Either Party may terminate this Agreement unilaterally with thirty days advance written notice to the other. In case of such termination, the contributions of the Parties required hereunder shall be available to pay the cost of any irrevocable obligations made by UNIDO to third parties in good faith pursuant to this Agreement, as well as the reasonable cost of terminating the Project.

5.3.9 Privileges and Immunities

Nothing in or relating to the present Agreement shall be deemed a waiver, express or implied of any privileges or immunities of the UNIDO, United Nations and UNEP.

LIST OF ANNEXES:

Annex A	Incremental Cost Analysis
Annex B	Logical Framework Analysis
Annex B1	Work Plan
Annex C	STAP Roster Technical Review and Response
Annex C1	Response To The STAP Roster Technical Review
Appendix A	The Project Demonstrations

OPTIONAL ANNEXES (Separate Document)

Annex D	Threats And Root Causes And Barrier Analysis
Annex E	Stakeholder Involvement Plan Summary
Annex F	Summary Of National Reports
Annex G	List Of SCTSSA-Related, GEF Supported Or Funded Initiatives In Africa
Annex H	Endorsement Letter From NFPs And Co-Financing Letters (Separate Files)
Annex I	Project Conformity With OP 10 Requirements
Annex J	List of Private Sector Partners And Letters Of Endorsement
Annex K	Project Monitoring And Evaluation Plan
Annex L	Response To GEF Secretariat And Implementing Agencies Reviews At Submission

OTHER ANNEXES (Included on the project Document_

ANNEX M:	Half-Yearly Progress Report Format
ANNEX N:	Format for Cash Advance Request
ANNEX O:	Format for Quarterly Expenditure Statement
ANNEX P:	Format for Terminal Report
ANNEX Q:	Format for Non-Expendable Equipment
ANNEX R:	Format for Report on Co-Financing
ANNEX S:	Budget in UNEP Format (separate excel sheet)

ANNEX A

Incremental Cost Analysis

Baseline:

The Project baseline describes a landscape in which tourism is a growing market and an increasingly important factor in economic growth and development. Consequently there is significant national investment in the tourism sector. Yet this same economically vital sector is creating long-term problems for the countries which see it as a major solution to poverty and economic deprivation. Tourism in the participating countries varies enormously with some countries more advanced than others in its development. However, it is the more advanced tourist destinations that are generally suffering the most within the context of impacts to critically important ecosystems and landscapes. Sustainable tourism, with its emphasis on marrying the needs of the economic and development sector to the requirements of the environment and resource-orientated sectors, is a critical tool and an urgent necessity in much of Africa (and indeed in many others around the world, especially many LDCs and SIDS). Yet sustainable tourism is still only a concept that has little real foundation within the participating countries.

Part of the existing baseline problem focuses on the lack of awareness or access to Best Available Technologies and Practices (BATs and BAPs). Governments are familiar with the sustainable tourism concept but find it difficult to implement within the context of their own countries and within a more complex policy and legislative landscape. Incentives for exploring options and for adopting codes of practices, management strategies and standard technological approaches in support of sustainable tourism are limited and poorly understood. The private sector is generally willing to embrace the concepts of sustainable tourism but frequently more in lip-service to ecotourism which they see as an important expansion of their business strategies and investments. They do not yet grasp the potential savings that may be available from more effective use of resources, less production of wastes, better recycling, etc. Nor do they (or many government policy makers) realise the potential damage being done by tourism to the very ecosystem functions that it requires to survive (access to sustainable and reliable resources such as fish, agricultural produce, clean water supplies, protected coastlines, good water quality, high landscape/seascape values, etc). Those that may realise the importance of these issues are unsure how to address them at the individual or single institutional/operational level.

Clearly there is an urgent need to provide pertinent lessons and appropriate guidance, and to demonstrate the advantages and benefits (including cost benefits), of adopting a pragmatic management approach in support of sustainable tourism with associated and supportive policies, legislation and institutional mandates. More advice on best available technologies will help to reduce the impacts from pollutants and contaminants and to ensure that coastal development (including infrastructure) is more appropriate and less harmful.

In the context of developing a more coordinated and integrated approach to sustainable tourism, there is a dearth of examples of working private-public partnerships within the tourism industry as communities are commonly disenfranchised from the development and implementation of management approaches that directly impinge on their daily lives and surroundings. Communities are frequently suffering from high levels of poverty while relatively rich tourists are reaping the benefits of the environment around them with little or no input to their management or recognition of the role of the communities within the ecosystem.

There is a strong case for better multi-national coordination over these common issues that can assist countries to address said issues at the national level through a regional approach which will bring with the advantage of economies of scale.

In order for any effective sustainable tourism strategies and management plans to become operationalised within these participating countries there is a need for training and capacity building across all sectors as well as improved awareness of the purpose and meaning of integrated sustainable tourism and the need to protect and maintain ecosystem functions and associated resources. There is an

absence in the sub-Saharan African countries of applicable and pertinent case studies, models and demonstrations of

Globally, the baseline is unacceptable in the face of serious degradation of the coastal environment and losses of critically important transboundary ecosystem functions and associated habitats and species. The coastline of Africa supports high levels of transboundary productivity as well as many habitats that are of transboundary significance to commercial or threatened and rare species. Such productivity, habitats and species are being reduced on a global level and need to be managed protected at the national and local level with a high sense of urgency. Furthermore, proven management techniques and more specific options for pollution reduction and sustainable tourism development are a regional and global requirement and not just vital to the needs of the participating countries. Such demonstrations are also urgently needed. In fact, there is a global absence of good examples of sustainable tourism linked to policies and strategies for the maintenance and protection of ecosystem functions.

Within each national government, various agencies and bodies are responsible for the collection of data relate to tourism, socio-economics, development, and environmental issues. Generally, there is no centralised body that stores and processes this information and which has an effective distribution mechanism to ensure that the information is used by a client (e.g. technical managers, policy makers, market analysts, etc). The need for improved national GIS and data management system is recognised and some progress has been made but finances and human resources represent constraints. Also there are generally no consistent monitoring systems in place. Although some information is being collected and collated, there is a general lack of information on the extent of sensitive coastal and marine habitats, or the existing information is not available to agencies dealing with tourism directly. Furthermore, none of this information is being processed alongside and integrated with data on socio-economic trends, long-term development forecasts, etc. This makes it difficult if not impossible to undertake spatial planning and to avoid conflicts on interest between different sector and the communities. Inadequate information capture and processing is also constraining effective technical and policy decisions that are needed for integrated sustainable tourism planning and management

In short, there is a significantly large baseline attributable to tourism and even to ecotourism within the participating countries but this is insufficiently focused on long-term sustainability related to tourism, socio-economic needs (e.g. livelihoods and subsistence), and related maintenance and management of ecosystem functions and associated biological habitats and species. Additional baseline information and stress reduction indicators will be collected/defined during the first 1 year of project implementation.

Total Baseline attributable to the Project proposal: \$69,224,270

Global Environmental Objective:

The global environmental **Goal** of this 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 **Objective** of the Project is to demonstrate best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance.

GEF is requested to provide assistance to achieving these objectives on five fronts.

1. In order to provide the participating countries with access to the most appropriate and effective technologies and practices for sustainable tourism, the Project will undertake and global assessment and review of case studies and lessons. These will be used initially to develop model guidelines for tourism management. At the local level, more specific ‘on-the-ground’ activities will be undertaken at adopted hotspot locations which are representative of

the key issues relating to the identified constraints and barriers to sustainable tourism. The lesson and best practices captured from these demonstrations will be secured through an information coordination process and incorporated both into the model guidelines and also (where appropriate) into national strategies and work-plans for the adoption and implementation of sustainable tourism. The outputs from these activities will be transferable and replicable not only through the participating countries but also globally to any country that wishes to access them. Strong emphasis will be placed on developing sustainable financing mechanisms as well as appropriate and lasting cross-sectoral partnerships. The incremental cost for achieving this aim has been calculated at \$14,105,304 of which GEF would provide \$2,800,834 (20%).

2. The Project will assist the countries to undertake national reviews and assessments of policy, legislation and institutional arrangements (including financial mechanisms) for sustainable tourism, as well as to capture examples from other areas. Using these reviews and the outputs from 1 (above), model guidelines for sustainable tourism will be developed and disseminated throughout the participating countries for their use in revising their approaches to tourism. At a more advanced level, the outputs from 1 (above) will be developed between the Project and each individual country to produce independent national strategies and work-plans for sustainable tourism. The aim will be to have each of these adopted and implemented at the national level. The incremental cost for achieving this aim has been calculated at \$3,828,609 of which GEF would provide \$438,200 (11%).
3. To support the adoption and operational application of reforms to tourism management, a review of training needs and capacity building requirements will be undertaken. Mandates and responsibilities (existing and proposed) of institutions will be considered and recommendations made regarding practical needs to support realignment and reform for the more effective management of sustainable tourism. Following this targeted capacity building and training packages will be developed at the regional level and delivered at the national or sub-regional level (as well as at the local level where appropriate) with the aim of strengthening the efficacy of certain institutions to carry out their enhanced or new roles, improving private sector involvement and encouraging community input and management activities. The incremental cost for achieving this aim has been calculated at \$1,520,334 of which GEF would provide \$620,000 (41 %).
4. Information capture, management and dissemination are vital to support policy-makers and management level decisions. However, this information needs to be comprehensive and pertinent to the needs of the users. It also needs to be tied into multi-sectoral data if it is to be effective for sustainable tourism management decisions. In view of the number of participating countries, a regional approach is most cost-effective, linked to national nodes. The Project will develop an Environmental Information Management and Advisory System that deals with the entire process of management handling from data collection through to delivery of concise and targeted information packages appropriate to the client. This would be a two-way process allowing the client to request and select data requirements in order to address specific issues. National data capture and management needs will be identified and assistance provided to address these needs. National models for country level EIMAS will be evolved and implemented. Finally, information will be packaged at the regional level (and later at the national levels) that will target specific audiences throughout the countries. The incremental cost for achieving this aim has been calculated at \$6,007,814 of which GEF would provide \$1,369,166 (23%).
5. In order that effective guidelines, strategies and work-plans for sustainable tourism can be evolved, adopted and made operational throughout the participating countries, there will need to be a dedicated task force of administrative and technical personnel to carry the objectives forward, both at the regional and the national levels. The Project will provide effective coordination and will adopt a regional inter-ministerial steering mechanism

supported by a regional technical advisory body. At the national level there will be similar national coordination mechanisms at both the policy and technical levels. Stakeholder partnership meetings will also be a feature at the national and regional level to encourage better communications and the evolution of public-private partnerships (especially at the national level) for sustainable tourism management. Indicators of delivery benchmarks and success will be adopted as will standard UN/GEF monitoring approaches. The incremental cost for achieving this aim has been calculated at \$3,382,955 of which GEF would provide \$160,000 (5%).

The total co-funding committed to the Project is \$23,456,816 while the total GEF funding is \$5,388,200. This represents a balance of 4.4 parts co-funding : 1 part GEF assistance.

Alternative:

The proposed Incremental interventions by GEF are specifically designed to build on existing baseline commitments and initiatives by the participating governments as well as other donor agencies. The Alternative end-of project landscape would be, at the minimum, a set of guidelines for sustainable tourism adopted within each country and, wherever possible, functional and operational Sustainable Tourism Management mechanisms formally adopted where by institutional responsibility, supported by specifically focused policy and legislation, is realigned so as to mainstream sustainable tourism and the protection and sustainable management of ecosystem functions into national governance. Existing individual sectoral efforts would be integrated and coordinated toward this one goal, which would represent a much more cost-effective approach to overall tourism governance on the basis of economies of scale, reduction of wastes, and improved opportunities for long-term tourist attraction. Community welfare and livelihoods would be protected and, where appropriate, provided with alternative focus which would harmonise better quality of life for communities and individuals along with reduced impacts to ecosystems and reduced conflicts with the tourism industry. The total Alternative cost attributable to the SIRM Project proposal would be \$98,069,286 of which 71% represent the existing baseline and 29% represents the joint GEF/Co-funded Increment.

Systems Boundary:

The system boundary for the Project would be the endorsing countries of sub-Saharan Africa, their land-base and their territorial waters.

Incremental Cost Matrix:

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
COMPONENT 1: CAPTURE OF BEST AVAILABLE PRACTICES AND TECHNOLOGIES			
Domestic Benefits	<p>Currently there is very limited capture of BAPs and BATs within any of the participating countries. Stakeholders may recognise the concept of ecotourism (and some business ventures may even be trying to capture this concept in their activities), generally seeking ecotourism enterprises need guidance and expertise if their activities are not to place further pressure and impact on the environment. There is a need to ensure that sustainable tourism projects are implemented. There is also a need to capture more experiences and examples of how tourism activities can be made more ecosystem-friendly with less pollution and impact, and how tourism can be better managed in this sense (particularly through Private-Public partnerships and through the demonstration of incentives. The current baseline will not guarantee this needed approach and, in the absence of GEF assistance the participating countries will continue their domestic development aims in the presence of increasing pollution and impacts leading to further degradation of the coastal resource, Understandable, the existing baseline</p>	<p>The Alternative scenario will deliver both regional and more specific national guidance on best practices and technologies along with demonstrations of these in action. This will provide essential guidance to Component 2 to assist the countries in adopting interim sustainable tourism measures as well as developing national strategies and work-plans for sustainable tourism in the long-term.</p>	<p>The incremental addition that GEF will add to the alternative scenario will focus on two areas. 1. Identifying best practices, techniques and technologies to support sustainable tourism (capturing lessons and practices from within and outside the countries and making them applicable to country needs), and 2. Actual on-the-ground demonstrations of sustainable tourism scenarios are tourism impact hotspots (e.g. environmental management systems, strategies and accounting; reef recreation strategies; Alleviation of poverty and generation of revenues for sustainability: integrated systems for sustainable tourism management). This information will feed into Component Two as guidance to the development of national strategies and work-plans for sustainable tourism'. Substantial national co-funding will support these activities through such developments as public-privates partnerships, hotel classification systems, national tourism policies, etc. This national co-funding will be particularly important at the demonstration level. UNIDO will be assisting as a co-</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	<p>for combined national efforts to make tourism sustainable is fairly substantial and demonstrates country commitment although this varies from country-to-country. The participating countries are attempting to gather best practices and best technologies and to demonstrate these but are severely constrained by a lack of regional coordination, mechanisms for sharing information, and insufficient funding or incentives to demonstrate such BAPs and BATS.</p>		<p>funder in this vital component by helping countries and individual tourism bodies (especially at the demonstration level) to identify and employ environmentally sound technologies. Likewise, the WTO will be helping counties to find options for best practices in sustainable tourism.</p>
<p>Global Benefits</p>	<p>Globally, the productive capacity and ecological integrity of the marine environment (including estuaries and near-shore waters) are being degraded and habitats, species and ecosystem functions are being lost. The coastline of Africa supports high levels of transboundary productivity in terms of habitats, species and ecosystem functions but these are being lost as the coast is developing fast. More applicable and sustainable practices and technologies for tourism are urgently required if these globally important areas are to be maintained. But access to such information and specialisations is poor within the participating countries as, indeed, it is in many of</p>	<p>The capture of lessons and best practices will provide a database of BAPs and BATs for other global LDCs, SIDS and developing countries to use in the context of sustainable tourism management, ecosystem maintenance, reduction of pollution, conservation of strategic transboundary biological habitats and species and the promotion of alternative livelihoods that benefit both the human and biodiversity needs.</p>	<p>At the global level GEF (as well as co-funding sources) will be investing in the development of better protective measures for coastal resources in areas of high productivity and in the reduction of pollutants, contaminants and other impacts on important transboundary resources and ecosystems.</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	the developing countries of the world.		
Costs	Gov'ts: \$43,671,470 TOTAL: \$43,671,470	Baseline:43,671,470 Incremental: \$14,105,304 TOTAL: \$57,776,774	GEF = \$2,800,834 CO-FUNDS = \$11,304,470 Gov'ts: \$10,954,470 Intergov/Multilaterals: \$325,000 Bilateral Donors: \$0 NGOs: \$0 Private Sector: \$25,000 TOTAL: \$14,105,304
<u>COMPONENT 2: DEVELOPMENT AND IMPLEMENTATION OF MECHANISMS FOR SUSTAINABLE TOURISM GOVERNANCE AND MANAGEMENT</u>			
Domestic Benefits	National baselines for tourism governance and management are addressing tourism as an economic development requirement without	Some countries are already developing or have developed National Coastal Tourism Policies and Strategies, but these are not truly	The Incremental contribution for GEF and other donors will aim specifically to review and reform national policy, legislation and

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	<p>making the link to the need for tourism to be sustainable in relation to the environment (upon which tourism depends) as well as the need to avoid its impacts on other socio-economic activities and community requirements. In the absence of the development of integrated tourism development policy frameworks and strategies, and the consequent absence of controlled development and good environmental management systems, it is most probable that the trends leading toward coastal environmental pollution and degradation with consequent transboundary impacts will continue. There is a clear absence of coordination between government agencies with responsibilities for tourism, development and the environment, as well as between the public and private sector, and communities feel disenfranchised from the entire management and decision-making process.</p>	<p>capturing the need to conserve and maintain ecosystem functions and services or to control the harmful impacts of tourism on coastal and offshore environments. The reforms proposed as part of the incremental addition (as an extension of the existing baseline aimed at developing tourism management) will create a more integrated approach. In the long-term this will aid in the reduction of pollution impacts within the immediate coastal areas of each country, as well as the protection of important ecosystem functions, livelihoods and productivity.</p>	<p>institutional responsibilities related to tourism, development and the coastal environment. This will be achieved initially through interim guidelines developed using the outputs from component 1, and then, with more knowledge and lessons, the development and adoption of national strategies. Co-funding will support the GEF contribution through internal national activities related to improvements in legislation and institutional arrangements to support said reforms. Both the GEF and national co-funding commitments will help to coordinate this process at the regional level so that countries can assist each other and learn from each other's experiences. In relation to the co-funding partners, WTO will be providing co-funding support for the identification and development of appropriate model guidelines for sustainable tourism. Ricerca will be assisting with institutional strengthening and capacity building for eco-cultural tourism. REDO is an NGO with experience in direct involvement of communities in development and implementation of programmes aimed at sustainable exploitation and utilisation of coastal resources. They will facilitate workshops, and seminars, training,</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
			stakeholder conferences, etc.
Global Benefits	<p>Although ecotourism has become a popular objective of governments and private enterprises around the world it is seldom truly sustainable and is often referred to as a ‘double-edged’ sword because of the additional impacts that it can create to the ecosystems upon which it depends and purports to support. There is a growing and urgent need for more appropriate national management approaches and policies for coastal tourism and its supportive activities (construction, infrastructure development, fishing, agriculture, etc.). Current national institutional and management structures are fragmented and their capacity to perform individual institutional mandates is highly constrained. Proven management techniques and more specific options for pollution reduction and sustainable tourism development are a regional and global requirement and not just vital to the needs of the participating countries</p>	<p>The partnerships with organisations such as WTO and other NGO groups will assist in the transfer and replication of reform practices and lessons. These practices and lessons will be highly replicable across the coastal nations of the world. The real benefits at the global level will also be apparent through a more effective and sustainable approach to management of coastal resources and ecosystems in line with sustainable development along a substantial stretch of African coastline, thus providing sustainable protection to important transboundary resources, habitats and species.</p>	<p>The global incremental benefits of both the GEF and co-funding contributions will be realised through the development of more applicable and appropriate options for tourism management manifested through actual working demonstrations and proof at national levels of effective reforms to policy, legislation and institutional structures and mandates. These will be available for other countries to use.</p>
Costs	<p>Gov'ts: \$13,619,920</p> <p>TOTAL: \$13,619,920</p>	<p>Baseline: \$13,619,920 Incremental: \$3,828,609</p> <p>TOTAL: \$17,448,529</p>	<p>GEF = \$438,200</p> <p>CO-FUNDS = \$3,390,409 Gov'ts \$2,810,409 Intergov/Multilaterals: \$130,000 Bilateral Donors: \$0</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
			NGOs: \$450,000 Private Sector: \$0 TOTAL: \$3,828,609
COMPONENT 3: ASSESSMENT AND DELIVERY OF TRAINING AND CAPACITY REQUIREMENTS EMPHASISING AN INTEGRATED APPROACH TO SUSTAINABLE TOURISM			
Domestic Benefits	<p>All of the participating countries are receiving assistance to a greater or lesser degree with training and capacity building for better governance across a variety of sectors and through a variety of levels. Once again, these tend to target economics development and social needs with very limited focus on environmental requirements and their integration into cross-sectoral consideration. If tourism is to become sustainable then requisite training and capacity building (along with local community involvement) is essential. This will require a consistency in understanding sustainable tourism aims such as the concept of what ecotourism is and should be, and what it should not be. The absence of any interventions to raise the baseline to an alternative level is most likely to foster a false sense of sustainable resource management in the face of actual long-term damage.</p>	<p>The alternative scenario will be an extended capacity for better sustainable tourism management within the participating countries and the opportunity to share these experiences country to country within the Project. Existing management and monitoring institutions will be provided with better tools and skills for ensuring more sustainable tourism is carried out while seeking to protect the interests of communities and those more dependent on ecosystem functions and services</p>	<p>The incremental interventions under this component will address this requirement for better training and capacity building firstly by identifying the actual needs at the individual agency and sectoral level and then develop appropriate packages and guidelines for training through regional coordination strategies which will include a programme of training-the trainers. Each country will be assisted in the adoption of a national plan for targeted T&CB with appropriate work-plans. Co-funding for these activities significantly exceeds GEF contributions and this reflects that fact that this is an area of activities that can be well supported by co-funding, especially through the NGO communities. Ghana Wildlife has experience in wetlands management production and the generation of biodiversity values. They also have the experience to advise and guide in the legal establishment of community reserves, maintenance of ecosystem integrity, coastal ecosystem</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
			<p>management strategies, and principles of sustainable management. They are keen to assist in replication of lessons and best practices and in consolidating gains. The Natural Conservation Resources Centre will collaborate in integrated tourism destination planning (particularly in the area of tourism service training and awareness programmes, and advising on the facilitation and development of basic tourism infrastructure). SNV (The Netherlands Development Organisation) is dedicated to sustainable development through strengthening the capacity of local organisations. They will provide advice on the implication of climate change on coastal tourism, protection of coastal biodiversity, management of ecosystems and habitats for coastal tourism, coastal erosion land degradation issues and waste management, tourism development planning, community based natural resource management, policy development and poverty alleviation</p>
Global Benefits	<p>At the global level, existing training and capacity for tourism management within the system boundary of the Project is inadequate to provide the much-needed protection and maintenance of globally important</p>	<p>The skills, training and institutional improvements will provide valuable lessons for transfer to other management scenarios outside of the system boundary. This will also create a body of trained personnel</p>	<p>The incremental interventions under this component will provide improvement to national capacities and the level of skills of individuals to manage tourism in the same landscape as important ecosystem</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	ecosystems and their functions and services. This extends to the absence of adequate numbers of sufficiently trained technical staff for monitoring and compliance activities. Lack of understanding at the country level of how to deal with tourism and tourists in the best interests of the environment and of local community needs and livelihoods is a very real constraint.	and institutes within the region which can provide the lessons and the extended training services to other countries and institutions. On a wider global level this will help to guarantee better economic development within African countries while protecting global interests in the environment and protection of transboundary ecosystems and associated species	functions and environmental needs, which will therefore afford them better longer term protection.
Costs	Gov'ts: \$1,028,870 TOTAL: \$1,028,870	Baseline: \$1,028,870 Incremental: \$1,520,334 TOTAL: \$2,549,204	GEF = \$620,000 CO-FUNDS = \$900,334 Gov'ts: \$455,334 Intergov/Multilaterals: \$20,000 Bilateral Donors: \$15,000 NGOs: \$400,000 Private Sector: \$10,000 TOTAL: \$1,520,334
COMPONENT 4: INFORMATION CAPTURE, MANAGEMENT AND DISSEMINATION			
Domestic Benefits	All of the various governments are engaged in the collection of baseline information related to tourism, ecotourism and (to some extent) sustainable tourism. However, there is a lack of information on the extent of sensitive coastal and marine habitats, or the existing information is not available to agencies dealing with tourism directly. This is frequently due to a lack of integration		Incremental activities will support the development of a regional centre for information management and distribution that will also help in developing guidelines and other packages (awareness, training, capacity building) using lessons and best practices from component 1. This centre will also provide national guidance on developing information capture techniques and skills (e.g.

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	<p>and collaboration between key agencies. If there is no improvement in the availability of such information then spatial planning cannot improve and conflicts of interest between different sector and the communities will arise and increase. Inadequate information capture and processing is constraining effective technical and policy decisions that are needed for integrated sustainable tourism planning and management</p>		<p>field data collection, selection of indicators, etc) and process and delivery (appropriate packaging for all sectors and levels including senior policy makers. Awareness and sensitisation at all levels will be an objective. Substantial co-funding again reflects an area where donors can provide a lot of support. UNIDO will be assisting in the development of information storage and management mechanisms. Ricera will assist at the national institutional level and with databases related to community involvement and cultural issues within the tourism and environmental context. Governments themselves will provide significant co-funding through the allocation of resources, including national EIMAS centres, and through the development of more effective indicator monitoring systems.</p>
Global Benefits	<p>All over the world, lack of reliable and sufficient multi-sectoral information related to the coastal zone is leading to poorly planned and managed coastal tourism, coastal development, inappropriate tourism activities, increased pollution and other impacts. This is often a result of lack of awareness or sensitisation to sustainable tourism needs and issues</p>	<p>The new alternative scenario will make accessible important information to other countries developing their own information management approaches. Data on such critical global issues as climate change, sea level rise and associated trends in ecosystem variations (such as coral reef growth and mortality) will be of enormous value</p>	<p>Information made available from the participating countries will provide valuable insights into coastal trends around sub-Saharan Africa. It will also provide a valuable feedback system to demonstrate how specific sustainable tourism actions and strategies are having an effect on the maintenance and conservation of vital ecosystem functions and</p>

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
	at the senior management and policy level. This is a serious concern not just within the participating countries but throughout the world's coastal nations		transboundary resources.
Costs	Gov'ts: \$8,469,010 TOTAL: \$8,469,010	Baseline: \$8,469,010 Incremental: \$6,007,814 TOTAL: \$14,476,824	GEF = \$1,369,166 CO-FUNDING = \$4,638,648 Gov'ts: \$3,338,648 Intergov/Multilaterals: \$100,000 Bilateral Donors: \$0 NGOs: \$1,200,000 Private Sector: \$0 TOTAL: \$6,007,814

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
COMPONENT 5: PROJECT MANAGEMENT, COORDINATION, MONITORING AND EVALUATION			
Domestic Benefits	At the national level many of the countries have poor internal cross-sectoral communications and relationships. This is highly restrictive to the development of any integrated approach to sustainable tourism. At the regional level there is also a need to develop closer alliances and understandings between countries with similar problems and needs and to share experiences. Under the baseline situation there is no weight of momentum for this.	The development of a more integrated approach to management is, in itself, a most valuable improvement to national governance within these countries. This will help to set a trend throughout government for better communication and coordination, not just in relation to tourism and environmental issues. It is intended that whatever management and coordination bodies are set up for the purposes of the Project will be maintained after the project as appropriate (or their functions will be assumed by other appropriate bodies). These may also develop an extended remit in support of better national governance through integration and coordination	The incremental approach will be to use the Project as a focus for developing stronger national and regional coordination through the adoption of appropriate bodies. National coordination mechanisms will include National Stakeholder Committees and Technical Advisory groups that will work in concord to address all of the Project needs and to deliver all of the Project outcomes at the national level. Likewise, similar regional bodies will coordinate regional needs and activities and ensure their linkages and deliveries to the national level. Appropriate monitoring of project delivery and evaluation of results is an inherent design within the project. Government co-funding contributions are necessarily large to accommodate the intensive role of national staff both at the national and regional level
Global Benefits	This poor national and regional integration and coordination on important topics related to sustainability and ecosystem/resource management is a feature of many regions of the world today.	The overall demonstration of adoption of improved governance techniques for tourism and improved governance itself throughout the participating countries will help to encourage such trends in other countries with similar concerns and socio-economic landscapes	Globally this Project will provide a very valuable set of lessons for GEF and other donor agencies as well as other countries and groups of countries. The indicators that are/will be developed for M&E will provide useful guidelines also. Senior representatives at the national and regional coordination level will be

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
			able to present Project lessons and successes to the global community.
Costs	Gov'ts: \$2,435,000 TOTAL: \$2,435,000	Baseline: 2,435,000 Incremental: \$3,382,955 TOTAL: \$5,817,955	GEF = 160,000 CO-FUNDS = \$3,222,955 Gov'ts: \$3,222,955 Intergov/Multilaterals: \$0 Bilateral Donors: \$0 NGOs: \$0 Private Sector: \$0 TOTAL: \$3,382,955
TOTALS FOR ALL COMPONENTS			
	Gov'ts: \$69,224,270 TOTAL BASELINE \$69,224,270	Baseline: \$69,224,270 Incremental: 28,845,016 TOTAL ALTERNATIVE \$98,069,286	GEF = \$5,388,200 CO-FUNDS = \$23,456,816 TOTAL INCREMENT \$28,845,016

ANNEX B

PROJECT LOGICAL FRAMEWORK

N.B. THIS CONSTITUTES THE LOGICAL FRAMEWORK FOR THE MAIN PROJECT COMPONENTS. SPECIFIC LOGFRAMES HAVE BEEN ESTABLISHED FOR THE DEMONSTRATION PROJECTS AND ARE INCLUDED WITHIN APPENDIX A – THE DEMONSTRATIONS

PROJECT STRATEGY	OBJECTIVELY VERIFIABLE INDICATORS
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

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
<u>OBJECTIVE OF THE PROJECT</u> To demonstrate best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance.	Sustainable tourism development policies and strategies adopted by participating countries that clearly reflect the objectives of GEF and the aims of Operational Programme 10, with particular focus on Land-based Sources of Pollution (LBS) and embracing the concepts of the Global Plan of Action for LBS	Little or no sustainable tourism policies in recipient countries	Effective and sustainable tourism policies drafted and under negotiation by at least 7 countries and full adopted and under implementation by 4 countries by end of project year 4	Sustainable Tourism Strategies and Work-plans available from countries and through Project for evaluation process	Countries prepared to adopt Sustainable Tourism Strategies. Mechanisms can be evolved to involve the private sector and establish public-private partnerships.

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Noticeable reduction in the degradation and overall loss of coastal and offshore environments as a result of unsustainable tourism	Coastal and marine environment currently being degraded and lost as a direct result of unsustainable tourism development and activities	National Indicators adopted by the Project (e.g. water quality, critical habitat distribution, critical species numbers, etc) demonstrate a minimum 20% reduction in negative impacts (see M&E Plan) per country	M & E reports; National agency reports; actual figures and physical, quantifiable proof shown to Mid-Term Evaluators and Terminal Evaluators	Effective training and human resources made available to confirm through measurable targets. Private sector willing to participate in training and adopt changes in current practice.

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Benefits from tourism to host communities improved (e.g. through enhanced alternative livelihoods, secured access and landing rights, etc)	<p>Minimal equitable sharing or transfer of benefits from tourism sector to host communities. Limited livelihood opportunities associated with sustainable tourism. Limited or no access rights to beaches or traditional fish landing and preparation areas. All of these factors contributing to poverty issues in local communities</p> <p style="text-align: right;">B-3</p>	<p>Measurable improvements to livelihoods. An increase of at least 10% per capita 'above-subsistence' livelihoods within communities associated with newly-sustainable tourism operations and activities.</p> <p>Confirmation of traditional access rights at 50% of tourism locations</p>	Government records. Interviews with local communities. MTE and TE process	<p>'Alternative' livelihoods prove attractive to individuals, continue to generate returns and are sustainable.</p> <p>Sufficient opportunities for alternative livelihoods</p> <p>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 such rights.</p> <p>Adverse or unavoidable climatic influences (e.g. drought or coral bleaching) or political influences or civil unrest do not degrade the tourism asset and/or result in the loss of tourism potential.</p>

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
<u>COMPONENT 1</u> CAPTURE AND DEMONSTRATION OF BEST AVAILABLE PRACTICES AND TECHNOLOGIES N.B. See Appendix A for Demonstration Logical Frameworks	Best Available Practices and Technologies from all available sources (regional and global) reviewed and assessed for their applicability to the national situations of the various participating countries	Limited access to, and understanding of, available practices and technologies which support sustainable tourism. No mechanism for identifying these BAT/BAPs or for developing model guidelines for the adoption and implementation	Mechanism and clearing centre established for reviewing BAT/BAPs within 6 months of inception. Physical evidence of review processes	Physical presence of staff and office undertaking review process within the Regional Information Coordination House (RICH). Review reports	Case studies and pilot demonstrations of BAT/BAPs are available and accessible, and are applicable
	Incentives and benefits of Partnerships for sustainable tourism identified for all stakeholders (civil, private and public sector)	No regionally applicable models for tourism partnerships, and no clear benefits and incentives available	Partnership Incentives and Benefits Analysis implemented within the first 3 months of Project. Findings presented at National Partnership Meetings within 6 months of Project inception.	Report on Partnership Incentives and Benefits Analysis available to Project. Records of attendance of National Partnership Meetings Stakeholder feedback expresses clear understanding of benefits from all parties	Examples of suitable Partnerships can be identified for use as case studies.

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	National Demonstrations successfully implemented and completed at selected sites within the participating countries, and delivering valuable and replicable BAT/BAPs for regional synthesis and dissemination	Limited number of national models and demonstrations of sustainable tourism BATs/BAPs currently available within the participating countries. No facilities or plans for regional synthesis and dissemination	All national demonstrations completed before TE and end of Project. BAT/BAPs captured from every demonstration for regional synthesis	MTE and TE. Reports from Demonstration Project Coordinators verified by PCU	Demonstrations will deliver BATS/BAPs in every case
COMPONENT 2 DEVELOPMENT AND IMPLEMENTATION OF MECHANISMS FOR SUSTAINABLE TOURISM GOVERNANCE AND MANAGEMENT	National requirements for realigning and reforming policy, legislation and institutional responsibilities to support sustainable tourism, along with options for sustainable financial mechanism (identified and approved by national SteerComs) have captured essential needs of the countries in relation to sustainable tourism	Poor institutional capacity for sustainable and cross-sectoral coastal tourism management. Overlapping, repetitive and ineffective regulatory or legislative instruments. Inappropriate policies. Absence of fiscal options to sustain reforms in favour of sustainable tourism approaches	National reports from each country identifying gaps, needs and options provided to PCU by end of 1 st year. Reports reviewed and approved by TAGS and SteerCom (national and regional).	Reports from National and Regional Steering Committees. Confirmation from PCU Confirmation at MTE	National governments willing to cooperate in providing information and agreeing on need for reforms or realignment of policy and legislation including institutional re-modelling and fiscal options as appropriate

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Model sustainable tourism strategies and models (applicable to each of the participating countries) developed based on all BATs and BAPS from participating countries, global case study reviews, and demonstration lessons	Insufficient guidance and best practices available to countries for sustainable coastal tourism. Various case studies and lessons exist but not yet examined for applicability to the needs of the participating countries	All options and scenarios (including feedback from demonstrations) examined and refined by month 30 of Project Sets of model strategies and advisory documents refined which are applicable to each country by month 30 of Project	Reports from National and Regional TAGs. Final reports and recommendations with the PCU. Confirmation by MTE	Appropriate models can be identified from global review to provide the baseline and possible to modify these to suit the regional situation.

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	National Sustainable Tourism Strategies and Work-Plans adopted, implemented and functional within each country	Limited or absent management and governance within participating countries related to sustainable tourism needs	National Strategies and Work-plans that promote and support reforms to governance and management for sustainable tourism agreed and formally adopted by each country by beginning of 4 th year of Project All participating countries have adopted significant and appropriate reforms (judged by Independent Evaluation) by end of Project	Confirmation through both National and Regional Steering Committee minutes. TE Process provides detailed confirmation of each national status in relation to implementation of sustainable tourism management strategies.	Governments are prepared to undertake such reforms and government agencies are cooperative. Other stakeholders willing to adopt changes as appropriate
<u>COMPONENT 3</u> ASSESSMENT AND DELIVERY OF TRAINING AND CAPACITY REQUIREMENTS EMPHASISING AN INTEGRATED APPROACH TO	Effective assessments undertaken in each participating country identifying gaps and needs in training and capacity building for sustainable tourism with national reports provided to the PCU	Current training and capacity inadequate to support sustainable tourism or to successfully embrace proposed reforms and improvements	Each participating country has assessed its needs and gaps and provided a formal report of them same (approved by the National Steering Committee) within 9 months of Project Inception	Reports lodged with PCU. Minutes of National Steering Committees. Confirmation by the MTE	Relevant stakeholders are fully cooperative and recognise the need for improvements in training and capacity

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
SUSTAINABLE TOURISM	Training and capacity building packages developed and approved (to include work-plans and implementation schedules/guidelines) that are appropriate to national needs and scenarios	Limited training and capacity building assistance available to date that targets the needs of individual countries in relation to sustainable tourism	Sufficient packages developed that address the needs of all countries by the 18 th month Further updates provided as lessons on BAPs/BATs become available from Outcome 1 demonstrations (end of year 3)	Physical presence of T&CB packages at the PCU. Confirmed by MTE	Sufficient expertise available to develop appropriate and applicable packages
	National T&CB implemented successfully and demonstrating a more sustainable approach to tourism	Limited or no T&CB programmes operating within countries	T&CB Programmes for every country under implementation by mid-Project All T&CB Programmes demonstrating clear positive advantages to sustainable tourism by End of Project	Confirmation by National SteerComs and through MTE report Confirmation by National SteerComs and by TE report (with Evaluator confirming and listing positive advantages)	National Governments and other tourism stakeholders willing to allow staff to undergo training. All pertinent bodies, agencies and operations prepared to undertake capacity building reforms.

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
<u>COMPONENT 4</u> INFORMATION CAPTURE, MANAGEMENT AND DISSEMINATION	Establishment of Regional Information Coordination & Clearing House (RICH) improving the availability, access and sharing of lessons and BAPS/BATS pertinent to sustainable tourism for each participating country, and having established formal links with an information focal point/ node agency within each country	No specific coordination centre within the region dealing with sustainable tourism information at this level. Lack of access to such information and guidance is severely limiting the capacity or the participating countries to adopt sustainable tourism approaches and policies	<p>RICH established and fully operational within first 6 months of Project, and reviewing and assessing information pertinent to guidelines and BAPS/BATs</p> <p>National information nodes/focal points established within each country within first 6 months of Project</p> <p>RICH disseminating initial guidelines and BAPS/BATs by 18th month of Project.</p> <p>RICH has met requirements to provide all countries with necessary models, guidelines and BATs/BAPs (as per Components and Outputs above) by end of 3rd year of Project</p> <p>Rich continues to update models, guidelines and BATS/BAPS based on feedbacks from demonstrations and country experiences in</p>	<p>PCU reports. National and Regional Steering Committee minutes. Feedback from MTEs and TEs</p> <p>Information within the RICH shows quantifiable improvements in sustainable tourism at national levels (to be confirmed independently by an Evaluator)</p>	<p>Countries are willing to access and share information necessary for RICH to be an effective body and to meet its commitments to the Project and to the countries</p> <p>Other projects are willing to share data and information for the benefit of the region.</p> <p>Sustainable funding can be identified during the Project to support RICH indefinitely</p> <p>Suitable National focal nodes are identified within each country that can link to RICH</p>

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Data capture and management needs and gaps for each country relating to sustainable tourism identified through a national report and a regional synthesis	Absence of such specific reports that address project requirements. Clear presence of needs and gaps identified within PDF National Reports	All National Reports formally approved by National Steering Committees and submitted to PCU within first 6 months, Synthesis of national reports submitted to Regional Steering Committee and approved by 9 th month	National Reports lodged with PCU Minutes of Regional SteerCom Presence of Regional Synthesis confirmed by MTE	Countries (government and other stakeholders) provide realistic and addressable needs and gaps requirements
	National Environmental Information Management and Advisory models created that clearly address the needs of sustainable tourism, along with individual national work-plans and strategies for their implementation	Limited or absent capacity currently within participating countries to address information capture, handling and management needs related to sustainable tourism	National EIMAS models and strategies presented to each country and approved in-country by 18 th month of Project	National Steering Committee minutes. Confirmation by PCU. Confirmation by MTE.	Relevant and applicable models and strategies are developed and acceptable to countries. Expertise available to Project undertake this development

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Presence of active and functional EIMAS in each country showing a positive improvement in the analysis and distribution of information relating to sustainable tourism and demonstrating effective impact on decision-making at the management and policy levels	Countries have identified absence of limitations of any such information management bodies or information handling and dissemination mechanisms	Functional EIMAS structure within every participating country by mid-term of Project (month 30). Confirmation from stakeholders, backed up by concrete evidence, (especially at political level) that information handling and delivery process is beneficial to sustainable tourism process	National and Regional Steering Committee reports. MTE confirmation through consultation and interview (at political level and through multi-sectoral exchanges)	Politicians willing to act on concise information and guidance to alter policies in favour of sustainable tourism even when it may conflict with their economic and development aims. Politicians and senior Line-Managers willing to request specific information to advise and guide management decisions Adequate capacity and training to provide required information
	Clear evidence of raised awareness of sustainable tourism issues (threats, impacts, mitigations, BATs/BAPS, etc) across all sectors. In particular, clear positive feedback at the policy level of sensitivity to the	Limited understanding of concept of sustainable tourism and need to protect and maintain ecosystem functions and services for the long-term benefit of all (including the	Representative cross-section of stakeholders sufficiently aware of issues related to sustainable tourism by mid Project Significant awareness confirmed at proximal political level	Formal Independent Evaluation process must interview adequate cross-section of stakeholders to confirm. Evidence of detailed awareness campaigns and evidence of positive feedback (in media etc.)	Adequate resources (time and costs) for Evaluation will be made available through Project. This is a frequent constraint within GEF projects which can often prevent an effective evaluation

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	needs and requirement of sustainable tourism	tourism sector)	(environment, tourism, development, planning, etc) and support shown for sustainable tourism strategies and approaches (including willingness to request specific information from line ministries and expectation that there is adequate capacity to provide such information	Formal Independent Evaluation process must interview adequate cross-section of senior management and policy staff within all sectors (Public and Private)	and confirmation of quantifiable and/or verifiable indicators
<u>COMPONENT 5:</u> PROJECT MANAGEMENT, COORDINATION, MONITORING & EVALAUTION	Effective PCU in place and improving national attitudes and capacities for addressing sustainable tourism needs	No PCU in absence of Project so not effective	PCU established at inception of Project and fully functional and effective throughout Project lifetime, delivering outputs as intended	PCU reports. National and Regional Steering Committee reports. APR/PIR reports. Confirmation by MTE and TE process	Countries develop a relationship of trust with the PCU and recognise its value

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Regional Coordination effective and improving regional capacity to assist in the development and adoption of sustainable tourism management practices	No specific regional coordination body appropriate to the project objectives and deliverables	Regional TAG and Steering Committee adopted within first month of Project. Feedback from members and other stakeholders confirms positive role of these two groups	Minutes of Regional Steering Committee and TAG. Confirmation by MTE and TE process Feedback from National TAGs and SteerComs and national stakeholders as well as other regional 'stakeholder' groups – confirmed through Evaluation process	Appropriate choice of members. Transparent selection process. Membership has time and commitment to meet regularly
	National Coordination effective and improving national capacity to assist in the development and adoption of sustainable tourism management practices.	Limited or absent national coordination mechanisms for sustainable tourism issue	National TAGs and SteerComs set up in every country within first month of Project and actively working to address sustainable tourism issues with the assistance of the Project	National TAG and SteerCom Minutes. Confirmation from PCU (with records) to MTE. Feedback from National stakeholders and members and Regional representatives.	Appropriate choice of members. Transparent selection process. Membership has time and commitment to meet regularly

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Successful partnerships established through project with active and willing involvement with Private Sector and Civil Society Organisations.	Limited participation of private sector partnerships, joint ventures etc.	National Partnership Meetings held within the first 6 months (2-3 meetings) to present information on Incentives and Benefits of Partnerships. Specific indicators for monitoring progress of Partnerships developed during these meetings.	Report on Partnership Meeting. MOU and LOU signed by private sector organisations. Review of by MTE of the success of Partnership Process.	
	Appropriate IW indicators developed at regional level and adopted at national level to provide monitoring and evidence of improvements in Sustainable tourism practices	IW indicators not a requirement until Project under implementation	PCU develops IW indicators and circulates at national and regional level within first 2 months of Project IW indicators approved by National and Regional TAGs and adopted by Regional SteerCom as part of Project M&E process by month 6	PCU reports, Regional SteerCom. Review of indicators by MTE	National stakeholders prepared to accept IW indicators to indicate success of Project objective. Sufficient expertise available in development of indicators to ensure that they are truly indicative of the success of the IW process in relation to sustainable tourism

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Appropriate Project M&E processes are carried out during Project lifetime and beyond (where appropriate)	No Project M&E plan adopted until project adopted. No comparable M&E plan for sustainable tourism exists outside of Project	Project meets all schedules and requirements for M&E as specified in M&E plan on time. Countries and regional coordination mechanisms review sustainable tourism at national and regional level regularly post-project to ensure aims and objectives of project still being met or exceeded	APR/PIR. Evaluation process National and regional reporting process post-project	Funding available for Post-Project evaluation and monitoring outside of GEF process
	Sustainability of Project Objectives (and therefore sustainability of environment and ecosystems alongside economic development and maintenance of livelihoods) captured through Project outputs and deliverables	Limited or absent sustainable tourism	Each country adopts appropriate and effective political and financial mechanisms for sustainability based on the outputs from Components 1 and 2 (guidelines and models) that address such sustainability by the end of project	Confirmed through the TE process.	The BATs/BAPs outputs and associated assessments, models, demonstrations and guidelines can provide applicable financial mechanisms for sustainable tourism to suit each country's requirements and wishes.

Annex B1
Coastal Tourism Project Workplan

Activity	Months									
	6	12	18	24	30	36	42	48	54	60
I										
1.1 Identification of Best Available Practices (BAPs) and Best Available Technologies (BATs) (on a global scale) applicable to sustainable tourism within the sub-Saharan African situation										
1.2 Implementation of National Demonstrations to elaborate Best Available Practices (BAPs) and Best Available Technologies (BAPs) for Sustainable Tourism										
1.3 Implement Demo on Establishment and Implementation of Environmental Management Systems and voluntary Eco-certification and Labelling schemes,										
1.4 Implement Demo on Development of eco-tourism to alleviate poverty through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.										
1.5 Implement Demo on Sustainable reef recreation management for the conservation of coastal and marine biodiversity.										
II										
2.1 National reviews and assessments of policy, legislation, institutional arrangements and financial mechanisms to identify needs and requirements										
2.2 Development of model guidelines and individual national strategies and work-plans for Sustainable Tourism based on 2.1 and the Outputs from Component 1										

2.3 Implementation of individual national strategies and work-plans for Sustainable Tourism										
III										
3.1 Assessment of national baselines and requirements within various sectors										
3.2 Development of sectoral model packages and guidelines for national dissemination										
3.3 Adoption and implementation of national programmes for T&CB (with agreed work-plans) targeting relevant sector										
IV										
4.1 Establish a Regional Information Coordination House (RICH) and an associated Environmental Information Management and Advisory System (EIMAS) that coordinates information and provides guidance and materials for the capture and analysis and dissemination of data pertinent to Sustainable Tourism.										
4.2 Identify national data capture and management needs (including GIS, mapping, zoning, monitoring, presentation, etc)										
4.3 Develop national models for Environmental Information Management and Advisory Systems (including feedbacks between data gathering and policy-making needs).										
4.4 Implement national work-plans for EIMAS adoption and institutionalisation										
4.5 Develop and implement national delivery programmes for targeted awareness raising packages and policy level sensitisation										

V										
5.1 Establish Project Coordination Unit										
5.2 Establish Regional Project Steering Committee (RPSC)										
5.3 Establish Regional Technical Advisory Group (RTAG)										
5.4 Establish National Stakeholder Committees (NSC)										
5.5 Establish National Technical Advisory Group (NTAG)										
5.6 Adopt appropriate indicators and necessary M&E procedures (including assessment and evaluation of post-project sustainability)										
5.7 Organize annual Regional Project Steering Committee (RPSC) and meetings of the RTAG, NSC and NTAG										
5.8 Perform annual Tripartite Review (TPR), Annual Project Review (APR) and Project Implementation Review (PIR)										
5.9 Perform mid-term and final evaluations										
5.10 Apply GEF international waters indicators and monitoring systems to evaluate progress in achieving the project objectives										

ANNEX C

STAP Roster Technical Review

“Project Title:	Reduction of Environmental Impact from Coastal Tourism through Introduction of Policy Changes and Strengthening Public-Private Partnerships
Short Title:	Implementing Sustainable Coastal Tourism in Sub-Saharan Africa (SCTSSA)
GEF Implementing Agency:	United Nations Environment Programme (UNEP)
Executing Agencies:	United Nations Industrial Development Organization (UNIDO) World Tourism Organisation (WTO)
Requesting Countries:	Regional: (Cameroon, Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, Seychelles, and Tanzania)
Eligibility:	<i>The countries are eligible under para. 9 (b) of the GEF Instrument.</i>
GEF Focal Areas:	International Waters
GEF Programming Framework:	Contaminant Based Program (OP#10)

By Dr. Eric Wolanski, PhD, DSc, FTSE, FIE Aust
E-mail: e.wolanski@aims.gov.au
March 20, 2006

General comments:

This proposal has great potential. It addresses the impact of tourism on coastal ecosystems and coastal people in 9 African countries, namely five in West Africa, three in East Africa, and one island country in the Indian Ocean. All these countries are developing their coastal tourism and are facing somewhat similar problems – although there are large variations from country to country and even from site to site.

The potential of coastal tourism to help the countries economically is well highlighted. The threat that coastal tourism poses to ecological sustainability is also well highlighted. There is no problem there, all is good.

The proposed solutions are generally good. The program will result in significant local benefits including principally (1) capacity building, (2) gathering the information needed for sound management decisions, (3) opening a dialogue between the local people, the government at local and federal levels, and the tourism industry, (4) getting the local people committed to ecologically sustainable development, (5) accrediting with an ecological certificate those individual hotels and tourism operators that do the right thing for the local communities and the environment. All these outputs are most laudable and are well worth the money spent. This proposal should be funded, after revisions as per the suggestions below.

Specific suggestions

I recommend that the proposal be somewhat fine-tuned and improved.

- In this proposal the quality and soundness of the action plans vary from country to country. The problems, potential, and action plan for Ghana for example are very well described and appear very sound indeed.
- So as those for Senegal.
- Those of Tanzania are vague and ill-defined. Further the Tanzania component is missing the Saadani National Park, yet it is the only national park in East Africa that has all the assets (white beaches, turtles, a perennial freshwater river, wildlife, mangroves and coral reefs, and surrounding communities that will degrade the environment – and already do as they do not feel that they are stakeholders) and has a tourism industry that will grow exponentially! That is clearly THE key site in Tanzania to involve in this project. The Tanzania component reads poorly and the action plan is unconvincing to me. Without clear information I get the feeling that the money for Tanzania will just be gobbled up by administration with not many outputs to show.

- The Kenyan component also reads poorly and is unconvincing to me. I mean by that that it can be made better. As it is, I suspect that it will fail in its objectives. What is specifically missing is,
 - 1) The need to use ecohydrology as a guiding principle. What is needed is a link to the GEF project “Addressing Land-based Activities in the Western Indian Ocean (WIO-LaB)”. This is not a simple academic criticism, it is serious and based on facts. For instance the coral reefs near Malindi help support Kenya tourism industries and, even if this proposal was financed in full, they will die by being smothered by mud from soil eroded from the Kenya highlands hundreds of km away. So local initiatives, such as this proposal, for coastal management will fail in the long-term if the issue of land-use in the river catchments are not addressed at the same time. Two useful references to convince the reader that this is true are:

Wolanski E. (2001). Oceanographic Processes on Coral Reefs: Physical and Biological Links in the Great Barrier Reef. CRC Press, Boca Raton, Florida, 356 pp.

Wolanski, E., L.A. Boorman, L. Chicharo, E. Langlois-Saliou, R. Lara, A.J. Plater, R.J. Uncles, M. Zalewski. (2004). Ecohydrology as a new tool for sustainable management of estuaries and coastal waters. Wetlands Ecology and Management 12, 235-276.
 - 2) The link to the management of Marine Protected Areas. The tourism industry is heavily dependent on these MPAs. The tourism industry is locally exerting much pressure on these MPAs. The proposal should include the management of these MPAs.
- The Mozambique component is good, especially as the tourism industry is just really developing and it is possible to avoid massive ecological degradation. It is however missing the critical link to MPAs. The tourism industry in the long-term will depend on MPAs. I suspect that, like the Tanzanian component, action plans in specific areas also need attention to land-based issues from land-use in the river catchments.
- The Seychelles action plan is very good.
- I am not sufficiently familiar with the on-the-ground situation in Nigeria, Cameroon and Gambia to review the practicalities of the proposal. On reading the proposal, it sounds good and realistic.

General criticism

- The action plans for all the countries in this proposal fail to recognize the critical factor that may limit coastal tourism and exacerbate conflicts with local communities, namely the lack of freshwater in drought conditions. In East Africa droughts occur every 5-10 years – so they have to be factored in the proposal. In West Africa droughts also occur, with a different cycle and usually even more severe. At the same time, tourism and the hope of jobs accelerate in-country migration. In most of these countries in this proposal the coastal population grows at a rate of 4-5% per year! It doubles every 10-15 years. How to provide water to the people that are increasingly concentrated in a thin strip along the coast is a national problem – the tourism industry is part of it. This is not just the solution of building dams – it also requires addressing land-use issues in the rivers even far from the coast (i.e. using ecohydrology as the guiding principle: see <http://www.unesco.org/water/ihp/>). *Thus the water supply companies (where water is privatized) and government agencies (where water is not privatized) and the land users from where water drains need to get involved in this proposal to address long-term sustainability of coastal development.*
- **This study, if not integrated with land-use management issue (i.e. with the WIO-LaB project) may fail in its objectives of ecological sustainability of coastal management.** The same story is repeated worldwide where integrated coastal zone management plans are drawn up (Haward, 1996; Billé et al., 2002; Tagliani et al., 2003; Pickaver et al., 2004; Lau, 2005) but, in the presence of significant river input, most are bound to fail because they commonly deal only with local, coastal issues, and do not consider the whole river catchment as the fundamental planning unit. It is as if the land, the river, the estuary, and the sea were not part of the same system. When dealing with estuaries and coastal waters, in most countries land-

use managers, water-resources managers, and coastal and fisheries managers do not cooperate effectively due to administrative, economic and political constraints, and the absence of a forum where their ideas and approaches are shared and discussed (Wolanski et al., 2004). To help alleviate this problem, UNESCO-IHP has launched the ecohydrology program. In this program, the concept of ecohydrology is introduced as a holistic approach to the management of rivers, estuaries and coastal zones within entire river catchments, by adopting science-based solutions to management issues that restore or enhance natural processes as well as the use of technological solutions (Zalewski, 2002).

Additional references

- Billé, R., Mermet, L. 2002. Integrated coastal management at the regional level: lessons from Toliary, Madagascar. *Ocean & Coastal Management* 45, 41–58.
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- Lau, M. 2005. Integrated coastal zone management in the People's Republic of China—An assessment of structural impacts on decision-making processes. *Ocean & Coastal Management* 48, 115–159.
- Pickaver, A.H., Gilbert, C., Breton, F. 2004. An indicator set to measure the progress in the implementation of integrated coastal zone management in Europe. *Ocean & Coastal Management* 47, 449–462.
- Tagliani, P.R.A., Landazuri, H., Reis, E.G., Tagliani, C.R., Asmus, M.L., Sánchez-Arcilla, A. 2003. Integrated coastal zone management in the Patos Lagoon estuary: perspectives in context of developing country. *Ocean & Coastal Management* 46, 807–822.
- Wolanski, E., Boorman, L. A., Chícharo, L., Langlois-Saliou, E., Lara, R., Plater, A.J., Uncles, R.J., Zalewski, M. 2004. Ecohydrology as a new tool for sustainable management of estuaries and coastal waters. *Wetlands Ecology and Management* 12, 235-276.
- Zalewski, M. 2002. Ecohydrology—the use of ecological and hydrological processes for sustainable management of water resources. *Hydrological Sciences Bulletin*

ANNEX C-1

STAP ROSTER TECHNICAL REVIEW AND RESPONSE

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
<p>The Action Plans for Tanzania are vague and ill-defined and misses the Saadani National Park, yet it is the only national park in East Africa that has all the assets (white beaches, turtles, a perennial freshwater river, wildlife, mangroves and coral reefs, and surrounding communities that will degrade the environment – and already do as they do not feel that they are stakeholders) and has a tourism industry that will grow exponentially! That is clearly THE key site in Tanzania to involve in this project. The Tanzania component reads poorly and the action plan is unconvincing to me. Without clear information I get the feeling that the money for Tanzania will just be gobbled up by administration with not many outputs to show</p>	<p>It is unclear whether this comment applies to the overall Tanzania Demonstration Project or certain activities within the Project given that it references ‘Action Plans’ and not demonstrations. The actual Objectives and Activities are clearly stated, starting with the aims of the demonstration as:</p> <ul style="list-style-type: none"> ▶ Strengthening physical planning and institutional co-ordination mechanisms for coastal tourism ▶ Catalysing community involvement and partnerships for ecotourism ventures and environmental management ▶ Strengthening existing policy, legislation and institutional arrangements for better environmental regulation of the tourism industry ▶ Catalysing voluntary environmental regulation by the tourism industry <p>Following this the Project goes into some considerable details regarding the activities (two pages of descriptions) in respect to what the Demo will be delivering and even presents these under the following activity headings:</p> <ul style="list-style-type: none"> • Policies, regulations and capacity building • Alternative livelihoods, poverty alleviation and revenue generation for conservation (ecotourism) • Mitigation of impacts on reef • EMS AND ECO-CERTIFICATION <p>There is considerable detail provided under each of these headings on deliverables. However, this could have been given much clearer definition with a more precise and sequential tabular work-plan which presents what is being done when and by whom. We feel that this would adequately resolve this particular perception of vagueness and ill-</p>	<p>The following text has been added in the appropriate places to clarify the requirement for more detailed work-plans:</p> <p>Project Brief, P.41 –<i>Each Demonstration clearly defines its objectives, activities and deliverables. However, in order to provide direct guidance and measurable benchmarks for progress, sequential work-plans for each of the proposed demonstrations will be presented to the Steering Committee at the Inception Phase for formal adoption.</i></p> <p>Project Brief, P. 80 - <i>Individual work-plans will be prepared by the country for the demonstration projects as listed in Appendix A. The Inception Workshop will also review</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
	<p>definition. Each demonstration will now be required to present a specific work-plan of delivery at the Inception stage of the Project that will be reviewed and approved by both National and Regional level Steering Committees. This will also be consistent with the requirement of an overall work-plan for the entire project which would also be presented at the Inception stage and formal agreed.</p> <p>In response to the comments regarding the Saadani National Park, the sites adopted for the demonstration activities in Tanzania went through a detailed country-driven selection process which began some years ago with a national hotspot and sensitive area review for each country. This is a standard requirement now for any GEF demonstration selection activity and follows the detailed guidelines and criteria which have evolved through the GIWA (Global International Waters Assessment) process. The identified hot spots were: Dar Es Salaam city, Zanzibar municipality and Tanga municipality. The identified sensitive areas were: Bagamoyo, Tanga coastal area, Rufiji-Mafia-Kilwa complex, Pemba, Unguja East Coast, Latham Island and Mtwara-Mnazi bay area. Based on the information on the Aggregated tables for hotspots and sensitive areas, a list of 3 top prioritised hot spots and 3 top prioritised sensitive areas was prepared. The exercise resulted in selecting Rufiji-Mafia-Kilwa complex, Tanga Coastal Area and Bagamoyo District as the priority sensitive areas. Since only three hot spots were identified, i.e., Dar Es Salaam, Tanga Municipality and Zanzibar Municipality, all three were taken as priority hot spots. Out of this list of Hotspots and Sensitive areas, the country selection process (undertaken by national experts) chose the 3 highlighted areas for sustainable tourism demonstrations. As required by GEF, this was a participatory national stakeholder process that arrived at this selection. The Selection process for the proposed demonstration is explained in detail in the introductory section to Appendix 1.</p> <p>The Demonstration document does make reference to the Tanzania</p>	<p><i>these individual work-plans which will be formally adopted by the Steering Committee.</i></p> <p>Appendix A , P.95 - It should be noted that Saadani National Park (close top Bagamoyo) has also been identified as a sensitive areas through the TCMP process and is the focus of a separate initiative by the Coastal Resources Center, University of Rhode Island for sustainable tourism development and partnerships. The GEF demonstration will coordinate closely in the transfer of lessons and best practices between the two areas, and with other appropriate areas within the Project system boundary.</p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
	<p>Coastal Management Partnership for Sustainable Coastal Communities and Ecosystems (TCMP). This initiative is already addressing the Saadani National Park, which is one reason why the GEF efforts will concentrate on Bagamoya (these two areas are effectively adjacent). However, as is clearly defined in the Project Document. The demonstrations serve to capture BAPs and BATs for very specific processes related to sustainable tourism and these will then be replicated at appropriate sites, including the Saadani National Park so this sensitive area will benefit from the Project in very real terms. This linkage between the two efforts is now highlighted within the demonstration.</p> <p>The GEF and co-funding could not be 'gobbled up by administration' as A. the deliverables are clearly defined, B. a work-plan will be adopted at Inception with clear linkages to budget expenditure, and B. the detailed Project M&E process presented in the Project Document would prevent this from happening.</p>	
<p>The Kenyan componentcan be made better...What is specifically missing is: 1. The need to use ecohydrology as a guiding principle. What is needed is a link to the GEF project "Addressing Land-based Activities in the Western Indian Ocean (WIO-LaB)". This is not a simple academic criticism, it is serious and based on facts. For instance the coral reefs near Malindi help support Kenya tourism industries and, even if this proposal was financed in full, they will die by being smothered by mud from soil eroded from the Kenya highlands hundreds of km away. So local initiatives, such as this proposal, for coastal management will fail in the long-term if the issue of land-use in the river catchments are not addressed at the same time. Two useful references to convince the reader that this is true are:</p>	<p>The linkages between watershed management (ecohydrology), environmental flow and the health and well-being of coastal ecosystems and their functions and services is well-documented and taken into consideration as a matter of standard process and requirement in the development of any project of this nature. However, it is out of context and missing the principles and objectives of this proposal to state that 'local initiatives such as this proposal for coastal management will fail in the long-term if the issues of land use in the long-term are not addressed at the same time'. GEF and its various Implementing Agencies are focusing enormous resources now on land management issues, especially in relation to land-based sources of pollution and within the now-standard approaches that integrate coastal and watershed management. The important factors that need to be taken into considered in the context of the current submission are A. achievable objectives and B. inter-linkages and complementary action (while avoiding duplication).</p>	<p>P.19 (Regional Context) - <i>In particular, the WIO-Lab project will be addressing land-based sources of pollution. This is particularly important in the context of water and sediment quality flowing into the coastal areas from watershed and highlands. The potential impact of these freshwater inputs on coastal environments (both from the point-of-view of sediment load and maintaining environmental flow through wetlands and</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
<p><i>Wolanski E. (2001). Oceanographic Processes on Coral Reefs: Physical and Biological Links in the Great Barrier Reef. CRC Press, Boca Raton, Florida, 356 pp.</i></p> <p><i>Wolanski, E., L.A. Boorman, L. Chicharo, E. Langlois, R. Lara, A.J. Plater, R.J. Uncles, M. Zalewski. (2000). Ecohydrology as a new tool for sustainable management of estuaries and coastal waters. Wetlands Ecology and Management 12, 235-276.</i></p>	<p>A. GEF is well-aware from more than a decade of experience that over-reaching objectives and unrealistic goals not only threaten the delivery and success of a Project but also severely threatens the overall investment by GEF. Too many Projects have started as a concept to address one specific issues (or set of issues) and have needed up stretching too far in attempting to resolve all the threats and barriers to environmental sustainability within a country or even a region in one shot. The emphasis in today's GEF is to build a foundation or 'platform' which remains sustainable and allows for other related issues to be addressed once an 'environment' of trust and partnership has developed, and once new approaches to governance and greater capacity and training has been attained. The Project aims to address the Reduction of Environmental Impact from Coastal Tourism through Introduction of Policy Changes and Strengthening Public-Private Partnerships. This in itself is a fairly optimistic aim and a very serious challenge for 9 countries within a 5 year GEF Project. In order to stand a reasonable chance of success and sustainability, the Project will need to keep that focus sharply on the direct impacts from coastal tourism and not drift into other albeit important issues which would need to be (and, indeed, are) the focus of a more specific initiative(s). Coastal impacts are synergistic and chronic in nature and cannot all be mitigated at the same time. If this Project can succeed in its aims then one set of serious impacts will have been significantly reduced thereby allowing the ecosystem to respond to other impacts more effectively.</p> <p>B. The Project Brief makes various note of the activities of UNEP within the region in relation to land-based sources of pollution (including sediments) which are the direct concern of UNEP GPA/LBA and which are being addressed through the WIO-Lab project and a number of other projects including the Tanzania Coastal Management Partnership. The WIO-Lab project is a Sister-Project of the current SCTSSA and was evolved form the African Process to be a complementary and inter-linked effort to reduce the various priority</p>	<p><i>estuaries) is critical to maintaining marine ecosystems and their functions. The Broad Development Goal of WIO-Lab is to contribute to the environmentally-sustainable management and development of the West Indian Ocean region, by reducing land-based activities that harm rivers, estuaries, and coastal waters, as well as their biological resources. In particular WIO-Lab will be establishing common methods for assessing water and sediment quality, estimating the carrying capacity of the coastal waters, establishing regional Environmental Quality Objectives and Environmental Quality Standards (EQO/EQS) for water and sediment quality, and implementing demonstration projects for major land-based activities and pollutant sources (building on the African Process results which</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
	<p>threats and impacts on the coastal environment.</p> <p>The need to coordinate with WIO-Lab is mentioned under Component 4 which discusses the regional information management and coordination mechanisms which the Project will develop.</p> <p>In short, the issue of sedimentation and environmental flow is being covered through a closely coordinated UNEP Project (as well as other activities). Additional text has been added to the document to make this clearer. The reader should need no convincing if they are aware of the African Process (as now clarified in the document) and the issues and concerns being addressed and can view these within the regional context as explained above. However, We are more than willing to include the proposed references into the Project Document.</p>	<p><i>identified specific hot spots requiring intervention). The WIO-Lab Project evolved out of the same process as the current Project whereby a number of priority impacts were defined (The African Process) and in this respect, the proposed Sustainable Tourism project and the WIO-Lab project are (in a very real sense) complementary sister-projects addressing different but inter-linked priority areas. As such, close partnership and coordination will be developed both between the main regional Projects and between the various demonstration projects for each initiative.</i></p> <p>P. 24 (Threats and Root Causes) - <i>Many of the other high-priority issues relating to coastal impacts (e.g. sediment levels from land-based source, and constraints to environmental flow) are being addressed by project</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
		<p><i>like WIO-Lab that were developed in parallel with the current SCTSSA project. The importance of addressing such issues has been well-document (reference footnoted)</i></p> <p>P.31 (Baseline) - <i>Closely related Projects such as WIO-Lab (that have arisen from the same African Process for the Development and Protection of the Marine and Coastal Environment in Sub-Saharan Africa would continue to address issues such as sedimentation but without the critical linkages to this other priority issue (sustainable tourism).</i></p>
<p>FURTHER ON KENYAN COMPONENT... 2. The link to the management of Marine Protected Areas. The tourism industry is heavily dependent on these MPAs. The tourism industry is locally exerting much pressure on these MPAs. The proposal should include the management of these MPAs.</p>	<p>The overall aim of this Demonstration is to address sustainable tourism planning and management as an integrated approach which inherently includes any conflicts between tourism and MPAS which may constrain such sustainability. MPAs are just one area under conflict and community needs also often overlap and create friction within these areas. This also needs to be addressed. Also, not all MPAs should be immediately associated with tourism as some Reserves and MPA designations would need to be outside of this sector and serve a primary function for pure conservation rather than awareness. However, in order to address the concern raised and in recognition of the important role</p>	<p>Appendix A, P.61 – various references to the role of MPAs in tourism and the need to address sustainable tourism in relation to MPAs now added, including ‘MPAs are vital to the tourism sector but also come under much pressure as a result of</p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
	<p>played by MPAs within tourism, especially in Kenya, amended text has been added to the Demonstration which should clarify this inter-linkages and the need to resolve conflicts and mitigate related impacts.</p>	<p><i>tourist interest and potential revenues</i>'. AND as a primary End-of-Project Landscape Output - 'National Tourism Policy specified and revised for sustainable coastal tourism and resolution of conflicts between tourism and MPAs.'</p>
<p>The Mozambique component is good, especially as the tourism industry is just really developing and it is possible to avoid massive ecological degradation. It is however missing the critical link to MPAs. The tourism industry in the long-term will depend on MPAs. I suspect that, like the Tanzanian component, action plans in specific areas also need attention to land-based issues from land-use in the river catchments.</p>	<p>Again, the linkages should be inherent as the entire concept of sustainable tourism within this Project relates to the integrated management of all areas and sectors. In the case of Mozambique the demonstration concept is evolving before the MPAs and so they will be captured through the overall focus on community-based ecotourism, reef management and environmental management systems.</p> <p>The overall OBJECTIVE of the Demonstration is defined as 'to promote the improved conservation, management and monitoring of coastal biodiversity, and to enhance and diversify sustainable local livelihoods through ecotourism as a means of alleviating poverty.' Furthermore, the demonstration clearly identified the Pomene Game Reserve in the coastal zone of Massinga District as an area where the demonstration would assist in the development of an MPA linked to ecotourism.. One of the identified activities is to 'Initiate necessary participatory, mapping and regulatory processes with the aim of establishing a Marine Protected Area (which would generate income for conservation management)'</p> <p>It should be noted however that while the proposed demonstration area may not include an existing MPA (as they do not exist yet in the areas selected), the development of MPAs for eco-tourism purposes through the project driven by the local community, are likely to have a greater chance of success in the long term than if the project were to be developed in an existing MPA that had been established with little</p>	<p>Amendments in Appendix A</p> <p>P.66 – <i>'High priority will be given to identifying the integrated roles of sustainable tourism and the designation of and management of MPAs'</i>.</p> <p>P.66 – <i>'Strengthening of institutional capacities, in development of management zoning plans and regulations to control use and generate revenues for conservation management (with a clear focus on the development of MPAs linked to tourism)'</i>.</p> <p>AND as a primary End-of-</p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
	<p>community participation. Community involvement in the process of planning etc will develop a great sense of ownership, and the direct benefits achieved through co-management approaches will also be greater.</p> <p>However, amended text has been added that strengthens the references to MPAs in the context of tourism.</p> <p>The same comments relating to land-based issues as used in response to Tanzania apply equally to Mozambique</p>	<p>Project Landscape Output on P. 69 – <i>‘This will include the designation and management of MPAs in relation to tourism needs and community management strategies.’</i></p>
<p>The action plans for all the countries in this proposal fail to recognize the critical factor that may limit coastal tourism and exacerbate conflicts with local communities, namely the lack of freshwater in drought conditions. In East Africa droughts occur every 5-10 years – so they have to be factored in the proposal. In West Africa droughts also occur, with a different cycle and usually even more severe. At the same time, tourism and the hope of jobs accelerate in-country migration. In most of these countries in this proposal the coastal population grows at a rate of 4-5% per year! It doubles every 10-15 years. How to provide water to the people that are increasingly concentrated in a thin strip along the coast is a national problem – the tourism industry is part of it. This is not just the solution of building dams – it also requires addressing land-use issues in the rivers even far from the coast (i.e. using ecohydrology as the guiding principle: see http://www.unesco.org/water/ihp/). <i>Thus the water supply companies (where water is privatized) and government agencies (where water</i></p>	<p>The Demonstrations (Action Plans?) as per the overall Project Brief address the freshwater issue as well as seeing it in the context of other initiatives. This Project is focussing specifically on the Reduction of Environmental Impact from Coastal Tourism through Introduction of Policy Changes and Strengthening Public-Private Partnerships and not aiming to address specific limiting factors for the development of tourism (such as shortages of water) which is more strictly an economic development activity. The ‘sustainability’ in the context of the Project is related to tourism that can continue, thrive and develop while reducing impacts on the environment and on ecosystems of transboundary importance. However, the Project does note there are clear linkages between tourism impacts and freshwater concerns (overuse and poor management) and that these can have serious impacts on the environment. In this context the Project is addressing many of these issues through the Demonstrations and through the capture of BAP and BATs. Those Demonstrations that will be dealing with EMS are designed to encourage private sector tourism operators to take a more responsible attitude to their water resource management strategies and to develop better monitoring processes along with minimising wastes and identifying recycling processes. All of these BAT and BAPs (far too numerous to mention individually but the needs are clearly stated in the threats and root causes) will be captured under Component 1. Also, through Component 1, the Project will undertake a regional Partnership</p>	<p>Amendments to Project Brief</p> <p>P.38 - <i>Such activities would include the development of more appropriate water resource management and conservation mechanisms and technologies, wastewater treatment and handling processes, construction standards and set-backs, etc.</i></p> <p>P. 38 – <i>Project...focus on targeted demonstrations at the national level to show how the actual on-the-ground threats (such as water contamination and overuse, and wastewater discharges) might be addressed by different</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
<p><i>is not privatized) and the land users from where water drains need to get involved in this proposal to address long-term sustainability of coastal development.</i></p>	<p><i>Incentives and Benefits Analysis</i> that will identify the most appropriate models for such partnerships and demonstrate the value of developing partnerships for the different stakeholder groups (private sector, civil society and public sector) in the tourism sector in sub-Saharan Africa. This includes the identification of direct financial benefits, such as cost-savings associated with increased efficiency and reduced use of resources including water. What, in fact, this Project is doing is delivering 'real' examples through demonstrations of how such partnerships can be developed to address water resource management issues related to tourism.</p> <p>The Project also identifies of other initiatives that are aiming to deal with these issues as direct needs. At the regional level such Projects include WIO-Lab, the GEF Atlantic and Indian Ocean SIDS Integrated Water Resource and Wastewater Management Project, Ground Water and Drought Management in SADC, and a series of Projects that are addressing the Reversal of Land and Water Degradation Trends as well as River Basin Water and Environmental Management. These are listed under Annex G in the Project Brief. The Project will be ensuring close linkages to such initiatives through Components 4 and 5.</p> <p>Some text has been added to Component 1 to make the intention to address these issues even clearer and less ambiguous</p>	<p><i>strategies and how the results of these demonstration activities could then be captured, transferred and replicated.</i></p>
<p>This study, if not integrated with land-use management issue (i.e. with the WIO-LaB project) may fail in its objectives of ecological sustainability of coastal management. The same story is repeated worldwide where integrated coastal zone management plans are drawn up (Haward, 1996; Billé et al., 2002; Tagliani et al., 2003; Pickaver et al., 2004; Lau, 2005) but, in the presence of significant river input, most are bound</p>	<p>The project does in fact address the need for integrated planning and management of coastal zones, and it is using the development of tourism destinations as the catalyst to develop such approaches. Several of the demonstrations (including Kenya and Tanzania) specifically tackle the need for integration, while the other demonstrations are intended to demonstration and develop BATs and BAPs for other pertinent issues and concerns (e.g. EMS etc).</p> <p>This however is also why the study WILL be integrated with its sister-</p>	<p>Amendments to Project Brief</p> <p>Component 4 - P.48 - <i>Strengthening and/or Development of close linkages between national and regional Projects dealing with diverse issues</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
<p>to fail because they commonly deal only with local, coastal issues, and do not consider the whole river catchment as the fundamental planning unit. It is as if the land, the river, the estuary, and the sea were not part of the same system. When dealing with estuaries and coastal waters, in most countries land-use managers, water-resources managers, and coastal and fisheries managers do not cooperate effectively due to administrative, economic and political constraints, and the absence of a forum where their ideas and approaches are shared and discussed (Wolanski et al., 2004). To help alleviate this problem, UNESCO-IHP has launched the ecohydrology program. In this program, the concept of ecohydrology is introduced as a holistic approach to the management of rivers, estuaries and coastal zones within entire river catchments, by adopting science-based solutions to management issues that restore or enhance natural processes as well as the use of technological solutions (Zalewski, 2002).</p>	<p>project, the WIO-Lab Project (as defined above) in the Indian Ocean and GCLME on the Atlantic coast, as well as other similar Project as defined in Annex G. GEF has had a standard practice for some years now of dealing with these issues at the watershed-to-coast level. This is another reason why such emphasis is being placed on participatory stakeholder involvement in Project implementation both at the regional level and even more so at the national (demonstration) level. One of the primary functions of a GEF Project is to overcome the very issues raised i.e. inadequate cooperation and or partnership) and this is an overarching function of this Project. This is why fora and workshops are built into the Project to address this (see Implementation and Management). However, the Project is happy to cooperate with UNESCO-IHP and will be looking to this initiative for very real partnership and co-funding. The explanation of the concept of UNESCO-IHP (and their ecohydrology program) is directly in line with the aims, objectives and deliverables of the current Project and of GEF as a whole both of which adopt an overall holistic approach. This is not a new concept and has been at the forefront of GEF and UN policy for some years now. This confirms why this Project places so much emphasis on the development of Best Available Practices and Best Available technologies through both the demonstration process and through the capture of case studies.</p> <p>Furthermore, many of these issues are being addressed through other initiatives such as WIO-Lab, AOC-Hycos (Système d'Observation du Cycle Hydrologique de l'Afrique de l'Ouest et Centrale), etc. (which collects all hydrological platforms data from West and Central Africa, and makes up a continuous updating hydrological database). As in the PDF stage, these linkages will be closely developed during the early stages through Component 4 as discussed in the Main Project Brief</p> <p>In summary, this Project has not been designed in isolation from other initiatives as has been made clear in the text and there are clearly defined linkages, partnerships and for a for cross-sharing of lessons and best</p>	<p><i>related to watershed and coastal management that may affect sustainable tourism and its relation to ecosystem management and maintenance of ecosystem functions (including but not limited to those listed in Annex G).</i></p>

REVIEWER'S COMMENTS	RESPONSE	AMENDMENT LOCATIONS
	<p>practices as well as for cost- and effort-sharing to build on each others initiatives. Development of a single 'ridge-to-reef ' style approach for watershed and coastal management in 9 countries is reminiscent of the old approach whereby Projects failed in the face of far too optimistic intentions. Such projects have given clear lessons that successful initiatives within today's donor portfolios need to be highly focused but also closely interlinked to achieve an integrated approach at a localised level.</p> <p>The text of the Brief has been amended to clarify the need for close linkages and coordination through Component 4.</p>	

APPENDIX A

NATIONAL DEMONSTRATIONS FOR SUSTAINABLE COASTAL TOURISM IN SUB -SAHARAN AFRICA (SCTSSA)

The regional coastal tourism project seeks to reduce the negative impacts of coastal tourism in Sub-Saharan Africa as identified in the GEF MSP on the Development and Protection of the Coastal and Marine Environment in Sub Saharan Africa, the “African Process”, through the implementation of pilot demonstration projects and promoting the development of sustainable tourism policies and strategies in a the participating countries.

The major focus of the full regional Project is the on-the ground demonstrations of specific sustainable tourism strategies, in order to deliver actual achievements in mitigation and resolution of threats and root causes, and to refine the Best Available Practices (BAPs) and Best Available Technologies (BATs) with a view to developing and implementing reforms at the policy and legislative level resulting in reduction in tourism-related land-based impacts and contaminants. These demonstrations will use a range of strategies to address the key barriers to sustainable tourism that were identified in the Portfolio of Project Proposals³⁵ and endorsed by the participating countries during the Second Phase of the “African Process”. These key issues will be addressed in recognized hotspots / sensitive areas that were selected by the countries. The process by which these particular demonstrations were chosen has been rigorous and is explained in further detail below.

These demonstrations represent a discrete Component of the overall project (Component 1 Capture of Best Available Practices and Technologies Output 1B). Within this Component, a number of Demonstration Pilot Projects have been developed at the national level to:

- 1B.1** Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes;
- 1B.2** Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community;
- 1B.3** Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management.

The demonstration projects are inherently aimed at reducing the coastal pollution from the land-based activities in conformity with the Global Program of Action for the Protection of the Marine Environment from Land-based Activities (GPA/LBA) in accordance with the Nairobi Convention for the Protection, Management and Development of Marine and Coastal Environment of the Eastern African Region (Nairobi, 1985); the Abidjan Convention for Cooperation in the protection and development of the Marine and Coastal Environment of the West and central African region (Abidjan, 1981) and the Cape Town Declaration on an African Process for the Development and Protection of the Coastal and Marine Environment (December 1998).

There are and have been a number of projects in the region related to coastal and natural resource management supported by multiple regional/international organisations and donors, including GEF, EU/EC, IUCN, WWF, World Bank, SIDA, UNEP, UNDP, UNIDO and UN-WTO. The demonstration projects presented here have been developed by the countries fully taking into account existing or other proposed initiatives to ensure minimal overlap. Linkages with several of these projects, such as

³⁵ TOU1- Development of Sustainable Coastal Tourism Policies and Strategies;
TOU2-Promoting Environmental Sustainability within the Tourism Industry through Implementation of an Eco-certification and Labeling Pilot Programme for Hotels;
TOU3-Preparation of National Ecotourism Policies/Strategies and Identification of Pilot Projects for Implementation;
TOU4-Pilot Measures to Demonstrate the Best Practices in Mitigating Environmental Impacts of Tourism:- Reef Recreation Management.

the UNEP/GEF WIO-Lab and GCLME project are already well established and will be maintained. Coordination with these and other projects through project will ensure that both the existing initiatives and the proposed Project will benefit through complementary activities on capacity building and institutional strengthening, and through exchange of best practices arising from the demonstrations. The Logical Framework Analyses tables for these demonstrations are presented below.

DEMONSTRATION PILOT SITE SELECTION PROCESS

The demonstration projects have been developed through a participatory national stakeholder process selection process that involved the following five steps. During the GEF/UNDP MSP entitled the African Process an Integrated Problem Analysis (IPA), similar to standard Global International Waters Assessments (GIWA), was used to identify Hotspots and Sensitive Areas in each of the participating countries (with the exception of Cameroon). During the PDFB phase of this Project, demonstration sites were refined using a specific set tourism related criteria. Concept papers were prepared and these were reviewed by the Project Steering Committee. Full demonstration projects were then developed following a set of rigorous criteria and these were submitted to the Steering Committee for approval. This process is further explained in more detail below:

1. Hotspot/Sensitive Area Selection Process

Countries identified Hotspots or Sensitive area during the African Process using an Integrated Problem Analysis process following detailed guidelines and criteria which have evolved through the GIWA (Global International Waters Assessment) process. Based on the information aggregated tables, a list of 3 top prioritised hot spots and 3 top prioritised sensitive areas was prepared.

2. National Demonstration Pilot Project Development

During the PDFB phase of project³⁶, participating countries were required to prepare National Tourism Reports and identify demonstration projects. The Countries were guided through the site selection process by a team of technical experts, through a series of multi-stakeholder regional, sub-regional and national meetings, as well as site visits and targeted consultations. The pilot projects were thereby arrived at through consensual agreement following extensive consultation with a large number of stakeholders from the private sector, community based organisation and the public sector who the workshops or were consulted on an individual basis through this process in each of the participating countries.

The First Regional Meeting (Mahe, Seychelles, 2nd – 5th May 2005) was attended by all the participating countries, and served to introduce the countries to the project and the key components. Sub-regional workshops in East Africa (Nyali Beach, Kenya 21st-23rd September 2005) and West Africa (Banjul, Gambia, 4th-6th October 2005) discussed the project in more detail and aimed to assist the countries select and develop specific demonstration projects to address the key national issues. Further targeted national level consultations that involved a broad spectrum of private and public sector and community based organisations were carried in each of the countries with the assistance of the team of technical experts.

Guidelines for the country reports included a basic set of criteria to help countries identify suitable sites on the basis of: the availability of the basic tourism features, background information, presence of sustainability issues, and the willingness of local stakeholders to participate. The initial criteria provided for identification of potential sites for demonstration projects were as follows:

- A definable tourism destination (e.g. a bay or a well defined coastal zone) – not a dispersed region or set of destinations.
- A coastal zone/destination that contains features and assets related to the project elements:

³⁶ Executed by the United Nations Industrial Development Organization (UNIDO) and The World Tourism Organisation (WTO)

- * Attractive beach areas in place
 - * Has access and basic infrastructure
 - * Tourism facilities and services, especially accommodation, in place
 - * There are attractive and well-preserved natural areas or protected areas, with actual or potential ecotourism use
 - * There are coral reef areas (in the East African countries), with actual or potential tourism use
 - * There is an active and relatively organized community
- A coastal zone that corresponds to a specific jurisdiction, e.g. a local authority - therefore making data collection and project coordination easier.
 - Availability of data and information (general background information, information on tourism activities and tourism stakeholders). It is advantageous if there are any documents on development plans and policies related to tourism, any studies related to environmental and socio-economic issues at the coastal zone/destination.
 - Replicability and transfer of experiences:
 - A site which is representative of similar destinations in the country and the region and likely to provide transferable and replicable experiences.
 - A site with sustainability issues and problems, which are shared with other sites in the country and the region (e.g. related to the management of coastal ecosystems, water, energy, waste; employment; socio-cultural aspects; etc.)
 - Receptivity: A site where the local authority, managers, tourism businesses, and the local community in general are interested in sustainable tourism and are likely to support the project. A site where the local communities can understand and share current or emerging sustainability issues and problems related to coastal tourism.

Further advice on refining the selection of sites was provided at the sub-regional workshops as follows:³⁷

- Project must clearly respond to GEF criteria. These include:
 - * Addressing defined problems in the coastal zone:
 - * Should resolve environmental problems
 - * Should involve the tourism industry
 - * Should be able to produce visible and replicable solutions
 - * Project should be at a scale which allows integrated approaches, involving policy response and direct applications
- Projects must have clearly defined goals which will show best practice. Challenges in realizing this may include:
 - * Selection of an appropriate site/destination
 - * Defining the expected results
 - * Defining the means to achieve the results
 - * Defining the means for performance measurement
 - * Defining how the results will be used as a demonstration – what will it demonstrate and to whom?
 - * Showing how the demo project links to the policy issues and responses key to the overall project
- Demo projects will likely include several of the following:

³⁷ Proceedings of Eastern Africa Regional Workshop on Reduction of Environmental Impact From Coastal Tourism, Held at Nyali Beach Hotel, Mombasa, Kenya, 21st -23rd September 2005

- * Good coastal ecotourism
 - * Models of stakeholder participation in developing and implementing solutions
 - * Community management of tourism in the coastal zone
 - * Models of how to mobilize the tourism sector as a participant in conservation
 - * Exemplary management methods for limiting negative tourism impacts or optimizing positives
 - * Private (tourism) sector contribution to conservation and protection
 - * Integrated planning for coastal tourism
 - * Innovative policies/programs/regulatory instruments to support the above
 - * Environmental management within tourism enterprises
 - * Best practice in management of coastal tourism (accommodation, tours, and services).
 - * Model approaches to involve tourists and the community in protection and conservation activities
 - * Best practice in restoration of areas degraded by tourism
 - * Profit from pollution prevention in the tourism industry and community.
 - * Models for ecotourism in/near fragile sites
- Other key considerations for consideration when planning a demo project include:
 - * Exhaustive identification of the participating organisations/partners
 - * Commitment of the project partners
 - * Source of funding for the project

The Hotspots or Sensitive areas identified through this process are shown in Table 1.

3. Submission of Concept Papers

Each country then developed at least one Concept Paper with the assistance of technical experts, for their hotspots / sensitive areas, in line with OP10 criteria and the following categories:

- 1.B.1** Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes
- 1.B.2** Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.
- 1.B.3.** Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management

At total of 22 Pilot Demonstration Projects were prepared by the countries. These were reviewed by the Executing and Implementing Agencies, and were shared with the GEF Secretariat for their comments on eligibility. Countries were provided further guidance as to the eligibility of their Concept Papers and given recommendations on how to proceed with their Full Demonstration Project Submissions.

4. Development of Full Demonstration Project Submissions

Based on feedback from GEF and the Implementing Agencies, which was presented to the countries at the final regional meeting in Calabar, Nigeria (5th to 9th December 2005) the countries proceeded to finalise their Full Demonstration Submissions with the assistance of the technical group of experts. These were required to follow a pre-selected format as agreed by the Steering Committee. This procedure was adopted to ensure equity of opportunity and to allow for accurate comparison. It also allowed for easier synthesis of budget and co-funding data in to the Full Regional Project. In the final analysis, 11 national Demonstration Projects were submitted to the Executing and implementing Agencies for inclusion in the Full Project. Table 1 (below) gives a summary of Demonstration Projects and how they fit into the Sub-Components.

5. Final Adoption of Full Demonstration Submissions by Steering Committee

The revised demonstration projects were circulated to the countries for review and consultation. National stakeholders workshops were organised by UNIDO in each of the nine countries for review and adoption of the demonstration projects. These National stakeholders workshop chaired by the National Focal Points and Chair of the Inter-Ministerial Committees adopted the demonstration projects. The demonstration projects were also circulated electronically to all members of the Project Steering Committee for review. The PSC members reviewed the Demonstration projects as submitted, and confirmed their eligibility under both GEF requirements and in respect of the Steering Committee's own criteria for selection (see Annex A1 at the end of this Appendix).

TABLE 1 LIST OF COUNTRIES, HOTSPOT /SENSITIVE AREA AND PROJECTS

Country	Hotspot / Sensitive Area	Selection	Project Title
Cameroon	Ebodje Grand Batanga Lobe Falls Kribi Londji	P	Ecotourism development on Cote Sur (Kribi to Campo)
Gambia	Tanbi Wetland complex, Tanji River Bird Reserve, Bao Bolon Wetland Reserve, Kotai Stream Complex and Kiang West National Park	M/P	Strengthening community based ecotourism and joint venture partnerships
Ghana	Accra	M/P	Environmental Management Systems for the Budget Hotel Sector
	Elmina-Cape Coast, Ada Estuary, Volta Estuary, Western Stilt Villages	M/P	Integrated Destination Planning and Management: Elmina-Cape Coast, Ada Estuary, Volta Estuary, Western Stilt Villages
Kenya	Mombassa	M/P	Integrated Planning and Management of Sustainable Tourism at the Mombassa Coastal Area
Mozambique	Inhambane	P	Community-based ecotourism, reef management and environmental management systems, Inhambane district coastline
Nigeria	Niger Delta	P	Coastal Use Zonation and Integrated Coastal Management in the Niger Delta Coastal Area of Nigeria
Nigeria	Badagry	P	Tourism Master Planning in an Ecologically Fragile Environment
Senegal	Petite Cote	P	Environmental Management Systems for Petite Cote
Senegal	Petite Cote	P	Integrated Tourism and Environmental Coastal Data
Tanzania	Bagamoyo, Dar es Salaam, Mafia	P	Integrated Planning and Management of Sustainable Tourism in Tanzania (Bagmoyo, Dar es Salaam, Mafia)

P= PDFB phase

M=MSP phase

THE SCTSSA NATIONAL DEMONSTRATION

The eleven SCTSSA demonstration projects accepted by the Steering Committee are shown in Table 1 by country and hotspot and in Table 2 by priority issue. While the main focus of each of the Pilot Demonstration Projects responds directly to one of the three priorities, the nature of some of the demonstration are such that they are cross cutting and address more than one priority issues. Several countries wanted to address all priorities through integrated planning of sustainable tourism within a destination. The following pages contain each national Demonstration Project in full detail. It should be noted that, under a negotiated agreement endorsed by the Government of the Seychelles, that country has not included a Demonstration Project within this Regional IW Project as it is undertaking a separate national GEF Biodiversity initiative on Mainstreaming Biodiversity Management into Production Sector Activities. The two Projects have agreed to share best lessons and practices in relation to the mitigation and reduction of impacts from the tourism sector. The Seychelles Biodiversity project is discussed in further detail in the Project Brief under the **Regional Context** section.

TABLE 2: LIST OF PROJECTS BY SUBCOMPONENT, PRIORITY AND COUNTRY

OUTPUT	PRIORITY	COUNTRY	TITLE OF DEMONSTRATION PROJECT
1B.1	Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labeling Schemes	Ghana 1	Environmental Management Systems for the Budget Hotel Sector
		Nigeria 1	Coastal Use Zonation and Integrated Coastal Management in the Niger Delta Coastal Area of Nigeria
		Senegal 1	Environmental Management Systems for Petite Cote
1B.2	Development of eco-tourism to alleviate poverty through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.	Ghana 2	Integrated Eco-tourism Destination Planning and Management: Elmina-Cape Coast, Ada Estuary, Volta Estuary, Western Stilt Villages
		Nigeria 2	Tourism Master Planning in an Ecologically Fragile Environment
		Cameroon	Ecotourism development on Cote Sur (Kribi to Campo)
		The Gambia	Strengthening community-based ecotourism and joint-venture partnerships
1B.3	Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management	Mozambique	Community-based ecotourism, reef management and environmental management systems, Inhambane district coastline
Integrated	Integrated Sustainable Tourism Destination Planning	Kenya	Integrated Planning and Management of Sustainable Tourism at the Mombassa Coastal Area

		Senegal 2	Petite Cote Integrated Ecotourism Tourism Planning
		Tanzania	Integrated Planning and Management of Sustainable Tourism in Tanzania

TABLE 3: DISTRIBUTION OF FUNDING FOR INDIVIDUAL NATIONAL DEMONSTRATIONS

	COUNTRY	US\$	US\$	US\$
		GEF	Co-Funding	Total Funds
I.B.1	Ghana 1	\$138,070	\$1,000,210	\$1,138,280
	Nigeria 1	\$241,367	\$2,156,250	\$2,397,617
	Senegal 1	\$200,000	300,000	\$500,000
I.B.2	Ghana 2	\$150,000	\$837,000	\$987,000
	Nigeria 2	\$300,000	\$2,094,124	\$2,394,124
	Cameroon	\$230,450	\$490,000	\$720,450
	The Gambia	\$283,829	\$167,678	\$451,507
I.B.3	Mozambique	\$374,051	\$262,380	\$636,431
Integrated	Kenya	\$351,000	\$525,000	\$876,000
	Senegal 2	\$200,000	405,244	\$605,244
	Tanzania	\$332,067	\$3,066,584	\$3,398,651
	DEMO TOTALS	\$2,800,834	\$10,404,470	\$14,105,304

LOGICAL FRAMEWORK ANALYSES FOR THE THREE DEMONSTRATION APPROACHES FOR SUSTAINABLE COASTAL TOURISM IN SUB-SAHARAN AFRICA

PROJECT STRATEGY	OBJECTIVELY VERIFIABLE INDICATORS
COMPONENT 1 - OUTPUT B OBJECTIVE	Identification of applicable Best Lessons and Practices and Best Technologies for Sustainable Tourism through national demonstration activities focusing on priority issues and targeting national hotspots with recognised tourism impacts and threats. Lessons and best practices for effective governance and management of sustainable tourism at the local and national level will be captured from each demonstration and assimilated with other case studies and options (both from participating countries and globally from outside of the project) in order to develop model strategies and guidelines applicable to each country through Component 2 of the main Project

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

Demo Objective: To promote public-private partnerships through the voluntary introduction of *environmental management systems (EMS)* by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
DEMO OUTPUT 1 NATIONAL PLANNING AND CO-ORDINATION MECHANISMS FOR EMS	National Inter-Agency Technical Committee (NIATC) established, with cleared defined modus operandi.	No NIATC	<ul style="list-style-type: none"> NIATC in place by 6th month (Target = 100% by year 2) NIATC mandate and operational guidelines in place by year 2 (Target = 100% by year 2) 	<ul style="list-style-type: none"> Report to project from each country Confirmed by Independent Evaluation process 	<ul style="list-style-type: none"> All stakeholders will agree to participate on continuing basis Stakeholders will agree on mandate and operations
DEMO OUTPUT 2 INSTITUTIONAL STRENGTHENING WITHIN THE NATIONAL PROJECT MANAGEMENT UNITS AND	<p>Training needs assessment completed for PMUs in each participating country</p> <p>Specialised EMS training unit established within the PMUs</p>	Limited institutional capacity to support EMS related project activities	<ul style="list-style-type: none"> Training needs assessment of PMU staff in each country by year 1 (Target = 100%) Specialized Training Unit in place in each PMU by year 1 	<ul style="list-style-type: none"> Annual workplans for project execution Reports and training action plans for PMU Receipts of expenditure for attending training courses. 	<ul style="list-style-type: none"> PMU staff have or can develop good relationships and co-operation with stakeholders, especially Government and the private sector

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

Demo Objective: To promote public-private partnerships through the voluntary introduction of *environmental management systems (EMS)* by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
NATIONAL IMPLEMENTING AGENCIES	National staff trained in EMS and with capacity to train local professionals		(Target = 100%) <ul style="list-style-type: none"> • PMU staff receiving training; and increased knowledge of international best practices by year 1 (target number set based upon country needs assessment) • No. participating in regional & international experience exchange by year 2 (target number set based upon country needs assessment) 	<ul style="list-style-type: none"> • Receipts of expenditure for study tours • Evidence of certification by national and international training institutions. • Presentation of national results in international fora; peer review; international dissemination. • Progress reports showing enhanced capacity for local implementation. • Regional and international peer networks built. • Confirmed by Independent Evaluation process 	<ul style="list-style-type: none"> • Appropriate skilled assessors available in each country. • Trained personnel in the PMUs will remain with the project; • PMUs will be the driving forces for national EMS capacity building activities. • Trained personnel in the PMUs will remain with the project.
DEMO OUTPUT 3: ENHANCED AWARENESS OF	Cross-sectoral needs assessments for targeting awareness raising activities and	Limited awareness of EMS amongst tourism stakeholders within region	<ul style="list-style-type: none"> • Needs assessments for awareness raising activities and capacity building 	<ul style="list-style-type: none"> • Report on needs assessment available to Project. 	<ul style="list-style-type: none"> • Awareness campaigns will increase levels of interest on EMS in the tourism industry and

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

Demo Objective: To promote public-private partnerships through the voluntary introduction of *environmental management systems (EMS)* by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
EMS BY ALL TOURISM STAKEHOLDERS	<p>designing capacity</p> <p>Awareness raising campaigns for tourism industry implemented and environmental “champions” identified.</p> <p>National annual environmental award scheme for coastal tourism established, with progressively more stringent criteria relating to EMS</p> <p>National cases studies of best available technology and practice (BAT & BAP) environmental initiatives prepared and available to RICH & EIMAS.</p>		<p>activities completed in year 1 (Target = 100%)</p> <ul style="list-style-type: none"> • Assessment & catalogue database of key tourism industry targets likely to be interested / invest in EMS completed in each country in year 1 (Target = 100% and # entries by country) • Assessment & database of local professionals and training institutions on environmental management and tourism completed in each country in year 1 (Target = 100% and # entries by country) • Awareness raising strategy (for all sectors) in place in all countries by year 2 (Target = 100%) • Awareness of 	<ul style="list-style-type: none"> • Key tourism industry database available to PCU • Key professionals and training facility database available to PCU • Strategies for EMS awareness provided to project • APR/PIR reports • Evidence of media reports, newsletters, websites etc. • Records of attendance of seminar • Seminars feedback from stakeholders 	<p>level of demand for training and capacity building activities.</p> <ul style="list-style-type: none"> • Seminars are designed and timed to ensure that high level tourism industry personnel and Government officials will attend • Award scheme achieves a credible level of recognition within the tourism industry. • Award schemes generate enough entrants to identify existing cases of best practice • User-friendly database that countries and tourism facilities can access easily

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

Demo Objective: To promote public-private partnerships through the voluntary introduction of *environmental management systems (EMS)* by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			national environmental awards raised in industry through publicity and seminars in 1st year (media for publicity & target number to be determined from needs assessment) • Number of entrants to award scheme in the first year. (Target = 3 in 1st year with growth each year after, target 10% of all tourism enter, showing tangible increase in EMS activity) • Key players / champions identified in each country by end of year 1 (specifics / number to be developed in first year of project) • Publication on	<ul style="list-style-type: none"> • Receipts of expenditure on publicity material / seminars • Criteria for selection of environmental champions available to PCU • Direct reporting of awards program • Stakeholder awareness of awards programme reported by tourism CEOs / Senior Managers • APR/PIR reports to identify levels of: data generated by award scheme; levels of awareness • Case study reports available to PCU & regionally available 	

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

Demo Objective: To promote public-private partnerships through the voluntary introduction of *environmental management systems (EMS)* by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			environmental issues in hotel association newsletters increased by end of 2 years (number of pages) <ul style="list-style-type: none"> • Case studies identified and documented and made available to RICH (start in year 1 and target is increasing numbers of case studies, that show change from isolated instances of best practice to comprehensive EMS in tourism facilities- will reflect both impact of this project and increasing awareness of what is a success story) • Number of “hits” on database to show regional sharing of experiences. (Target to be developed) 	via RICH <ul style="list-style-type: none"> • Independent Evaluation Process 	

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

Demo Objective: To promote public-private partnerships through the voluntary introduction of *environmental management systems (EMS)* by coastal hotels in each participating country, with the aim of reducing and minimising negative environmental impacts of tourism development in coastal areas and enhancing sustainable planning and management of the sector

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
<p>DEMO OUTPUT 4</p> <p>INCREASED CAPACITY OF TOURISM STAKEHOLDERS TO INITIATE, DEVELOP AND IMPLEMENT EMS</p>	<p>EMS training courses implemented in local hotels</p> <p>Increased number of trained EMS practitioners</p> <p>EMS training programmes embedded in local educational institutes</p>	<p>Limited trained personnel within the region capable of developing or implementing EMS within the tourism sector.</p> <p>Limited training programmes available within the region in EMS</p>	<ul style="list-style-type: none"> • Training curricula and modules developed in year 1 (No. modules); • Hotel staff, government officers in and local government environment professionals (consultants, engineers; architects etc) provided with training (number of training courses delivered depending on needs assessment Output 1) • Number of trained EMS professionals increased in each country (Target = 10% increase per year on base to be established) • Number of environmental and 	<ul style="list-style-type: none"> • Report and documentation of training curricula available to PCU • Records of training courses offered, through the project. • Records of attendance of training courses. • Key professional database to show increase in EMS trained professional • APR/PIR reports to identify numbers of environmental audits, hotels undergoing 	<ul style="list-style-type: none"> • Sufficient participation by the tourism industry; sufficient resource base of capable local professionals to benefit from the training. • Hotels willing to act as live examples for practical, on-the-job EMS training and share results with other hoteliers • Commitment by hotels to undergo EMS process; hotels willing to release data about their operations; hotels willing to publicise results of EMS implementation • Hotels do consider provision of technical support as significant subsidy to audit and

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			committed by hotels; • Number of hotel staff and consultants undergo on-the-job / practical training. (Target= to be determined in year one based on needs assessment) • Formal network of EMS practitioners database established in each country by end of 1st year (Target = 100%) and updated in subsequent years • At least one tourism and environment related training institute will offer EMS and specialised training courses by end of project (Target 100% of countries) as either: * modules in tourism	• Increased membership of network; number of networking events • APR/PIR reports to identify levels of: data generated by award scheme; levels of awareness • Curricula developed and number of students enrolled	

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			management courses; * refresher courses for existing industry professionals		
DEMO OUTPUT 5 PILOT DEMONSTRATION EMS PROJECTS IMPLEMENTED	Note that for each specific project site a set of indicators will be put in place to address pace of progress, including many of those noted in other sections – but at a site specific level	No Pilot Site Demonstrations	Targets to be developed for individual demonstration include: <ul style="list-style-type: none"> • % hotel properties involved • % with EMS in place • % local professionals with training • % hotel staff trained • Number of hotels at each stage of progress towards EMS • -# with compliant sewage systems /# with environmental policies • # with monitoring / programs/ # with environmental officer etc. • % small properties participating • # training courses 	Site specific project implementation records and reports	Local participation Continuing support for implementation at each site and property Suitable technical expertise available at local level

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			given in destination		
DEMO OUTPUT 6	Recommended reforms to policies and regulation based on review and gap analysis presented to NIATC for review.	National policies do not provide an adequate framework or support for EMS and PPPS	<ul style="list-style-type: none"> • Gap analysis and recommended reforms prepared and available to NIATC by each country within 12 months (Target = 100%) • Policy workshops to evaluate recommended reforms to address key gap areas, in all countries by end of 1st year (Target = 100%) • Guidelines, standards and codes of conduct developed and circulated to stakeholders (Target=100%) • Policy reforms for environmental management of coastal tourism applied in all 	<ul style="list-style-type: none"> • Progress and evaluation reports available to PCU. • Evidence of policy development workshops from report, and stakeholder feedback available to PCU • Action plans for development of guidelines, standards, codes of conduct • Records of number of guidelines and codes of conduct published, and evidence of expenditure on publication • Records of number of guidelines and codes of conduct circulated. 	<p>Active participation by stakeholders;</p> <p>Governments will be participants and will be co-operative in the policy development process.</p> <p>Governments will be willing to act upon advice</p> <p>Guidelines will be endorsed and actively used; guidelines will be regularly updated to take into account lessons learned from demo projects and experiences of other countries</p> <p>Governments will make policy changes wherever possible as needs assessment/gap analysis identifies.</p>
POLICY FRAMEWORK FOR EMS AND RELATED PPPS ENHANCED	<p>Appropriate national guidelines, standards and codes of conduct, developed and adopted by public and private sector stakeholders.</p> <p>Policies reforms implemented based upon recommendations.</p>				

OUTPUT 1.B.1: ESTABLISHMENT AND IMPLEMENTATION OF ENVIRONMENTAL MANAGEMENT SYSTEMS AND VOLUNTARY ECO-CERTIFICATION AND LABELING SCHEMES

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			countries by year 3 (100% of countries).	<ul style="list-style-type: none"> Stakeholder feedback indicates awareness of guidelines and codes of conduct, and reporting reduced barriers. APR/PIR reports to number of persons trained and under going on the job training. Evidence of policy reforms in government bulletins etc. Independent Evaluation MTE & TE 	
DEMO OUTPUT 7 REGIONAL BUSINESS PLAN FOR ECO- CERTIFICATION	<ul style="list-style-type: none"> Review of Best Available Practice in Eco-certification Regional EMS and 	<p>No regionally applicable review of BAP in eco-certification</p> <p>No regionally accepted eco-certification scheme</p>	<ul style="list-style-type: none"> Review of global eco-certification programmes completed by end of year 1 National Review 	<ul style="list-style-type: none"> Review of BAP documented and available to PCU Country endorsements received National Workshop 	<ul style="list-style-type: none"> Each country will be able to mobilize key stakeholders Governments willing to accept business plan

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
DEVELOPED	eco-certification strategic plan accepted by all countries	or strategy	workshops held in each country to discuss and endorse review (Target=100% of countries by year 2) <ul style="list-style-type: none"> • Regional Review workshop to discuss review (Target=100%) • Countries accept and endorse the EMS and eco-certification review (Target=100%) • Develop and adopt strategy and plan (Target=100% by end of Project) 	reports received by PCU <ul style="list-style-type: none"> • Regional Workshop review received by project • Endorsement received by project • Independent Evaluator MTE & TE 	

OUTPUT 1.B.2: DEVELOPMENT OF ECO-TOURISM TO ALLEVIATE POVERTY THROUGH SUSTAINABLE ALTERNATIVE LIVELIHOODS AND GENERATE REVENUES FOR CONSERVATION OF BIODIVERSITY AND THE BENEFIT OF THE LOCAL COMMUNITY

Demo objective: To (a) alleviate poverty and provide alternative livelihoods to local communities through the development of eco-tourism and coastal use zonation schemes; (b) generate revenues for environmental conservation through eco-tourism; and (c) promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved mangrove conservation management

	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
DEMO OUTPUT 1 PLANNING & MANAGEMENT PROCEDURE FOR ECOTOURISM DEVELOPMENT	<p>National Eco-tourism Committee established.</p> <p>Review of national information, legislation and regulation on ecotourism and</p> <p>General ecotourism policy vision prepared.</p> <p>Guidelines and procedures for ecotourism developments adopted and implemented by Government.</p>	<p>Most countries do not have a specific agency / committee dealing with eco-tourism, or a general policy for ecotourism developments or guidelines and procedures.</p>	<ul style="list-style-type: none"> • Establish multi-stakeholder NEC in 1st year (Target =100% of countries) • Review of general policy/vision statement within 1st year (Target=100% countries) • Compilation of Baseline Information & Review legislation & of regulatory framework regarding ecotourism & ecotourism development. • Guidelines on procedures for appraisal of projects at national level, format & steps for impact assessments, notification process prepared during the 1st year. 	<ul style="list-style-type: none"> • Project reports confirming the NEC established, minutes of Steering Committee • General policy / vision statement available to Independent Evaluator by MTE • Review of legislation and regulatory frameworks and gaps available to project • Guidelines on procedures for appraisal of projects available to project and NEC for review. • Evidence of workshop to discuss guidelines (receipts of expenditure, records of attendance) • Evidence of guidelines adopted by Government. 	<ul style="list-style-type: none"> • All stakeholders will agree to participate on continuing basis • Stakeholders will agree on mandate and operations • Government consider eco-tourism policy developed appropriate and willing to adopt • Government willing to endorse guidelines

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			<ul style="list-style-type: none"> • Workshop to review guidelines and procedures by end of first year. • Guidelines and procedures for appraisal adopted by government • Planning and monitoring procedures for eco-tourism implemented at national level by end of 2nd year. • Additional targets to be set by the NEC at inception * % of new tourism (and other) development subject to suitable environmental and cultural impact assessment. Target: 100% * % new tourism developments with 	<ul style="list-style-type: none"> • Guidelines widely distributed. • APR/PIR show evidence of the increased in use of guidelines and improvements in planning and monitoring of eco-tourism activities • Independent Evaluation Process MTE& TE 	

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			planning permission and aligned with coastal plans (% in compliance, non compliance). Target: 100% * % of developments in sensitive coastal ecosystems subject to effective EIA review process. Target: 100% * % of new tourism developments subject to post construction environmental audits and verifications. Target: 100% * % of tourism enterprise expenditure spent at local suppliers/service providers. Target: 25% by year 3, 50% by year 5		
DEMO OUTPUT 2 KNOWLEDGE/	Cross-sectoral capacity needs assessment to	Limited awareness of the eco-tourism potential amongst most	<ul style="list-style-type: none"> Needs assessments for awareness raising and capacity building 	<ul style="list-style-type: none"> Project reports made available to NEC and PCU 	<ul style="list-style-type: none"> Awareness campaigns will increase levels of interest on eco-tourism

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
INFORMATION DISSEMINATION AND AWARENESS	<p>determine the awareness raising and capacity need and suitable training institutes identified</p> <p>Awareness raising implemented based on needs assessments.</p> <p>Cases studies of best available technology and practice (BAT & BAP) for ecotourism prepared and available to RICH & EIMAS.</p>	<p>stakeholders and alternative livelihood options.</p>	<p>and activities completed in year 1 (Target = 100%)</p> <ul style="list-style-type: none"> • Catalogue database of key tourism stakeholders likely to be interested / invest in eco-tourism completed in each country in year 1 (Target = 100% and # entries by country) • Assessment & database of local professionals and training institutions for eco-tourism training completed in each country in year 1 (Target = 100% and # entries by country) • Awareness raising strategy (for all sectors) in place in all countries by year 2 (Target = 100%) • Case studies identified and 	<ul style="list-style-type: none"> • Database of tourism stakeholders interested in ecotourism • Awareness raising strategy available to NEC • Evidence of awareness raising activities, documentation and publications • Case studies available to PCU & regionally available via RICH • Independent Evaluation Process MTE& TE 	<p>and level of demand for training and capacity building activities.</p> <ul style="list-style-type: none"> • Seminars are designed and timed to ensure that high level tourism industry personnel and Government officials will attend

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			documented and made available to RICH (start in year 1 and target is increasing numbers of case studies, that show change from isolated instances of eco-tourism to reflect both impact of this project and increasing awareness) <ul style="list-style-type: none"> • Additional targets to be set by the NEC at inception * % locals aware of value of ecological and cultural resources (to them and to tourists) Target: 80% * % of locals aware of the concept of sustainable resource use. Target: 80% * % of locals aware 		

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			actively involved in activities involving sustainable resource management. Target: 80% * % tourists aware of local environmental assets and condition (based on exit surveys and indicators). Target: 80%		
DEMO OUTPUT 3 ENHANCED CAPACITY OF NEC ECOTOURISM	Effective and targeted training materials developed, distributed and in use Training and capacity for enforcement provided. Network of eco-tourism stakeholders established.	Limited training available within the region in eco-tourism	<ul style="list-style-type: none"> • Training curricula and modules developed in year 1 (no. modules); • Training in eco-tourism provided to local communities, public & private sector (number of training courses delivered depending on needs assessment Output 1) • Number of trained 	<ul style="list-style-type: none"> • Training curricula available to project and PCU • Records of training courses implemented through project • Records of numbers attending training courses from different stakeholder groups • Assessment of database showing increase in number of eco-tourism experts 	<ul style="list-style-type: none"> • Increased dialogue and cooperation among professionals, tourism facilities and other stakeholders • Demand for continued training will have been created during the course of the project • Government approves proposals to embed eco-tourism training in

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
	Ecotourism training courses embedded in local educational institutes		<ul style="list-style-type: none"> eco-tourism experts increased in each country (Target = 10% increase per year on base to be established) Number of eco-tourism operations established increased (Target = 10% increase per year) 	<ul style="list-style-type: none"> Independent evaluation 	the training institutes.
DEMO OUTPUT 4 IMPLEMENTATION OF ECOTOURISM PILOT	Ecotourism demonstration projects successfully implemented.		<ul style="list-style-type: none"> New tourism operations classified as ecotourism or having ecotourism elements established at the demonstration site by the end of project (Target = 75%). Monitoring of coastal ecosystem particularly beaches and mangroves in proximity to eco-tourism establishments considered to be in good condition (re: 	Project monitoring using custom indicators for each - to be reported regularly	Each site will have access to suitable personnel and resources to maintain monitoring program for key indicators

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			erosion, maintenance, contamination, garbage) Target = 80% by end of project •Number of residents within proximity of demonstration actively participating in tourism sector; Target= 30% For Each Specific Site: <i>Note that for each demonstration site the following types of indicators (generic) – will be made quantitative and specific on a project / country basis.</i> •Increase in benefits at the local/ destination level e.g. * Economic benefit to the community and to organizations (direct economic benefits overall and		

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			per capita, accessibility of microfinance and tourist spend) * Social benefit (number employed, measures of increased health, waste management, infrastructure provided by the project in the community and more broadly) * Environmental benefits (area under management, specific measures of key ecological benefits such as area protected, area rehabilitated, species conserved) • Equitable sharing responsibilities and benefits e.g.		

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			<ul style="list-style-type: none"> * allocation of resources – (distribution among community members, sectors, gender, social unit, SMMEs) * distant water (e.g. not-local/transboundary)/ coastal state benefits (specific attribution to improvement in water, species, erosion control) * poverty monitoring (allocation of benefits such as jobs, income, ownership, access to social services by cohort, Contribution towards poverty alleviation) * local involvement in participatory development and coordination of tourism plans <p>•Sustainability of</p>		

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			<p>benefits, e.g.</p> <ul style="list-style-type: none"> * sustainable tourism indicators, specifically competitiveness, participatory monitoring techniques applied , (see also Component 3A) * local ownership in tourism and related enterprises (% of enterprises totally or partially owned by local people) <p>• Good governance at local and national levels e.g.</p> <ul style="list-style-type: none"> * Implementation of Code of Conduct and best practice for tourism enterprises and tourists (% adopting) * Increased transparency, accountability, 		

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	Indicator	Baseline	Target	Sources of verification	Risks and Assumptions
			democracy, coordination, conflict resolution etc. * % participation of community and key stakeholder groups in co-management * human and institutional capacity indicators at local level, % of establishments with management & business plan		

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
DEMO OUTPUT 1: SURVEY AND GIS MAPPING OF REEFS, SENSITIVE AREAS, THREATENED SPECIES AND DAMAGES SITES	<p>Full GIS mapping of reefs at each site completed</p> <p>Effective local participation in survey process</p> <p>Map reef locations being used by various stakeholders (e.g., Fishermen, tourism operators, etc)</p>	<p>Limited or non-existent GIS mapping of reefs at demonstration site locations.</p> <p>Limited or absent involvement of stakeholders and/or local participants</p>	<p>Gap analysis of existing ecological information on reefs completed for each country by 6th month</p> <p>Fully mapped reef areas mapping (including topographical maps & location of buoys) - and zoning and types of equipment that can be used in different places/different activities at different times of year (Target=100%)</p> <p>Satellite imagery with high resolution and aerial photographs are available/produced for all reefs (Target 100%)</p> <p>Full GIS analysis of reefs for relationships between ecological factors and different uses (Target=100%)</p>	<p>Mapping Programme records and Maps available nationally and to PCU (stored in Regional information Coordination House - RICH)</p> <p>Project records</p> <p>Reef user reports and interviews</p> <p>Stakeholder feedback to Evaluation process</p>	<p>Technical expertise and equipment, and resources available.</p> <p>All reef users: fishermen, tourist boat operators (fishing, snorkelling, wildlife watching, diving etc), conservation authorities are prepared to provide information and participate</p> <p>Locations of reefs known.</p>

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
			<p>Reef users (by site) involved in surveys/participatory process/awareness initiatives/coordination/management (Target=75% by year 3)</p> <p>Measurable reduction in area of reef (by site) considered to be under heavy/excessive stress/use (Target=<5%)</p>		
DEMO OUTPUT 2: PROCUREMENT, INSTALLATION AND MAINTENANCE OF EQUIPMENT	<p>Appropriate buoy equipment identified and purchased (ensuring that buoys are sufficient for users, and appropriately spaced)</p> <p>Maintenance programme developed that includes a financing system (e.g. ‘user-pays’ or ‘beneficiary-pays’ systems)</p>	<p>Absence of mooring buoys and boundary markers at most sites; inadequate or poorly maintained at others.</p> <p>Limited or absent sources of revenue to support physical infrastructure</p>	<p>Gap analysis of existing capacity, awareness and training materials completed by 2nd month</p> <p>Comprehensive selection of training materials and case studies (of lessons learned) developed, circulated and in use</p>	<p>Buoy Project records</p> <p>Regular monitoring of use levels and maintenance schedules and performance</p> <p>Verification by MTE and TE</p>	<p>Majority of reef users: fishermen, tourist boat operators (fishing, snorkelling, wildlife watching, diving etc), conservation authorities are prepared to participate in program, work together and use</p>

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
	<p>Documentation of usage of the buoys demonstrates value</p> <p>Zoning plan developed to include scheduling and rotation of mooring buoy use.</p> <p>Marker buoys purchased and installed around reefs to warn of navigation hazards and to define boundaries of protected/sensitive areas</p>	<p>Absence of buoys therefore no usage and no zoning or rotation plans</p>	<p>by 6th month</p> <p>Reef users, conservation authorities and local government with improved awareness of reef conservation issues, schedules and regulations (based on local survey – with baseline) (Target=75%)</p> <p>Reef users fully aware of information, accepted reef practices, coordination/conflict resolution mechanisms, regulations, monitoring and codes of conduct, (Target=75% in each site)</p> <p>MPAs/protected areas</p>		<p>buoys</p> <p>Willingness to participate Reliable information</p> <p>Resource use conflict mitigation systems in place: no major resource use conflicts</p>

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
			<p>with Codes of conduct and legislation in place and implemented (Target=100%)</p> <p>Local people participating in training activities relative to reef use and protection (Target=30% by month 12,. 70% by end of project)</p> <p>Boat operators and guides have reef training (Target=75% by end of project)</p> <p>Tourism operators, reef users/SMMEs received related business skills training (50% by end of project)</p> <p>Resource centre</p>		

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =					
Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues					
	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
			<p>established</p> <p>Reef users empowered to participate in planning and regulation (Target: 75%)</p>		
DEMO OUTPUT 3: CAPACITY BUILDING AND AWARENESS	<p>Effective and targeted training materials developed, distributed and in use</p> <p>Community based & local stakeholder reef monitoring programmes developed that involve tourism operators and fishermen</p> <p>Reef ecology and conservation education programmes delivered that help to minimise impacts (e.g. from reef contact, removal of species, feeding of fish)</p>	<p>Limited training materials and training exercises available at demo sites</p> <p>Limited monitoring of reefs and very little involvement of local stakeholders</p> <p>Limited educational packages or delivery in relation to reef ecology and conservation</p> <p>Codes of conduct inadequate or absent from demo sites</p>	<p>Gap analysis of existing capacity, awareness and training materials completed by 2nd month</p> <p>Comprehensive selection of training materials and case studies (of lessons learned) developed, circulated and available by 6th month</p> <p>Reef users, conservation authorities and local government showing improved awareness of reef conservation</p>	<p>Project records – training records, codes of conduct, website</p> <p>Local survey of participating residents, reef users</p> <p>Exit survey of tourists covering awareness and activities</p> <p>MTE and TE process and APR/PIR records</p>	<p>Majority of reef users: fishermen, tourist boat operators (fishing, snorkelling, wildlife watching, diving etc), conservation authorities are prepared to participate in programme and work together</p>

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
	<p>Codes of conduct for reef users developed through a participatory process. Boat operators and snorkel/dive guides encouraged to regulate and ensure their implementation</p> <p>Rules and regulations in relation to MPAs, reserves, national parks and other forms of protection clarified and improved.</p> <p>Improvement of business skills for local tourism-reef users and SMMEs in relation to sustainable use</p>	<p>Current rules and regulations inadequate</p> <p>Business skills do not necessarily embrace the concepts of sustainable tourism</p>	<p>issues, schedules and regulations (based on local survey against baseline) (Target=75%)</p> <p>Reef users show awareness of information, accepted reef practices, coordination/conflict resolution mechanisms, regulations, monitoring and codes of conduct, (Target=75% in each site)</p> <p>MPAs/protected areas with Codes of conduct / legislation in place and implemented (Target=100%)</p> <p>Local people are participating in training activities</p>		

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
			relative to reef use and protection (Target=30% by month 12; 70% by end of project) Boat operators and guides have comprehensive reef training (Target=75% by end of project) Tourism operators, reef users/SMMEs received related business skills training (50% by end of project) Resource centre established Reef users are empowered to participate in planning and regulation (Target: 75%)		

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
DEMO OUTPUT 4: REGULATORY AND INSTITUTIONAL FRAMEWORK	Management procedures for legislation enforcement and control reviewed and established	Limited and inadequate legislation and enforcement at all demo sites	Review of legislation and regulations undertaken by month 6	Project records for each site Local police or municipal records	Policy framework conducive to regulation and enforcement
	Training and capacity for enforcement provided	Need for better training for enforcement	Forums established for participatory planning, reef-use conflict management, communication and coordination by month 6	MPA records APR/PIR reports	Political willingness to adapt regulation mechanisms/legislation where necessary.
	Secure funding for boat patrols, including community monitoring	Need for stronger capacity to enforce regulations and legislation	Local reef users (e.g. local boat, Beach Management Units, fishermen and tourism operators) notably more organised by month 12	Independent Evaluation Process	Majority reef users: fishermen, tourist boat operators (fishing, snorkelling, wildlife watching, diving etc), conservation authorities are prepared to participate in program and work together
	Issue and apply clear and consistent regulations	Inadequate education and awareness of legislation	Existence of legal framework for creation of local associations by month 9		Appropriate legislation exists to protect the buoys.
	Education programme on legislation and reef conservation and buoy use implemented	Self-regulation and self-monitoring poorly developed or absent as are Local Operator's Associations	Formal registration		Security for buoy project
	Local-user monitoring procedures, and self-enforcement programmes, with incentives and penalties developed and implemented	Uncertainties about			
	Roles and responsibilities				

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
	<p>of different stakeholders clarified</p> <p>Effective organization and coordination of local user groups (e.g. local boat operators, fishermen, BMUs, and associations including an overarching institution to allow coordination of different stakeholder groups</p> <p>Legal framework in place to facilitate the creation and operation of local operator associations</p>	<p>roles, responsibilities and accountabilities related to reef protection and enforcement of regulations relating to reefs and MPAs</p> <p>Ineffective coordinating of stakeholders</p>	<p>procedures of local associations by month 9</p> <p>Existence of code of conduct/rules for each association established by the members by month 10</p> <p>50% of relevant local reef users involved in registered local operator’s association (where established)</p> <p>Reefs have visitor management plans (Target=75%)</p> <p>Number of enforcement staff per km² of reef, per tour boat, per tourist (will depend on logistics of the particular sites and resources available) (Target= X per km² /</p>		<p>Available resources for enforcement</p>

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
			reef - need to verify for each site). Measurable target verified for each site by Month 3 Resources are sufficient for enforcement (Target 100%) Enforcement officers have sufficient training (Target=100%) Conflict mitigation systems in place, with stakeholder participation. All conflicts resolved, or being addressed, through conflict resolution processes by month 24 50% of demo sites have participatory		

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
			monitoring and self-enforcement programmes Legislation/rules enforced at all sites by month 24 Management plans/legislation revised/developed through participatory processes by month 24 Formal approval for local participation in management & enforcement by month 24 Selection of MPA/community reserves with co-management plans (i.e. with local participation) in place throughout sites		

OUTPUT 1.B.3: DEVELOP AND DEMONSTRATE BEST PRACTICES IN MITIGATING ENVIRONMENTAL IMPACTS OF TOURISM THROUGH THE IMPLEMENTATION OF REEF RECREATION MANAGEMENT STRATEGIES – DEMONSTRATION COUNTRIES =

Demo Objective: To implement projects for sustainable reef recreation management, focusing on the relationship between recreation development in sensitive or affected coral areas and environmental issues

	Indicator	Baseline	Target	Sources of verification	Risks & Assumptions
DEMO OUTPUT 5: ALTERNATIVE SUSTAINABLE LIVELIHOODS CREATED THROUGH TOURISM ACTIVITIES IN REEF AREAS	<p>Review completed of existing incomes from reef use along with definition of beneficiaries</p> <p>New products & services identified that are applicable to the particular demonstration site</p> <p>Financial options such as grants and micro-credits identified</p> <p>New enterprises established and running successfully and removing pressure from reef welfare and resources</p>	<p>Livelihoods focused on tourism with no focus on sustainability of biological resources or ecosystem functions that are the foundation of the tourist industry</p>	<p>Review of existing direct and indirect involvement of local stakeholders in reef-tourism activities by month 2</p> <p>Directory of alternative options and livelihoods developed for each site by Month 6</p> <p>Credit, loan and grant options clearly defined by Month 6</p> <p>Percentage of reef-related tourism business now focusing on sustainable activities improved by 25% at each site by month 24</p>	<p>Review report available from PCU</p> <p>Directory available from PCU</p> <p>List of options available from PCU</p> <p>List fo reformed business operations available from PCU</p> <p>All confirmed by MTE and TE process</p>	<p>Alternative livelihoods for sustainable Tourism can be identified for each site</p> <p>People are willing to give up their less sustainable but possibly easier livelihoods for more complex or less traditional alternatives</p> <p>Funding sources to support transition to alternative livelihoods can be found</p>

NATIONAL DEMONSTRATIONS FOR BEST AVAILABLE PRACTICES AND BEST AVAILABLE TECHNOLOGY FOR SUSTAINABLE TOURISM

Country	Cameroon
Title	Enhancing integrated community based ecotourism initiatives and addressing environmental impacts from coastal tourism in Kribi/Campo beaches
Total Cost: US\$720,450 GEF: 230,450 Co-funding: \$490,000	
Linkage to the Project Priority Demonstration :	
<p>1B2: Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.</p>	
Linkage to National Priorities and Programmes:	
<p>The Kribi/Campo Pilot Demonstration Site is within a priority development zone according to presidential Decree (99/195-10/09/1999) by the MEAO, a special agency dedicated on the study of the management and development of the southern coastal zone of the country. The Regional Master Plan of Development for the Southern Province acknowledged the fast growth of this region and the necessity of developing participative sustainable resource management programmes. The main objectives of this demo accord with the National Poverty Reduction Strategic Plan which clearly states <i>that community based initiatives dealing with sustainable development will be encouraged and supported</i>. The recently adopted Decentralization Law transferred the responsibility of the development of tourist sites to Local Municipalities. Given this, the three Local Municipalities in this coastal zone joined forces and initiated (2004) a Regional Strategy of Planning and Sustainable Management that serves as the spring board for sustainable development in the area, and this strategy was endorsed by The Ministry of Planning and Development. This area has also been identified as a demonstration by GCLME for Physical Planning and Zoning for sustainable coastal resource management thematic area. By empowering the local tourism promoters they will diversify their sources of revenue through the enhancement of some activities they are already trying to develop. These include, site visits, marine tortoise watching, small scale accommodation facilities including restaurant. They will benefit from the constant development of the tourist activity in the close city of Kribi.</p>	
Global and Regional Benefits :	
<p>This pilot site was selected given the environmental threats identified and the potential level of participation benefit for the local community. The environmental threats to this pilot site are: Biodiversity degradation (marine turtles are caught and killed, destructive fishing methods like in Ebodjé). Coastal erosion can be locally severe and seems often to be also man-induced. Human pollution particularly where there is lack of toilet facilities (Grand Batanga) and poor physical planning and/or poor sited activity on sensitive are (Londji).</p>	
<p>Biodiversity conservation by raising awareness, identifying incentives and training local communities. A key activity will be marine tortoise conservation. Given the fact almost for tortoise species are also identified in some West African coast (Nigeria, Ghana, Benin) if nothing is done here to conserve these endangered specie, the efforts being made elsewhere in the continent (i.e. Akassa, Nigeria) may be vain. In this regard, this aspect has a regional and a global benefit.</p>	
<p>Protection of threatened habitats (nesting sites, coastal forest...) by combating erosion through public/private/local communities partnerships</p>	
<p>Reduction of pollution from coastal zone by developing adequate sensitization programmes, supporting the construction of basic toilet facilities for the young promoters, improving liquid and solid waste management practices in hotels</p>	
<p>Sustainable coastal resource use by elaborating and the implementing a participative coastal use zoning which is likely to address issues as poor sited infrastructures, conflicts of access and irresponsible utilization of resources</p>	
<p>Strengthening of institutional capacities in order to address critical issues as landownership, illegal settlements, and negotiation skills of communities whom are under the threat of oil pollution from</p>	

the Chad Cameroon oil terminal.

Restoration of the productivity of ecosystems by supporting local communities to implement and manage communal forest which appears like one the institutional tool likely to control the rapid privatization of land and habitats degradation in the coastal zone

Name and Post of Government Representative endorsing the demonstration activity

- **Mr. Moussa Seïbou**, National Focal Point of the project, Ministry of Environment : 765 75 58 Fax : 223 60 51 Email : moussaseibou@yahoo.fr
- **Mr. Tatieze Temgoua Pascal**, Focal point, Ministry of Tourism Yaoundé Cameroon

Project Objectives and Activities

Background

The Kribi Campo coastal zone is the main attractive area with coastal tourism potential in the country. This southern coast stretches over 80 km from Campo and is mainly made of beautiful narrow sand beaches. The vegetation of the area is a typical humid evergreen tropical type.

The area can be divided in five zones: 1 – The Ebodjé community based tourism area; 2 – The Grand Batanga beach cook initiative sector; 3 – The Lobe Falls tourism zone; 4 – The Kribi/Londji beach development zone. 5 – The Campo-Ma'an, Rio Campo zone. The first 2 sectors will community based tourism, while the last three relate to physical planning and coastal zoning.

In all of the five zones, the demonstration will address critical issues of landownership and poor sited facilities as well as biodiversity loss and pollution. Innovative techniques to address these general issues will include alternative conflicts resolution strategies, participatory technology development for resource conservation as well as participatory multi-stakeholders planning.

A key objective in the whole pilot project will be to raise institutional awareness on coastal zone biodiversity conservation linked with a permanent coordinating mechanism. At the level of communities, there are existing organizations in Ebodjé and Grand-Batanga, and community based initiatives will be further developed and supported through the project. In the Kribi-Londji area, Local municipalities have finalised a first draft coastal zone planning strategy. The Ministry of Planning, Programming Development and Regional Development endorsed this tool and it constitutes the baseline for this pilot project.

The Campo Ma'an forest reserve is an interesting tourist attraction which could be taken into account for the smooth physical planning in the campo area and Yoyo beach. WWF has undertaken some work in this area and the project will complement these activities. A Transboundary Project on physical planning supported by CAEC is being prepared. Links will be developed between these Project to minimise overlap and ensure that both existing and proposed initiatives benefit from sharing lessons and information.

The key issues in the Kribi Campo Pilot Demonstration area as follow:

- Lack of physical planning,
- Illegal settlements and poor sited facilities
- Human pollution,
- Mangrove destruction.
- Privatization of land and related land conflicts
- Threats by serious oil pollution
- Threats by pollutants from agro industries localised near by the 2 main rivers leading to the sea
- Biodiversity loss particularly pressure on shrimps and fish
- Poor coordinating mechanisms among stakeholders
- Increase marginalisation of minorities (Pygmies)
- Lack of awareness and basic skills by key stakeholders of tourism who are far to improve

their livelihoods

- Lack of appropriate infrastructures and facilities to handle solid and liquid waste
- Absence of adequate response to combat increase coastal erosion

Objectives and activities

The objective of the **Kribi Campo Pilot Demonstration** is to demonstrate sustainable innovative strategies and techniques to alleviate poverty while conserving biodiversity and reducing the environmental impact from coastal tourism through participatory physical planning and zoning, and the promotion of best practices for rehabilitation of hotspots. To achieve this, it will be necessary to develop efficient coordinating mechanisms involving Private and Public sectors as well as CBOs.

Demonstration Activities:

- Identification and institutional analysis of all the Stakeholders
- Environmental baseline studies on the coast and sensitivity map.
- Identification and analysis of all existing institutional instruments for coastal zone management, tourism activities and biodiversity conservation
- Identification of good practices in sustainable use of coastal resources
- Identification and organization of local capacities to include in awareness campaigns
- Participatory critical situation analysis for all the stakeholders
- Development of understandable indicators to monitor the coastal zone conservation and integrity
- Awareness and capacity building on beach management to deal with litter
- Alternative conflicts resolution seminars for coastal stakeholders
- Exchange visits among key Stakeholders to learn from best practices
- Support programme for Community based ecotourism projects including financing
- Reforestation programme along the coast as one of the method to combat erosion
- Development and implementation of a Participatory Coastal Zone Planning Model including mapping
- Elaboration of a local multi stakeholders coordination group for sustainable coastal tourism
- Build on marine turtle protection program and help extend it to other sites in the destination
- Marketing of small attractions, create links into other operators/ hotels
- Establish indicators of performance measures for project
- Establish standards for business partnerships between resorts and local enterprises to build links among Kribi hotels , packagers and local villages/ecotourism projects

End-of Project Landscape

The demonstration project will establish an effective model of community based coastal zone management that addresses poorly sited facilities, illegal settlements and minorities' marginalization. This project will demonstrate methods to ensure landownership security to CBO's initiatives and thereby increase sustainable use of resources while improving their livelihoods. In the details the demo will develop:

- Capacity and awareness using the local radio, a participative learning with support documentation
- Key policy proposals utilising the recent opportunities provided by the decentralization law
- An integrated model of public/private partnership and targeting sustainable coastal management.
- Coordinating unit providing guidance to and monitoring sustainable development issues
- Field school programme packaged in such a way that modules addressing erosion, biodiversity conservation, oil pollution prevention, solid and liquid waste management can be implemented when needed.
- Participation programme to adapt and implement the physical planning strategy already available.
- A micro credit unit to support CBO activities related to improvement of livelihoods by conserving the biodiversity and reducing environmental impact from coastal tourism.
- An inter-communal tourism board which will sell the destination by advertising the sustainable development options of the area.

- A marine park
- Communal forest along the coast to prevent privatization of land

Project Management Structure and Accountability

The demonstration project will be jointly managed by the Focal points from the Ministry of Environment and the Ministry of Tourism, the Representatives of Private sector, The Representative of the CBO and the communities, the Representative of the Local Municipalities. The tentative role distribution is as follows :

- * The Focal point will provide the overall guidance and coordination.
- * A Management team including local communities and key Stakeholders representative will be established and constitutes a bridge between the steering committee and the grassroots.
- * The Local municipality representatives will take the lead for landownership issues as well as physical planning, waste management.
- * The CBO and local people will play key role for implementation of activities related to biodiversity conservation, ecotourism and all activities likely to improve their livelihoods.

A local steering committee comprising representatives of all the above key stakeholders will be in charge of the planning and follow up of activities. To institutionalize the outcome, a local newsletter will be prepared and send to all key stakeholders of the coastal zone. Items including management issues and governance will be discussed in this newsletter. The management of the project will start by a participatory planning process within the steering committee. A Monitoring and Evaluation Unit involving CBOs will make sure the programme is fully implemented. Finances will be available in a local account with one representative of the CBO as co manager. Empowerment of the local communities will be a key objective to achieve.

Involvement of stakeholders and beneficiaries

Participatory approaches used in the demo will include: community workshops, multi stakeholders field visit, participatory monitoring and evaluation, alternative conflict resolution, and capacity building issue will be addressed. Some members of the community will train their counterparts. The project will be implement by UNEP and executed by UNIDO. During project implementation UNIDO, WTO, UNEP and pertinent Partners will provide technical support to the project team. The implementation of the demonstration project at National level will be coordinated by the National Focal Point (Ministry of Environment). National project Coordinators will be appointed by the National inter-ministerial Committee, the ministry of Environment will be responsible for implementation and punctual output delivery at national level. The national inter-ministerial committee will ensure overall leadership and coordination, as well as policy, Legislative, and Financial support of the project. It will act as the liaison between the project and other national and international programmes, organizations and donors at the country level. This committee will include senior government official from relevant government ministries and regional authorities, as well as international agency representatives with an active role in the project.

- The inter-ministerial committee will include the following: MINEP, MINTOUR, MINATD, MINEPIA, MINDUH, MINDAF, MINEE, MINADER, and MINIMIDT.
- **Agro-Industrial Companies and Developmental Agencies:** MEAO, MIDEPECAM, HEVECAM SOCAPALM, COTCO SNV, IUCN, WWF, GTZ, COOPI , CERECOMA, CED SNH, OMT-STEP, Chamber of Commerce and Industries,
- **Local institutions** Kribi Urban Council, Kribi Rural Council,
- **CBOs:** EBOTOUR, BEACH COOK, GICPATHBEL,
- **OTHERS:** Hotel syndicate and tours Operators

Sustainability

- Financial sustainability is closely link to the fact that even though there is no clear support of the activities of the area, local communities are able to attract visitors. Thus, by supporting implementation and development of sustainable tourist activities the demo will not face problems of financial sustainability.

- Politically, The MEAO, create by presidential decree in 2001 and dedicated to provide guidance to the development of the southern coastal zone of the country will be replace by a regional development body which will implement the strategy developed by the MEAO. This body will surely extend its means to the site of the pilot. Cameroon joined the PDF-B after the other countries. The Minister of Environment wrote to UNIDO and called upon his colleague of the Ministry of Tourism to support the participation of the country in the project. The co financing issue had been already discussed and the Budget of the Ministry elaborated in including the country financial part in the project.
- Locally, the Kribi rural and urban council initiated a year ago a strategy of sustainable development of their coastal zone. This pilot demo areas where included in this initiative. It means, even before this PDF-B, Local authorities where seeking ways to launch sustainable development of the coastal zone. The CBOs, the association of the hoteliers and the communities of the area where fully involved in the development of this strategy. It's interesting to see that the current pilot is fully in accordance of a component of the strategy developed earlier by the local stakeholders.

Replicability

The area targeted here is very similar to the rest of southern coast stretching to Equatorial Guinea, Gabon and Congo. Issuers of coastal erosion, coconut tree degradation, threats on Marine tortoise, solid and liquid waste management are similar. More so, the lessons obtained on issues of awareness and capacity building of local community can be easily replicated in the region. Know SNV is developing at the level of Central Africa an important project of biodiversity conservation which can inspire this process of replicability.

Monitoring and evaluation

- Number of stakeholders identified
- Number of institutional analysis of all the stakeholders done and validated by the stakeholders
- Number of institutional instruments for CZM, tourism activities and biodiversity conservation identified and assessed
- Number of good practices in sustainable use of coastal resources identified and disseminate
- Number of workshops on participatory critical situation analysis held
- Level of participation of stakeholders in the above workshops
- Availability and effective use of indicators to monitor the coastal zone conservation and integrity
- Availability of Training module to raise awareness and support capacity building including beach management units deal with litter
- Number of training sessions on awareness and capacity building
- Number of seminars on Alternative conflicts resolution for coastal stakeholders
- Number of conflicts among communities as compare to an initial situation
- Number of Support programmes for Community based ecotourism projects including
- Number of the surface area covered by within the Reforestation programme along the coast
- Availability of and use of a Participatory Coastal Zone Planning Model including mapping
- Existence of a local multi stakeholders coordination group for sustainable coastal tourism
- Extension of the marine turtle protection program in other sites in the destination
- Number of newly developed small attractions marketed,
- Number of links with positive effects between into local community operators/ hotels
- Availability and effective use of indicators of performance measures for project
- Existence of a permanent discussion body for coordination of the integrated coastal zone management
- Percentage of hotels accepting to invest in EMS
- Effective relocation of activities and rehabilitation of the Londji beach for tourism
- Number of tourists visiting the site and annual income of the community

Co-financing

The Ministry of Environment has included in the 2006 budget it's financial contribution to the project. During the upcoming workshop on co financing details will be available particularly the level of contribution of private sector and NGOs.

Budget

GEF: US\$236,450

Government: US\$490,000

Donors/Private Sector: US\$373,550

Country:	The Gambia		
Title:	Strengthening community-based ecotourism and joint-venture partnerships		
Executing body:	Gambia Tourism Authority and the National Environment Agency		
Cost of Project:	US\$451,507	GEF	US\$283,829
			Co-financing
	US\$167,678		
Linkage to Project Priority Demonstrations:			
<p>IB2: Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.</p> <p>The project priority demonstrations are most directly linked to IB2 but are highly relevant to.</p> <p>IB1. Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labeling Schemes</p> <p>IB3: Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management</p>			
Linkage to National Priorities and Programmes:			
<p>The demonstration is well aligned with national priorities and programs, such as the Second Strategy for Poverty Alleviation (SPA II), and the long-term growth strategy of Vision 2020. It is also aligned with such as the Responsible Tourism Guidelines for the Gambia, the Draft Tourism Masterplan and the Ecotourism Development and Support Strategy (EDSS). The initiative will promote poverty alleviation through the development of more diverse ecotourism opportunities for rural communities, and by promoting linkages between different stakeholder groups and building their capacity in environmentally and socio-economically sustainable ecotourism.</p>			
Global and Regional Benefits:			
<ul style="list-style-type: none"> • Reduction of pollution from coastal tourism, by mobilising local communities in control and management of natural resources and installing waste management facilities in each area. • Protection of threatened habitats / ecosystems (including mangroves), by supporting CBOs in ecologically sensitive zones and providing alternative livelihoods. • Conservation of globally significant biodiversity, integrating biodiversity criteria into tourism planning processes, increasing awareness of Ramsar sites revenues for use in conservation. • Strengthening of institutional capacities, by increasing participation in planning, product development and management; ecotourism criteria into tourism planning • Restoration of the productivity and health of ecosystems, by design of low impact resorts, public-private partnerships • Sustainable Coastal Resource Use by making the tourism more sustainable at a community and destination level by reducing threats to the key resources, reducing pollution minimising wastage and using resources more efficiently; ensuring community participation in planning, managing and benefiting from tourism. 			
Name and Post of Government Representative endorsing the Demonstration Activity:			
<p>Mr. Momodou B.Sarr Executive Director National Environment Agency 5. Fitzgerald Street, Banjul, The Gambia Tel. 220-4223860 (office) Fax: 220-4229701 Mobile: 220-9960732 email: msarr@gamtel.gm</p> <p>Mr. KHALIBA SENGHORE, Director General Gambia Tourism Authority Kololi, P.O. Box 4085</p>			

Bakau, K.M.C., Gambia
Tel. (220) 4462 491/3/4
Fax (220) 4462 487
Email info@gta.gm

Project Objectives and Activities:

Background:

The Gambia has yet to fully exploit the ecotourism market to attract bird-watchers and wildlife enthusiasts. The entire coast of The Gambia has been designated a sensitive area, and a series of biodiverse protected areas with emerging community-based ecotourism initiatives and potential for new ecotourism and joint-ventures. Sites that have been highlighted for potential ecotourism development include Tanbi Wetland complex, Tanji River Bird Reserve, Bao Bolon Wetland Reserve, Kotai Stream Complex and Kiang West National Park. Of these only Kiang West has existing tourism facilities. Coastal community-based ecotourism (CBE) initiatives are at different stages of development and would benefit from assistance in capacity building, strengthened policy and regulatory frameworks, awareness raising and publicity and marketing, establishing joint venture partnerships, and waste and sewage disposal infrastructure. The development of ecotourism in these locations will provide sustainable alternative livelihoods for local communities, and therefore help to alleviate poverty, generate revenues for conservation, and will also reduce unsustainable use and pollution of natural resources.

Key issues in the area are:

- Overexploitation of natural resources, and fragmentation of habitats.
- Loss of faunal diversity due to hunting of protected species and bush fires.
- Loss of coastal vegetation and degradation coastal habitats by cattle grazing and trampling threatening shoreline stability and leading to coastal erosion.
- Land degradation due to urban expansion, industrial development and agriculture, fishing, sand mining, and resulting in loss of natural vegetation and fragmentation of habitat.
- Local management of protected areas is limited, and illegal hunting is prevalent.
- Unsustainable land management practices (e.g. bush fire and wood cutting).
- Sand mining activities threaten coastal habitats, shoreline stability and contribution to coastal erosion.
- Education and training required in tourism and conservation management
- Poor environmental standards and waste disposal.
- Community participation in planning and decision making
- Need for realistic expectations from ecotourism
- Cultural and social traditions threatened by tourism and by uncontrolled involvement (e.g. bumsters)
- Limited private sector partnerships with communities, and limited access by communities to tourism markets
- Potential economic returns from tourism as an alternative livelihood strategy.
- Current low level of business skills among CBT enterprises, including hospitality, marketing etc.
- Capacity building required at all levels and within all institutions.

Sites selected are located along the coast of The Gambia.

Community ecotourism initiatives:

- *The Tumani Tenda* CBE Project one of the first CBE, promoting the village and surrounds, specifically their culture, handicrafts, cuisine and history.
- *The Sanyan Community Forest* (inland) is searching for partners to assist them.
- *Oyster Creek* tourist-boat owners operate mangrove and fishing tours and need coordination.
- *The Kartong Community Ecotourism Site* has basic accommodation and restaurant facilities. A joint venture is being formed between the community and the private sector enterprise, Gamspirit.

Protected areas:

- *Tanji River Bird Reserve (TRBR)*: 612 ha reserve, gazetted in 1993, due to diversity of avifauna, and it is a biodiversity hotspot, designated as an important Bird Area and RAMSAR. Bird

breeding site, wealth of marine mammals, cetaceans, and turtles.

- *Tanbi Wetland Complex (TWC)*: 6,000 ha on the southern River Gambia estuary. Wetland and biodiversity hotspot, with low mangrove forest designated as a RAMSAR. Supports a diversity of invertebrates and resident and migratory avifauna. Local population dependent on agriculture, subsistence fishing, and oyster collecting. The area is threatened by agriculture, industry, and sewage.
- *Bao Bolon Wetland Reserve (BBWR)*: 21,900 ha, wetland on the north bank of the River Gambia, 100 km from the river mouth, designated RAMSAR site with high mangrove to seasonal freshwater marsh, diverse fauna and breeding ground. Local communities dependent on cattle, rice cultivation, subsistence fishing and firewood. Mangroves harvested for construction. Cattle grazed in Reserve in the dry season.
- *Kiang West National Park (KWNP)*: 11,000 ha, on the south bank of the River Gambia. Woodlands, rangelands, mangroves and bolongs support a diversity of birds, and mammals such as the clawless otter and the Manatee. The ecosystem supports over 3000 people with a wide range of resources, services and commodities.

Kotai stream complex: Stream that empties in the Atlantic ocean with large water bird population

Objectives & Activities:

The overall OBJECTIVE of the Demonstration is to promote the improved conservation, management and monitoring of coastal biodiversity, and to enhance and diversify sustainable local livelihoods through ecotourism as a means of **alleviating poverty**.

Institutional capacity building:

- Support the development of a multi-partner stakeholder group, including government departments of forestry, wildlife and tourism, community based organisations (e.g. ASSET), NGOs and the private sector to improve communication, cooperation and reduce overlapping issues and resolve conflicts.
- The key role of The Gambia Tourism Authority has to be strengthened and equipped with adequate financial, human and technical resources. Cooperation between the public and private tourism sector in a close partnership relationship is a key issue for any future development.
- Build institutional capacity within DPWLM to work with communities, the private sector and GTA to facilitate ecotourism development within and around the protected areas.
- Support institutional strengthening within ASSET and KART (Kartom Association for Responsible Tourism), not only in forming linkages with tour operators and the formal private sector but also developing new linkages with tourists seeking community products.
- Facilitate the development of an association to represent the boat operators at Oyster Creek, and cooperation with ASSET and facilitate improved marketing and improved access to tourists through brokers.

Outcome will be improved institutional capacity in conservation and responsible ecotourism.

Strengthening policy and regulatory frameworks:

- Support the implementation of the Responsible Tourism Guidelines for the Gambia, the Draft Tourism Masterplan and the Ecotourism Strategy.
- Develop institutional mechanisms incorporating coordination and cooperation between stakeholders at local, district and provincial levels to enforce implementation of the plan – particularly in relation to ad-hoc development in ecologically sensitive locations. Zones should include areas for conservation; habitation; sustainable resource use; no-resource use; and tourism and multiple use.
- Review and evaluate institutional analysis relating to community-based ecotourism in relation to overlapping authorities (e.g. clarify the Oyster Creek boat operators site).
- Enforce agreed national processes and policies and legislation (e.g. water abstraction strategic environmental assessment and cumulative impacts assessment).
- Enforce regulations regarding tourism development and natural resources use within protected areas.

- Develop participatory destination plans for the sites, including coastal profile and integrated coastal management and macrozoning, using technical assistance.
- Implement participatory planning processes, with technical assistance support, for CBE initiatives and surrounding natural environments.
- Support planning permission for environmentally friendly designs of tourism infrastructure, and tourism business plans that incorporate socially and environmentally responsible activities.
- Plan and implement environmentally appropriate and responsible sewage and waste management processes.
- Ensure inclusive local stakeholder and local community participation in participatory planning activities.
- Incorporate indigenous people's issues by including community visioning exercises regarding ecotourism and protected areas.
- Support processes to extend Sanyan Community Forest to the sea, to improve biodiversity conservation and increase tourism potential.
- Demarcation of tourism development area for Kartong
- Clarify land and tree tenure issues, by developing and publishing maps of local tenure systems. In particular raise awareness regarding policy and regulations on sale of land, and enforce them.
- Support sustainable natural resource management, including fishing and harvesting products within forests and protected areas.
- Develop baseline environmental, social and economic indicators for each site.
- Consider adjusting entry and resource-use fees to market-related levels to raise more revenue for conservation and community development.

Outcome will be improved policy and regulatory frameworks, enhanced institutional capacity, improved law enforcement, greater transparency of natural resource rights, and improved participation of stakeholders in planning and coordination processes.

Knowledge dissemination and awareness creation:

- Build expertise at all levels of DNPWLM, private sector and local communities in legislation and regulations relevant to natural-resource use, land designation and establishing ecotourism businesses within parks and reserves, by developing and disseminating clear information.
- Provide access to training, mentoring and exchange programs in tourism, hospitality and enterprise development for community members, including themes on product development, quality, hospitality, interpretation (e.g. guiding) and maintenance.
- Raise awareness about GIPSA (a one-stop shop for investors)
- Develop interpretation centres at each site, in addition to toilet facilities, restaurant and retail facilities (see below).
- Through participatory processes, develop and disseminate codes of conduct incorporating cultural and social themes, and environmental issues, for both tourists and local community members.
- Provide tourists with information about the Gambian situation and also codes of conduct (i.e. do's and don'ts) and sensitisation local people to tourists
- Develop toolkits for stakeholders on how to develop public-private partnerships; establish CBEs; and broker joint-venture partnership agreements.
- Operate workshops between formal private sector hotels, ground handlers, ASSET members and other CBOs to foster mutually beneficial and improved coordination and cooperation. Use the process to reduce conflict and improve opportunities for commercially beneficial partnerships.
- Support exchange visits between Gambian and regional CBE initiatives (e.g. Tumani Tenda is already assisting other communities by advising them on the development of CBE in this way)
- Disseminate lessons of best practice and advances in Gambian community-based ecotourism through case studies that include tangible information on socio-economic and environmental improvements.

Outcome will be improved knowledge and awareness regarding responsible ecotourism

development and operation among tourism stakeholders, and improved coordination between them. Community-based enterprises will have better access to information and best practice, that will facilitate more effective and commercially viable enterprises.

Ecotourism initiatives:

- Plan and conduct a commercialization program for the parks and reserve.
- Develop concessions for interpretation centres, accommodation, restaurants and retail facilities, ensuring local participation in a meaningful economic sense.
- Work with the private sector and local people to identify attractive areas for accommodation and tourism activities, recognizing the need for viable access but minimizing negative environmental impacts.
- Develop a concessioning system that includes: (a) local community equity (e.g. joint ventures with local communities), (b) local employment, training and procurement (e.g. local products and services); (c) EIAs and Environmental Management Systems; (d) conservation management. Ensure that the tender process is transparent and well controlled
- **Joint-venture partnerships:** At Kartong Support the development of responsible joint-venture between the Kartong community and Gamspirit through the facilitating of formal and equitable agreements between the parties.
- At Tumani Tenda facilitate the development of a **partnership between the CBE and a private sector** operator, to help mentor the community to improve the quality of their tourism product; the range and diversity of activities offered; infrastructure design, construction and maintenance; and improve market linkages.
- **Community-based tourism initiatives:** Support the development of a self-financing central booking and reservation system for CBE accommodation and activities, to reduce barriers the poor face in accessing the market.
- Assist the Sanyan Community Forest group in the development of ecotourism business plans, exploring options for accommodation, activities and products related to the forest attraction (including partnerships with the private sector and/or NGOs).
- At all CBE enterprises, explore options for sustainable alternative sources of income based on natural resources (e.g. sale of fishing products; honey production; crab farming, bush tea, fruit products) and tourism (e.g. local mangrove, estuary fishing and bird guiding; development of mangrove boardwalks; direct employment; enterprise development)
- Development of ethical, environmental, socioeconomic and quality codes/guidelines for community based tourism enterprises, and support for their implementation, in order to benefit from joint marketing initiatives.
- Develop environmentally appropriate waste and sewage disposal infrastructure at all CBE enterprises to protect the wetlands and ensure hygienic working conditions.
- Develop microfinance systems for community members wishing to start small businesses or become entrepreneurs.

Outcome will be more diverse ecotourism enterprises, community-based enterprises and public-private partnerships, that will generate more revenue for the conservation of biodiversity, reduction of pollution and sustainable alternative livelihoods to reduce poverty.

End-of Project Landscape (Outputs):

By the end of the project the demonstration project will have well managed coastal natural resources with improved conservation, management and monitoring of coastal biodiversity, with lower levels of pollution. Greater levels of revenue will be available to finance conservation management and monitoring. Sustainable local livelihoods will also have been enhanced and diversified through ecotourism and poverty will be reduced.

Project Management Structure and Accountability:

The project would be executed by National Steering Committee composed of the National Environment Authority (NEA) and Gambia Tourism Authority (GTA), private sector and technical advisors. National Coordinators from NEA and GTA would oversee on the ground activities coordinated by a National Field Coordinator, working with the National Park Ecotourism Advisory

Board consisting of Provincial and Municipal Government (Environment, Tourism, Fisheries, and Lands), Private sector; local NGOs, community representatives / community based organisations.

Involvement of Stakeholders and Beneficiaries:

- Gambia Tourism Authority, National Environment Agency,
- Department of Tourism, Gambia Ports Authority, Department of Fisheries, Department of Parks and Wildlife management, Department of Physical Planning and Housing,
- Local government authorities and councils
- Village Development Committees and Community Forestry Committees
- ASSET (Association of Small Scale Enterprises in Tourism) and KART (Kartong Association for Responsible Tourism)
- Local private sector promoting responsible ecotourism in the local area, including Gamspirit and Masakutu

Sustainability:

- i) The demonstration will address financial sustainability by generating income from sustainable and commercially viable ecotourism practices and joint-ventures, which promote biodiversity conservation and poverty alleviation.
- ii) The development of an appropriate institutional structure has been proposed by the country focal points with regard to sustainability, so that initiative will fit within the appropriate ministries at the termination of the project.
- iii) The local traditional authorities, local private sector and local CBOs are supportive of the initiative. The initiative will support associated initiatives to implement Responsible Tourism Guidelines in the Gambia.

Replicability:

The pollution threats from coastal tourism and tourism activities that are practiced along The Gambian coast are common to other areas in West Africa. The institutional fragmentation and limited enforcement of conservation legislation is also similar in the region, although The Gambia's resources are comparatively well managed. Demonstrating how coastal ecotourism can alleviate pollution and maximise local economic opportunities through participatory planning and coordinated development will be of value throughout the region. Lessons in the development of public-private partnerships, tender processes, institutional strengthening, training and enterprise development will provide best-practice models for the region.

Monitoring & Evaluation Process:

Indicators of success will include:

1. Increase in benefits at the local/ destination level e.g.

- Economic benefit to the community and to organizations (direct economic benefits overall and per capita, accessibility of microfinance and tourist spend)
- Social benefit (number employed, measures of increased health, waste management, infrastructure provided by the project in the community and more broadly)
- Environmental benefits (area under management, specific measures of key ecological benefits such as area protected, area rehabilitated, species conserved)

2. Equitable sharing responsibilities and benefits e.g.

- allocation of resources – (distribution among community members, sectors, gender, social unit, SMEs)
- distant water (e.g. not-local/transboundary)/ coastal state benefits (specific attribution to improvement in water, species, erosion control)
- poverty monitoring (allocation of benefits such as jobs, income, ownership, access to social services by cohort, Contribution towards poverty alleviation)
- local involvement in participatory development and coordination of tourism plans

3. Sustainability of benefits, e.g.

- sustainable tourism indicators, specifically competitiveness, participatory monitoring techniques applied
- local ownership in tourism and related enterprises (% of enterprises totally or partially owned by local people)

4. Good governance at local and national levels (Process Indicators), e.g.

- implementation of Code of Conduct and best practice for tourism enterprises and tourists (% adopting)
- transparency, accountability, democracy, coordination, conflict resolution etc.
- % participation of community and key stakeholder groups in co-management
- human and institutional capacity indicators at local level (to be considered) , % of establishments with management & business) plan

ii) Currently there is little environmental or socio-economic data available in the area, and therefore new data collection tools and collation databases will need to be compiled.

iii) There is limited capacity for monitoring currently, but significant potential for improvement and expansion using interested local stakeholders from communities, the private sector, and authorities.

Budget:

Cost of Project: US\$451,507

GEF US\$283,829

Govt. Co-financing US\$167,678

Country:	Ghana 1
Title:	Environmental Management Systems for the Budget Hotel Sector
Executing body: Ministry of Environment, Ministry of Tourism, Ghana Tourism Board, Environmental Protection Agency, Ghana Hotels Association	
Cost of Project: US\$1,138,280	GEF US\$ 138,070 Co-financing US\$ 1,000,210
Linkage to Project Priority Demonstrations: The activities in this demonstration project directly respond to the following demonstration project priority / priorities: IB1. Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes	
Linkage to National Priorities and Programmes: The demonstration project will strengthen existing environmental policy, legislation and institutional arrangements for encouraging and achieving better environmental management in Ghana's budget hotel sector through a combination of both regulatory and voluntary initiatives. It is expected that the demonstration project will also help to create markets in the supply of environmental products and services.	
Global and Regional Benefits: The project demonstrates strategies within the tourism sector for addressing land-based activities under the Global Programme of Action for Land-based Activities specifically related to: the management of sewage and litter; utilisation of natural resources (e.g. freshwater); and establishing planning and other controls upon activities (e.g. siting and construction) that contribute to contaminants and sources of degradation upon the marine environment. These strategies include: <ul style="list-style-type: none"> ▶ Reduction of pollution from coastal tourism, by improving sanitation and liquid and solid waste management practices ▶ Protection of threatened habitats / ecosystems, through minimising impact of hotels and improving waste management. ▶ Strengthening of institutional capacities, by increasing awareness and technical capacities to manage the environment through regulatory and voluntary mechanisms. ▶ Restoration of the productivity and health of ecosystems, by minimising the impact of tourism. ▶ Sustainable Coastal Resource Use by making the tourism industry more sustainable at a community and destination level by reducing threats to the key resources. 	
Name and Post of Government Representative endorsing the Demonstration Activity: <u>Mr Edward Osei Nsenkyire-</u> <u>Chief Director</u> Ministry of Environment and Science P O Box M 232 Accra, Ghana Tel: 233 21 662 626/666 049 Fax: +233 21 66 68 28 Email: mest@ghana.com / atobiggy@yahoo.co.uk	
Project Objectives and Activities: <i>Background:</i> In Ghana the budget hotel sector consists of over 500 small and medium hotels concentrated in a 50 km wide coastal area (with more in-land). Although the impact of an individual budget hotel individually may be relatively small, in aggregate these hotels pose significant environmental impacts, especially with respect to poor liquid and solid waste management, high demands upon scarce natural resources, poor construction practices and location within inappropriate sites causing erosion or habitat	

destruction. During the high season, around 5000 tourists are concentrated in very limited coastal area, generating concerns about exceeding carrying capacities. This is contributing to environmental degradation. There is a low level of environmental awareness in the highly fragmented hotel sector and pollution (liquid and solid waste) are causing visible environmental problems.

The budget hotel sector is not adequately addressed by current environmental regulation frameworks. The concentration of enforcement is on 4 star and 5 star hotels, which form a minority compared to the overall sector. The rest of the hotel sector is generally unregulated and there is a lack of awareness, technical know-how and resources to implement appropriate environmental management and protection measures.

Key issues are:

- ▶ Contamination (sewage, solid waste) of coastal water
- ▶ Loss of coastal habitats and land degradation
- ▶ High pressure upon scarce shared natural resources such as fresh water

Objectives & Activities:

The overall objective of the demonstration project is to develop and implement environmental management systems that are appropriate for application in budget and small to medium size hotels, in order to reduce their environmental impacts on the coastal and marine environment.

The project will achieve this by utilising participatory processes for:

- ▶ *Streamlining environmental assessment requirements for new budget hotels.* This activity will identify models for effective project level EIA including rapid assessment processes; class assessment procedures (e.g. for different sized enterprises, small infrastructure) and effective screening criteria; standards for assessment; appropriate environmental quality standards and monitoring methods etc. As a result, there will be a better understanding by investors on the process and requirements for environmental management in their businesses. They will have clearer information on the environmental processes and requirements for new developments including the time and budgetary resources that are required for environmental and other planning processes. Governments will have the capacity to efficiently manage the review process for new developments.
- ▶ *Developing specific environmental guidelines, operating practices and environmental auditing requirements for the sector.* This activity will identify the best means for managing the implementation and monitoring of environmental management measures in the sector – including an evaluation of voluntary versus regulatory means. The result will be templates for simplified environmental management systems that are especially targeted at the budget hotel sector. These will be agreed upon by stakeholders in the sector as a basis for achieving widespread uptake by either voluntary or regulatory means, or a combination of both. The environmental management system will be tested in between 3 -5 budget hotels, with results and experiences fed back into the model templates.
- ▶ *Identifying and promoting the use of economic instruments that encourage the adoption of appropriate environmental technologies suitable for the sector.* Suitable target technologies such as water saving devices, sewage treatment systems, solar water heating systems etc shall be identified, and existing cases of best practice in the region promoted for their demonstration effect. Means of encouraging the adoption and use of the technologies through economic instruments shall be explored. As a result, businesses will learn of the benefits and application of such technologies and proposals for suitable economic instruments shall be put forward to Government.
- ▶ *Implementing environmental awareness campaigns targeted at the budget hotel sector.* This is an activity that will continue for the duration of the demonstration project. As a result, environmental awareness within the budget hotel sector will be built and their participation in the project gained.

This will also form the basis for ultimately achieving widespread uptake of environmental management systems within the sector.

- ▶ *Developing and implementing capacity building programmes for institutions that are linked to the budget hotel sector.* A training programme will be developed and delivered to: regulatory agencies; architects; engineers; environmental specialists; environmental technology suppliers; and tourism training institutions etc. The training programme will encompass the guidelines, standards and procedures developed together with practical demonstrations of the use of appropriate technologies for the sector. As a result, the budget hotel sector and its suppliers will be better placed to implement environmental management systems in the sector.

End-of Project Landscape (Outputs):

As a result of the demonstration project:

- ▶ A template environmental management system suitable for budget hotels will be developed and tested.
- ▶ Environmental regulation for the sector will be streamlined and voluntary mechanisms established.
- ▶ Widespread awareness will be created within the sector and amongst its suppliers, on its environmental impacts and the measures that it can put in place to mitigate these impacts.
- ▶ Training programmes that build environmental management system capacities shall be developed and delivered.
- ▶ Appropriate environmental technologies will be identified, demonstrated and proposals for the use of economic instruments to encourage wider uptake will be put forward to Government.
- ▶ A plan for replication in the other participating countries shall be established.

The key outcome will be in the overall reduction of environmental impacts by the budget hotel sector on the coastal and marine environment.

Project Management Structure and Accountability:

The demonstration project will be managed jointly (in a public-private partnership) by the Focal Point together with the Ghana Hotels Association, in close collaboration with the Ghana Tourism Board and the Environmental Protection Agency. The Focal Point will take the lead in co-ordinating government agencies and also other industry sectors that are linked to the tourism sector, whilst the Ghana Hotels Association will take the lead in mobilising the tourism industry stakeholders and ultimately in institutionalising the project within its existing mandates and programmes. The Ghana Hotels Association has a well structured membership of over 1,400 members, approximately 200 of which are from the budget hotel sector. It is therefore well placed for mobilising its budget hotel sector members to participate in the project.

Involvement of Stakeholders and Beneficiaries:

The project relies upon building strong participatory approaches, particularly since key activities relating to regulatory frameworks and environmental standards require multi-stakeholder participation. Key stakeholders include:

- ▶ The tourism sector through the Ghana Hotels Association;
- ▶ Government (Ministries of Environment, Tourism and the Environmental Protection Agency)
- ▶ Local Government (Municipal and District Assemblies)
- ▶ Private sector associations and suppliers to the tourism industry such as the Ghana Institute of Architects and the Ghana Institution of Engineers.
- ▶ Civil society organisations involved in environmental advocacy and awareness, such as the Ghana Wildlife Society and Friends of the Earth, Ghana

Sustainability:

The demonstration project addresses sustainability in the following ways:

- ▶ Building the capacity of organisations such as the Ghana Hotels Association in order to continue to house and promote environmental awareness activities, training programmes etc., and for ensuring sustainability of the activities beyond the project timeframe.
- ▶ Engaging with Government, parliamentarians and other policy makers to incorporate changes into existing policy and regulatory frameworks and adopt appropriate economic incentives for environmental management.
- ▶ Demonstrating to the budget hotel sector that improved environmental management from “cradle to grave” results in operating efficiencies (particularly in terms of water consumption, waste generation and energy usage) and hence encouraging actions at a voluntary level.

The project is financially feasible. Relevant private sector organisations such as the Ghana Hotels Association are willing to commit resources in kind towards the project and it is likely that the association will become a “house” for future environmental initiatives targeted at the hotel sector. Building capacity of such organisations also includes developing their ability to network, develop future environmental projects and solicit additional funding from other sources. In addition, it is anticipated that the use of economic instruments, if adopted by Government, will provide a strong impetus towards sustainability of the project.

Ghana has already conducted stakeholder consultations at a national level and has in place a National Steering Committee for the project. The private sector is represented through the Ghana Hotels Association and also one of Ghana’s most prominent hotel groups. Political will is demonstrated through the existing close collaboration between the two lead ministries as well as other agencies such as the Ghana Tourism Authority and the Environmental Protection Agency.

The documentation attached in XXXX provides evidence of Ghana’s political will and commitment together with local authority, community and private sector support for the project.

Replicability:

This demonstration project is widely replicable throughout the region. All the countries participating in the project have budget and small hotels that have in the past largely fallen through “the net” of environmental regulation, particularly since Government resources for environmental protection are already stretched in most of the countries.

The issues facing the budget hotel sector in all the countries are largely common: lack of environmental awareness; lack of resources to invest; lack of access to appropriate technologies; lack of capacity within regulatory bodies and industry suppliers etc. The environmental impacts caused as a result are also largely common.

Global experience has shown that the hotel sector potentially lends itself well to voluntary regulation. Budget hotels form a market segment where simplified environmental management systems accompanied by access to / information on appropriate low cost environmental technologies and design techniques can achieve significant environmental improvements in a relatively efficient manner, through an optimal mix of regulation and voluntary initiative.

Ghana is the ideal country to adapt and test these strategies for the region because its budget hotel sector is very well developed and accessible through industry associations.

Monitoring & Evaluation Process:

Process Indicators

- ▶ The following will have been developed and tabled to Government / regulatory agencies for approval and adoption by the end of the project:
 - Strategy for regulation and voluntary environmental mechanisms targeted at the budget hotel sector;
 - Streamlined EIA and environmental audit procedures;
 - Specific environmental guidelines / quality parameters for the budget hotel sector;

- Economic instruments that encourage the use of appropriate environmental technologies.
- ▶ Plan for replication of the project in the other participating countries.
- ▶ Commitment of institution (e.g. private sector association) for continuing to house project and further its aims.

Targets for the following indicators will be set at project inception but will include the following:

Stress Reduction Indicators

- ▶ % of target hotels which have attended awareness seminars / been subject to awareness campaigns
- ▶ % of target hotels undergoing EMS training
- ▶ Number of hotel industry personnel who have received EMS training
- ▶ Number of professionals (engineers, architects, environmental specialists etc) who have received EMS training
- ▶ Number of regulatory agency and local authority staff who have received EMS training
- ▶ % of hotels with environmental management systems in place (by year)
- ▶ % of hotels with effective sewage treatment systems, purchasing policies (specific indicators to be determined based upon priority environmental issues to be addressed in budget hotel specific EMS)
- ▶ % reduction in water and energy consumption, waste generation
- ▶ % hotels with waste management (solid and liquid) and monitoring systems
- ▶ Number of sales of environmental technology products (e.g. water saving appliances, solar water heaters etc specific indicators to be determined based upon priority environmental issues to be addressed in budget hotel specific EMS)

Environmental Status Indicators

- ▶ % of waste reduction from hotel sector to dump sites
- ▶ Aggregate water consumption reductions from budget hotel sector
- ▶ Aggregate energy reduction from budget hotel sector
- ▶ Coliform counts on key coastal water bodies (% of water bodies with monitoring)
- ▶ Increased stakeholder awareness and documented stakeholder involvement

Broad tourism data is available from the Ghana Tourism Board, the main regulatory body for tourism. Environmental data related to tourism is available from the Environmental Protection Agency, which is mandated with implementing environmental laws, in particular on environmental impact assessment and auditing. This data is limited because the concentration of monitoring and enforcement has been on large four or five star hotel facilities. Additional data may be sought from existing coastal and environmental management efforts, such as environmental sensitivity mapping (particularly in the Elmina – Cape Coast areas). All these efforts will need to be consolidated and built upon in order to develop meaningful monitoring parameters, and the associated capacities of the institutions involved.

Co-Financing:

Key sources of co-financing to the project include:

- ▶ Government Agencies – hosting meetings, space, a level of transportation, personnel
- ▶ The Ghana Hotels Association – hosting meetings, mobilising its members to provide meeting venues, accommodation etc in kind or at subsidised rates
- ▶ Other donor agencies / NGOs with programmes that can link with this project – part financing of training and awareness activities, policy development activities, facilitation

Country:	Ghana 2		
Title:	Integrated Destination Planning and Management: Elmina-Cape Coast, Ada Estuary, Volta Estuary, Western Stilt Villages		
Executing body:	Ministry of Environment, Ministry of Tourism, Ghana Tourism Board, Environmental Protection Agency		
Cost of Project:	US\$987,000	GEF US\$ 150,000	Co-financing US\$ 837,000
Linkage to Project Priority Demonstrations:	<p>The activities in this demonstration project directly respond to the following demonstration project priority / priorities:</p> <p>IB.2. Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community</p> <p>Note: the demonstration project is cross-cutting and also addresses other issues:</p>		
Linkage to National Priorities and Programmes:	<p>The demonstration project will strengthen existing coastal tourism planning mechanisms, including policy and legislative aspects, institutional arrangements and capacities of stakeholders for achieving better environmental management in Ghana's coastal tourism sector. Although the project demonstrates integrated destination management for sustainable tourism, it will emphasise on three key aspects in particular: planning and management of coastal ecotourism; catalysing community involvement and partnerships for environmental management; and the demonstration of specific environmental technologies for use in fragile environments.</p>		
Global and Regional Benefits:	<p>The project demonstrates strategies within the tourism sector for addressing land-based activities under the Global Programme of Action for Land-based Activities specifically related to: the management of sewage and litter; utilisation of natural resources (e.g. freshwater, mangrove resources, fisheries); and establishing planning and other controls upon activities (e.g. siting and construction) that would otherwise contribute to contaminants, sources of degradation, and resource use pressures upon the marine environment. These strategies include:</p> <ul style="list-style-type: none"> ▶ Reduction of pollution from coastal tourism, by improving sanitation and liquid and solid waste management and establishing appropriate monitoring techniques for the sector ▶ Protection of threatened habitats / ecosystems, through minimising the impacts of hotel and resort development, improving waste management and establishing better visitor management systems ▶ Strengthening of institutional capacities, by increasing awareness, technical capacities to manage the environment through regulatory and voluntary mechanisms, and increasing participation in environmental planning ▶ Restoration of the productivity and health of ecosystems by minimising the impact of tourism and catalysing partnerships (e.g. conservation, community action, better purchasing practices, design of low impact resorts) ▶ Sustainable Coastal Resource use by making the tourism industry more sustainable at a community and destination level by encouraging more efficient resource use and reducing pollution and other threats to the key resources / assets ▶ Conservation of globally significant biodiversity by integrating biodiversity criteria into tourism planning and management 		
Name and Post of Government Representative endorsing the Demonstration Activity:	<p><u>Mr Edward Osei Nsenkyire-</u> <u>Chief Director</u> Ministry of Environment and Science P O Box M 232 Accra, Ghana Tel: 233 21 662 626/666 049 Fax: +233 21 66 68 28</p>		

Project Objectives and Activities:

Background:

In Ghana, tourism is an emergent key source of national income contributing an estimated US\$ 400 million to the GDP. It is currently the fourth largest foreign exchange earner in the country and this is expected to rise significantly by 2010. Ghana's tourism development plan targets the coastal zone as one of the centres for growth with tourism assets that include historical forts, UNESCO World Heritage Sites, diverse mangrove and lagoon ecosystems and fine beaches. Despite this:

- ▶ Poor sanitation and management of human wastes in coastal settlements are adversely affecting the environmental quality of beach areas and also threatening the tourism product.
- ▶ The historic city of Ada, which is a key tourist attraction, has lost 150 metres of land to the sea as a result of coastal erosion over the past 45 years.
- ▶ The Volta Estuary is ripe for tourism development which is currently occurring in an unplanned manner
- ▶ The mangrove lagoon ecosystem in the Elmina – Cape Coast area is threatened through over-exploitation and unsustainable use of resources.
- ▶ There are a few existing ecotourism and biodiversity conservation initiatives

Whilst there are a number of commendable environmental efforts by the public and private sector, these initiatives operate almost in isolation as there are no specific tourism development plans for the region, very limited community involvement, lack of linkages (bty community based ecotourism enterprise) with the mainstream tourism industry and poor product development.

Resultant key issues include:

- ▶ Contamination (sewage, solid waste) of coastal waters from both local populations and growing tourism activity
- ▶ Loss of coastal habitats and land degradation
- ▶ High pressure upon scarce shared natural resources such as fresh water
- ▶ Wetland degradation
- ▶ Erosion due to sand mining and mangrove cutting
- ▶ Conflicts between local communities and the tourism sector

Objectives & Activities:

The overall objective of the demonstration project is to develop and put in place a model integrated planning procedure for use in existing sites and for new tourism development, including ecotourism development, in Ghana. It is to be applied to four key locations in Ghana to demonstrate in particular:

- ▶ Building linkages between the coastal tourism industry and local communities (especially with regards to waste management, use of shared resources, benefits seen from tourism; understanding of tourist expectations; catalysing action on environmental clean-up, site rehabilitation, development of new tourism areas, erosion control etc.)
- ▶ Planning and management of coastal ecotourism
- ▶ The use of effective and appropriate low cost, low-tech sanitation techniques in the coastal zone

The project will achieve this by

- ▶ *Developing and implementing an integrated destination planning process.* This activity will commence by identifying effective models for building strong community participation into planning and incorporating these into the planning process. It is expected that this will form the basis for creating linkages between the tourism sector and local stakeholders and building a common understanding about the importance of the industry to the local economy and about stakeholder expectations. Field visits will be carried out to each location by an expert planning team. Where possible this team should be composed of a combination of local and international expertise. The field visits will be used to scope relevant baseline planning information, carry out initial activities such as stakeholder analyses etc, and to initiate the full planning process. The full planning process will consist of a number of participatory workshops and focus groups, backed up

with information gathered and analysed during the field visits. The planning process will then be used to guide development so that the most fragile sites are identified and protected, tourism development is directed to suitable sites, and the level and type of development both protects and enhances sites, in particular those suitable for small community based ecotourism enterprises. The process will also focus upon means for capturing the benefits of tourism, limiting negative social impacts on the community and mobilising effective partnerships for planning and protection of key assets. As a result of this activity, several models will be developed: effective engagement of local communities and stakeholders in tourism planning and especially in catalysing action to solve local environmental problems; addressing environmental impacts of tourism (and environmental impacts affecting tourism) in existing tourism zones in Ghana; planning the expansion of new tourism areas; and planning for community based ecotourism enterprises. The planning activities will build upon existing work done in Ghana's Five Year Tourism Development Strategy, existing ICZM processes, and other activities carried out under initiatives such as the GCLME project, Ghana's poverty reduction strategy etc. It is expected that the results will feed into National policy frameworks for coastal tourism in Ghana.

- ▶ *Strengthening community based ecotourism enterprise.* This activity will build upon the work done at the national coastal zone scale by practically demonstrating ecotourism planning, development and management at the local scale. The demonstration will take place at the stilt village of Nzelezu together with the other villages surrounding the Amansuri Ramsar wetland. There are very initial plans by the Ghana Wildlife Society for developing ecotourism products within these villages, although funding has not been secured. The entire ecotourism business chain will be addressed in a series of activities that include, but are not limited to, providing technical support for: site ecotourism planning, product development, SME development, capacity building, access to enterprise finance, design and use of appropriate technologies, hospitality and tourism training, visitor management planning, exchanges with other successful community ecotourism projects, community and women's participation, joint marketing and building linkages with other players in the tourism industry in order to build viable commercial ecotourism products. As a result of this activity, there will be a demonstration of coastal ecotourism as a viable, sustainable market segment within coastal tourism. The project will show ecotourism as a feasible **alternative livelihood option** that will also **encourage the protection of coastal natural resources**. Lessons learned from the demonstration activities will feed into overall coastal ecotourism strategy development for Ghana, being developed as part of Component B activities of the full project. It is anticipated that this strategy will ultimately be tabled with Government for adoption so that it gains national support and with it an escalation of resources / incentives devoted towards development of the ecotourism segment of the coastal tourism market.
- ▶ *Demonstrating appropriate sanitation techniques.* Sanitation has been identified as a key issue that severely affects and is also affected by Ghana's tourism industry. This activity will therefore build upon the work done in the planning activities described above and identify two locations to physically demonstrate (i) an appropriate sanitation solution to encourage local communities not to use touristic beaches as toilets and (ii) an effective low-cost, low-tech sanitation solution for ecotourism enterprises that are located in extremely fragile environments (such as the stilt village of Nzelezu). The demonstrations will incorporate local community consultations and identification of needs. Simple low-tech solutions will be decided upon in close collaboration with the communities, and the demonstrations will also address long term sustainability aspects in order to design the most appropriate solutions. As a result of this activity, there will be two effective, sustainable working models for sanitation techniques that can be demonstrated through exchange visits and community – community training throughout the coastal zone in Ghana.

End-of Project Landscape (Outputs):

As a result of the demonstration project:

- ▶ A functioning model of community engagement in coastal tourism (planning, management, mobilisation and action) will have been developed
- ▶ Models for best practice in coastal tourism management, planning and development in existing sites and for new tourism areas will be integrated into Ghana's existing planning frameworks

- ▶ A practical demonstration on strengthening community based ecotourism enterprise will be implemented, with plans for demonstration and exchange with other coastal communities in Ghana
- ▶ At least two successful appropriate sanitation demonstration projects will have been implemented, with plans for demonstration and exchange with other coastal communities in Ghana
- ▶ Capacities of relevant stakeholder groups will have been built in order to meaningfully participate in integrated planning processes and environmental management

The key outcome will be in the overall reduction of environmental impacts by the tourism industry on the coastal and marine environment. A participatory planning system integrated into coastal zone and community planning will be in operation by the end of the project and will have demonstrated the positive effects of this approach in a diverse coastal environment.

Project Management Structure and Accountability:

The demonstration project will be managed jointly (in a public-private partnership) by the Focal Point in close collaboration with the Ghana Tourism Board, the Environmental Protection Agency, the Ghana Hotels Association, the Ghana Wildlife Society and other key stakeholders e.g. District Assemblies, community groups etc. The Focal Point will take the lead in co-ordinating government agencies and also other industry sectors that are linked to the tourism sector. The Ghana Tourism Board and the Ghana Hotels Association will take the lead in mobilising the tourism industry stakeholders and ultimately in institutionalising the project within its existing mandates and programmes. The Ghana Wildlife Association will be involved in mobilising community participation in terms of ecotourism and participation in planning processes and also in terms of building understanding, conflict resolution etc.

Involvement of Stakeholders and Beneficiaries:

The project relies upon building strong and effective participatory approaches, particularly since the key planning activities require multi-stakeholder participation. This includes coastal communities that have not been involved in such processes to date and have been isolated from coastal tourism activities. Key stakeholders include:

- ▶ The tourism sector through the Ghana Hotels Association;
- ▶ Government (Ministries of Environment, Tourism and the Environmental Protection Agency)
- ▶ Local Government (Municipal and District Assemblies)
- ▶ Civil society organisations involved in environmental advocacy and awareness, enterprise development, poverty reduction and alternative livelihoods etc such as the Ghana Wildlife Society and Friends of the Earth
- ▶ Community based organisations such as the Western Nzema Traditional Council.

Sustainability:

The demonstration project addresses sustainability in the following ways:

- ▶ Building a robust planning model that demonstrates to the tourism sector the value of participatory processes in resolving conflicts that will ultimately lead to better environmental quality at the coast
- ▶ Building the capacity of organisation in order to be able to mobilise communities, continue to house and promote environmental awareness activities, training programmes, develop projects and ensure sustainability of (community level) activities beyond the project timeframe
- ▶ Engaging with Government, parliamentarians and other policy makers to incorporate changes as a result from lessons learned into existing policy and regulatory frameworks and adopt appropriate economic incentives for encouraging environmental management.

The project is financially feasible. Relevant private sector organisations and NGOs such as Friends of the Earth are willing to commit resources in kind towards the project, especially as the project will escalate the impacts of existing initiatives (e.g. in the case of the GWS's work in the Amansuri Wetland). The project will build the capacity of relevant participating organisations, and this also includes developing their ability to network, develop future environmental projects and solicit additional funding from other sources. In addition, it is anticipated that the use of economic instruments and other financial mechanisms identified by the planning process, if adopted by

Government, will provide a strong impetus towards sustainability of the project.

Ghana has already conducted stakeholder consultations at a national level and has in place a National Steering Committee for the project that is representative of the wide range of tourism stakeholders. Political will is demonstrated through the existing close collaboration between the two lead ministries as well as other agencies such as the Ghana Tourism Authority and the Environmental Protection Agency.

Replicability:

This demonstration project is widely replicable to other coastal areas in Ghana as well as throughout the region. All the countries participating in the project have a lack of successful cases of best practice in integrated tourism destination planning for the coastal zone. This is particularly so for the participating countries where tourism has less prominence in the overall economy than, say, The Gambia or Kenya.

The issues facing the tourism sector in all the countries are largely common: lack of environmental awareness; lack of resources to invest; lack of access to appropriate technologies; lack of capacity within regulatory bodies and industry suppliers etc, user conflicts over scarce natural resources. The environmental impacts caused as a result are also largely common.

The project provides a demonstration of methods to use the tourism sector as a catalyst for community approaches to integrated planning of low impact resorts and ecotourism, including reduction of impacts on fragile estuarine, lagoon, coastal forest and mangrove ecosystems and reduction of direct dumping of garbage and liquid waste into the sea. Tourism is the engine for coastal development in many parts of Africa, and addressing the use of suitable technologies and approaches for the African situation can be strategic for many other destinations as demand for African tourism products grows. The gap analysis of all participating countries (and the conclusions of the African Process) showed this to be one of the highest priority areas for intervention – with all participating countries listing the planning and control area in their list of top priorities. All participating countries have at least one new tourism development which could use results and build upon them. Hence the project has wide replicability.

Monitoring & Evaluation Process:

Process Indicators

- ▶ Creation of a comprehensive stakeholder participation plan for the planning processes and site projects on sanitation and ecotourism
- ▶ The following will have been developed and tabled to Government / regulatory agencies for approval and adoption by the end of the project:
 - Planning guidelines (e.g. for new areas to be developed as tourism zones, appropriate use of erosion defense measures by hotels, community involvement)
 - Proposal for streamlined institutional / co-ordination framework for environmental management of the tourism industry
- ▶ Plan for replication of the project in the other participating countries.

Stress Reduction Indicators

- ▶ % of destination with comprehensive planning in place
- ▶ % of new development which meets review criteria
- ▶ % of coastal tourism development which has comprehensive integrated planning (measure by % of coast under planning control and/or % of resorts/hotels with comprehensive plans/strategies subject to effective review)
- ▶ % of (new) tourism properties which can be classified as ecotourism or having ecotourism elements
- ▶ Number (%) of destination / CZ residents actively participating in the tourism sector (target =

30%)

- ▶ Economic benefit to the community and to organisations (direct economic benefits overall and per capita and per tourist)
- ▶ Social benefit (number employed, measures of increased health, waste management infrastructure provided by the project in the community and more broadly)
- ▶ Distribution of benefits, e.g. number of tourism sector jobs
- ▶ Allocation of resources (distribution among community members, sectors, gender, social unit, SMEs)
- ▶ National PRSP (poverty) monitoring (allocation of benefits such as jobs, income, access to social services, contribution of tourism towards poverty alleviation)
- ▶ Sustainable tourism indicators, including competitiveness, ecological footprint of tourist, ecological footprints of tourism resorts

Environmental Status Indicators

- ▶ % of coastal ecosystem (in tourist zones) considered to be in good condition (re: erosion, maintenance, contamination, garbage)
- ▶ % of coastal ecosystems (particularly beaches, mangroves, reef areas targeted by tourism) considered to be in good condition and/or considered degraded (GIS based)
- ▶ Environmental benefits (areas under management, specific measures of key ecological benefits such as area protected, area rehabilitated, species conserved)
- ▶ Increased stakeholder awareness and documented stakeholder involvement

Broad tourism data is available from the Ghana Tourism Board, the main regulatory body for tourism. Environmental data related to tourism is available from the Environmental Protection Agency, which is mandated with implementing environmental laws, in particular on environmental impact assessment and auditing. This data is limited because the concentration of monitoring and enforcement has been on large four or five star hotel facilities. Additional data may be sought from existing coastal and environmental management efforts, such as environmental sensitivity mapping (particularly in the Elmina – Cape Coast areas). All these efforts will need to be consolidated and built upon in order to develop meaningful monitoring parameters, and the associated capacities of the institutions involved.

Note that this list of indicators is provided for key outputs and outcomes for the overall project area; these will be used as a menu for elaboration of site specific indicators which will be chosen during the initiation phase.

Co-Financing:

Key sources of co-financing to the project include:

- ▶ Government Agencies – hosting meetings, space, a level of transportation, personnel
- ▶ The Ghana Hotels Association – hosting meetings, mobilising its members to provide meeting venues, accommodation etc in kind or at subsidised rates
- ▶ Other donor agencies / NGOs with programmes that can link with this project – part financing of training and awareness activities, policy development activities, facilitation

Budget:

Cost of Project: US\$987,000

GEF US\$ 150,000

Govt. Co-financing US\$ 837,000

Country:	Kenya		
Title:	Integrated Planning and Management of Sustainable Tourism at the Mombassa Coastal Area		
Executing body:	National Environmental Management Authority and the Ministry of Tourism and Wildlife		
Cost of Project:	US\$876,000	GEF US\$351,000	Co-financing:
	US\$525,000		
Linkage to Project Priority Demonstrations:			
<p>Integrated Sustainable Tourism Destination Planning addressing all three priorities</p> <p>1B.1. Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labeling Schemes</p> <p>1B.2. Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.</p> <p>1B.3. Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management</p>			
Linkage to National Priorities and Programmes:			
<p>Tourism is a major economic sector in Kenya and tourism activities concentrate in the inland wildlife-reserves and at the Indian Ocean Coast. The Mombasa Coastal Area is the key beach destination of the country. Tourism accounts for 45 per cent of all the economic activities and employs directly around 40,000 workers in Mombasa District. It also earns the much-needed foreign exchange for the country. Various sites of this coastal area (e.g. Malindi, Watamu and Wasini) were identified as sensitive and hot spot areas during the African Process.</p> <p>In 1995 a National Tourism Master Plan was adopted that had in its core the sustainable use of tourism resources and the protection of the conservation of the natural and cultural heritage. A National Tourism Policy Framework was developed in 2003, and this project will contribute to the specification of the policy to coastal areas and its effective implementation. District Development Plans have been established for the period of 2002-2008 with the theme “Effective Management for Sustainable Economic Growth and Poverty Reduction”. This plan has an obvious tourism focus in the Mobasa District.</p> <p>There are various legal frameworks and instruments in Kenya that support conservation of the environment and this project can reinforce their application in coastal areas (e.g. the Environmental Management and Coordination Act (EMCA), the Wildlife Conservation and Management Act (WCMA), or the Environmental Impact Assessment and Audit regulation). The NEPAD Coastal and Marine (COSMAR) Sub-theme of the NEPAD Environmental Initiative has been established within the Ministry of Environment and Natural Resources and is hosted through a Secretariat based in Nairobi. Kenya is one of the few African countries with functioning voluntary regulation for tourism through the Kenya Eco-rating Scheme, that can be further strengthened in coastal areas and establishments.</p>			
Global and Regional Benefits:			
<ul style="list-style-type: none"> • Reduction of pollution from coastal tourism, by improving sanitation and waste management, and implementing water quality monitoring programme. • Protection of threatened habitats / ecosystems, through management planning and enforcement (especially in MPAs), providing incentives to apply EMS to reduce impacts from existing tourism activities. • Conservation of globally significant biodiversity, by integrating biodiversity criteria into tourism planning and providing incentives to apply EMS. • Strengthening of institutional capacities, in enforcement of existing and new legislation, provision of clear guidelines, and incentives for EMS, generate revenues for conservation management. • Restoration of the productivity and health of ecosystems, by raising awareness, capacity and 			

providing training to minimise the impact of existing tourism activities.

- Sustainable Coastal Resource Use by making the tourism industry more sustainable at a community and destination level by reducing threats to the key resources

Name and Post of Government Representative endorsing the Demonstration Activity:

Professor Ratemo W. Michieka,
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Project Objectives and Activities:

Background: The approximately 300 km coastal zone between Watamu and Malindi is the principal destination for beach tourism in Kenya with high concentration of tourism operations (around 100 resorts and hotels). The region boasts 7 Marine Parks and Reserves that are prime sites diving, snorkelling, fishing and boating. The coastal zone includes highly populated areas, such as the beaches at Mombassa city, where tourism is the principal livelihood for a large group of local boat and beach operators organized in associations. The zone also hosts important mangrove and other coastal ecosystems (e.g. at Watamu and Wasiuni), where community-based initiatives intend to make a sustainable use through ecotourism, and agricultural activities (e.g. apiculture, controlled harvesting and re-planting) activities.



Key issues:

- Pollution of coastal waters from hotels and industrial waste with inadequate solid and liquid waste disposal
- Natural habitat loss as a result of unplanned industrial development,
- Loss of biodiversity due to tourist impact (trampling on corals and illegal collection of marine trophies)
- Coastal erosion due to inappropriate construction of sea walls that alters the physical processes.
- Lack of coordination between public and private sector and community organizations
- Lack of meaningful participation of coastal communities in policy formulation and inadequate regulation to ensure community access to market ecotourism products
- Limited institutional and organizational capacity among coastal communities for effective participation in the tourism sector
- Resource use conflict between stakeholders (Hoteliers/ Beach operators/conservators of MPAs)
- Inadequate capacity of community groups/CBOs to run their ecotourism projects.
- Marginalization of communities and limitations in access to beach areas, due to tourism infrastructure development
- Lack of a national policy on Disaster Management, that largely affect vulnerable coastal zones and their tourism sector

Objectives & Activities:**Main objective:**

The tourism sector of the Mombasa coast is well developed and concentrated to specific areas, while rapidly expanding to new zones with high biodiversity and sensitivity. MPAs are vital to the tourism sector but also come under much pressure as a result of tourist interest and potential revenues. The following activities, while dealing with tourism in this locale as a whole, will give a particular priority to reefs and MPAs. The long-term sustainability of the tourism sector can be only ensured if the priority project components are dealt with together in an integrated way through a sub-national regional approach. Therefore, the main objective of this demo is to provide a model for integrated development and management of coastal tourism at an extended coastal zone, which shares common environmental and geographical features and corresponds to the jurisdictional area of Mombasa District. The project will especially seek to demonstrate the function of institutional structures and coordination mechanisms as a basis to address complex environmental and socio-economic issues. The Demonstration will also be linked to the GEF WIO-Lab Project (Addressing Land-based Activities in the Western Indian Ocean) and will coordinate closely with any activities or initiatives related to the concepts of watershed management and ecohydrology (e.g. UNESCO- IHP) as they impact on the coastal zone.

Activities:**Basic activities at the coastal area level on policies, regulations and capacity building:**

- Specify the existing guidelines, strategies and regulations, in the framework of the National Tourism Policy, for coastal tourism and ecotourism
- Establish a Sustainable Coastal Tourism Research, Resource and Training Centre
- Set up a grant scheme for capacity building to support existing initiatives
- Extend the projects on sensitivity maps (using GIS) on tourism use and MPAs to the entire Mombassa coast
- Monitoring programme for tourist sites using indicators (WTO methodology)
- Review and strengthen coordination mechanisms re tourism development at different levels
- Revise employment qualification requirements and taxation system
- Revise pricing policy for user fees in the Marine Parks and Reserves (following the recently developed policy for terrestrial parks)
- Develop a policy for Disaster Preparedness and Management, with the tourism sector fully integrated

EMS and eco-certification:

- Develop and deliver EMS training modules for hotels.
- Create financial incentives for the application of EMS techniques and technology

- Set up an environmental award schemes for hotels, community groups, schools, etc.
- Conduct a feasibility study for the application of the Blue Flag certification for beaches and implement the results
- Apply supply-chain management in EMS, with the involvement of tour operators
- Review current EIA and Auditing processes
- Establish coastal water quality monitoring mechanisms and facilities
- Revise standards, policies, regulations and legislation on infrastructure and building

Alternative livelihoods, poverty alleviation and revenue generation for conservation (ecotourism):

- Develop and implement models for
 - Institutional structures and mechanisms for destination level coordination, planning and management of tourism development and operations.
 - Conflict resolution and beach use model with the objective of reducing negative environmental impacts of tourism operations, and ensure a more balanced distribution tourism benefits through strengthening cooperation between local SMEs, resorts and local government offices
 - Monitoring system for destinations, coastal zones and ecotourism sites (e.g. reefs, mangrove habitats), through the application of sustainability indicators (WTO methodology)
- Develop and implement a tourism product development and marketing strategy for community-based tourism and ecotourism activities (e.g. products that are based on traditional livelihood activities, cluster-marketing, combining hotel offer with tourism activities in protected and community areas, production and sale of local handicrafts and agricultural products)
- Create sustainable financing options for community-based tourism activities (e.g. microcredit, grant scheme), revise licensing and pricing schemes for user fees to benefit locals
- Review employment policies and practices of hotels and local operators, to create more favourable conditions for local communities (e.g. better labour conditions, more permanent jobs, training opportunities)
- Review purchasing practices of hotels to increase the share of locally sourced products and services
- Deliver training and education on tourism management, business planning, improvement, and reinvestment; reef ecology and conservation; sustainable fishing.
- Develop guidelines for ensuring gender equity in tourism development.
- Apply participatory planning and design techniques for tourism infrastructure in protected areas and community projects (e.g. boardwalks, mooring buoys)
- Deliver guide training: language and interpretation skills, pricing and marketing of tours
- Establish and strengthen of community-managed protected areas and reserves, through integrating tourism use in them

MITIGATION OF IMPACTS ON REEFS

- Provide education on reef ecology and conservation and minimising impacts for boat and dive operators, as well as park managers and rangers.
- Develop codes of conduct for reef users through participatory processes, and encourage operators and park managers to implement them.
- Provide access to training in sustainable fishing practices and provision of environmentally sensitive fishing equipment for community members.
- Provide information for tourists on reef status and conservation activities, including conservation activities that they can participate in.
- Training of KWS officers on tourism management, and regulation of reserve and MPA laws (especially with regard to fishing, diving, snorkelling and development)
- Environmental education and interpretation for tourists: visitor centre, materials, signs
- Survey the coral reefs with GPS, including sensitive areas, threatened species and damaged sites. Map reef locations used by different stakeholders (e.g. fishermen / tourism operators) at different times. Use local participation in survey process, to promote local education and reef awareness.
- Develop and support monitoring programs for reefs and turtle nesting, where local stakeholders participate. Market reef and turtle monitoring as an educational tourism experience, where tourists

subsidise the monitoring activity.

- Review zoning, boat operator rules and regulations in protected areas

End-of Project Landscape (Outputs):

- National Tourism Policy specified and revised for sustainable coastal tourism and resolution of conflicts between tourism and MPAs
- Regulations and voluntary mechanisms (e.g. codes of conduct) are established
- Training modules are developed and delivered on EMS, ecotourism and reef management
- Coordination mechanisms are functioning at the pilot destinations
- Monitoring system is in place at destinations, at sensitive ecotourism areas (coastal and reef zones), as well as for water quality
- Community-based ecotourism activities are integrated and linked with mainstream beach-tourism activities
- Beach management model is developed and functioning in areas of conflicting user-interests
- Zoning for tourism used is developed and adjusted in MPAs

Project Management Structure and Accountability:

The demo will be managed by NEMA, jointly with the Ministry of Tourism and Wildlife, through their district and local level offices, and through consultation with stakeholder groups at the national and coastal zone levels.

Involvement of Stakeholders and Beneficiaries:

A national workshop was held during the PDF and a national multistakeholder project committee has been set up involving stakeholders from the different sectors. Consultations were held with the involvement of the project expert team at the local destinations of the coastal zone during the PDF. Multistakeholder coordination mechanisms are planned to be set up also at the regional (Mombassa District) and local destination (e.g. Watamu, Wasini) levels, including the following principal stakeholder groups:

- District level Offices of the Tourism and Environmental Ministries
- Kenya Wildlife Service (KWS)
- Tourism industry umbrella organisations (Kenya Tourism Federation, Kenya Tourism Board, Kenya Association of Tour Operators, Kenya Association of Tour Guides)
- Hoteliers and their associations (Kenya Association of Hotel Keepers and Caterers, Mombasa Coast and Tourism Association)
- Ecotourism Society of Kenya
- Local boat operators and curio seller associations
- Tour operators and their associations (Kenya Association of Tour Operators)
- Local Authorities
- Beach Management Units (Fishermen)
- Local residents associations and NGOs
- Education and research institutions dealing with tourism issues

Sustainability:

- i) Financial sustainability: The activities principally aim at introducing policies and institutional structures, as well as building capacity that ensure viable community-based and ecotourism businesses in the long-term. A principal element of the EMS component is to provide financial incentives for hoteliers to implement adequate techniques and technologies through creating the adequate investment conditions, acquiring the necessary know-how and staff capacity and produce savings due to reduction and rationalization of resource use. The policy changes and capacity building activities will establish the necessary structures to maintain conservation activities in the long term (e.g. strengthening KWS, creating adequate pricing policies for user fees in marine parks that can support maintenance and conservation work in a continuous basis)
- ii) Evidence of political will and commitment (need input from Kenya with letters from NEMA, Ministry of Tourism and Wildlife and other national authorities)
- iii) Evidence of local authority, community and private sector support. Need expression of

support from national private sector associations, hoteliers, authorities and organizations at the district and local levels

Replicability:

A programme to streamline the implementation of tourism planning, management and enforcement in a coherent extended coastal zone, which could be used as a model for other countries in the region at different stages of development.

Monitoring & Evaluation Process:

Indicators:

General policies and regulations:

Indicators will evaluate the status of achievement of the regulatory and policy elements listed in the activities, in a comprehensive policy framework specified for the Mombasa coastal zone:

- % of coastal area with tourism development which has comprehensive integrated planning
- Status of the establishment and functioning of the Sustainable Coastal Tourism Research (existence of arrangements with other research and educational institutions, curricula developed, facilities installed, staffing, etc.)
- Existence of a grant scheme for capacity building, number of training activities supported and level of participation in them.
- % of the coastal area and its tourism sites covered by use sensitivity maps.
- % of the coastal area and its tourism sites with systematic monitoring processes in place
- Number of Marine Parks and reserves applying differentiated user fees, as a result of the revised pricing policy.
- Extent of coastal zone and its tourist beaches covered by Disaster Preparedness and Management Plans

EMS and eco-certification:

- Number of training and environmental awareness events held, level of participation of target hotels and their managers
- Number/% of hotels applying EMS, or introducing new EMS techniques and technologies (specified for waste, sewage, energy and water management)
- % of beach area under waste management
- Number of hotels and community groups participating in the environmental award scheme
- Number of beaches (and their stakeholder groups) participating in the process of Blue Flag feasibility study and certification application.
- % of hotels (subdivided by existing hotels and new developments) complying with EIA and auditing processes
 - % of coastal zone covered by the water quality monitoring system
 - % of reduction in pollutants (e.g. fecal colliforms)
 - % of coastal ecosystem (in tourist zones) considered to be in good condition or in degraded status (re: erosion, maintenance, contamination, garbage)

Alternative livelihoods, poverty alleviation and revenue generation for conservation:

- Existence of coordination mechanisms at the coastal zone level, at destinations and at specific sites.
- Number of coordination meetings and workshops, level of participation by the different stakeholder group (inclusiveness of coordination and planning processes)
- Number of hotels and local operators signed up for conflict-resolution agreements
- Number of destinations, ecotourism sites with systematic monitoring processes.
- Number of training and awareness raising events held, and level of community participation
- Existence of financial support mechanisms for community operations (microcredits, grants), number of CBO, SMEs participating, and level of funds allocated
- Number of hotels offering tourism programmes in communities, cooperating with CBO and local SMEs. Number of CBOs and SMEs involved.
- % of hotels with purchasing policies and practices favouring locally sourced products, % of locally purchased supply
- Statistics on ecotourism-related SMEs (number of ventures, number of employees, revenues)

generated, etc.) , by different categories (e.g. boat operators, guides) , existence of SME associations and level of participation

- Number and extent of ecotourism sites, community-based tourism and community reserves with adequate visitor infrastructure (e.g. boardwalk, signage, interpretation)
- Number and extent of community conservation areas with tourism management plans,
- Volume of revenue generated by tourism at community reserves, % reinvested for conservation purposes.
- % of ecosystem in community-areas considered in good or degraded conditions. % of areas rehabilitated (e.g. mangroves)

MITIGATION OF IMPACTS ON REEFS

- Number of training and awareness raising events held and level of participation in them, by the different stakeholder groups (e.g. park managers, boat and dive operators, local communities, hoteliers, etc.)
- Number of boat and dive operators, as well as park management offices applying codes of conducts for tourist use
- Number of parks and reserves providing information and interpretation material and programmes for tourists (e.g. brochures, panels, interpretation centres) on reef ecology and conservation provided by park offices and operators.
- Number of dive operators incorporating conservation and environmental issues in dive briefings
- Number of operators offering diving programmes with conservation purposes, or incorporating turtle conservation activities. Level of coordination between park management and operators on conservation activities.
- Number and % of Marine Parks and reserve areas with tourism use zoning, licensing policies and regulations
- % of Marine Parks and reserve areas covered by sensitivity mapping (GIS)
- Number/% of local boat operators collaborating in conservation and monitoring activities
- % of turtle nesting beaches with co-management practices (between park management, operators, local community) for turtle conservation. % of operators participating in these activities.
- % of reef areas (in tourism use zones) considered to be in good condition or in degraded status (% of corals degraded, variety of marine species – species count)
- Volume of revenue generated at marine parks (from different sources, like user and licensing fees), % of revenue retained at the park management and used for maintenance and conservation

Broad tourism data is available from the Ministry of Tourism and Wildlife. Environmental data on coastal ecosystems is available from NEMA. Information on EMS in hotels is available through the EIA and Auditing processes, although it is a relatively new mechanism that needs revision and adjusting, as inefficiencies has been detected. Sensitivity mapping and user impact evaluations through GIS has been initiated and completed to some beach areas (e.g. Diani beach), but its application is relatively limited and the project aims at extending it to the most parts of the tourist use zones of the Mombasa coastal area. The monitoring capacity is very limited at the destinations, especially at local communities, authorities and marine park management. The national demo has among its main objectives the development and strengthening of monitoring capacities as an essential support tool for integrated destination planning and management, including marine parks. Baseline data is not available or inconsistent in many aspects. For example, currently there is no sea-water quality measuring and monitoring conducted, and the project aims at developing this system and capacity.

Co-Financing:

Provide details of levels of co-financing and their sources and what these co-finances would be targeted at within the project activities (to be supplied by Kenya)

Country:	Mozambique
Title:	Community-based ecotourism, reef management and environmental management systems, Inhambane district coastline
Executing body: MICOA (Ministry of Environment) / MITUR (Ministry of Tourism)	
Cost of Project: US\$ 636,431 GEF US\$ 374,051 Co-financing US\$ 262,380	
Linkage to Project Priority Demonstrations:	
<p>IB.3 Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management.</p> <p>The project priority demonstrations are most directly linked to IB.3, but aspects are also relevant to IB.1</p>	
Linkage to National Priorities and Programmes:	
<p>Inhambane has been identified as a Priority Area for Tourism Investment within the Strategic Plan for Tourism Development in Mozambique (2004-2013) and the national tourism policy (2003) allows for areas to be zoned for tourism. A tourism development plan and a macro-zoning plan have been established for Inhambane Province, and there has been work by the provincial administration in Inhambane to promote transparency in process of establishing tourism enterprises, and to develop private sector associations to represent dive operators.</p> <p>The demonstration will contribute towards poverty alleviation by promoting local involvement in commercially viable tourism, improved coordination and cooperation between both local and national stakeholders. It will promote environmental sustainability by providing a funded institutional framework for coral reef conservation and monitoring, with the participation of local stakeholders. The capacity of local authorities, the private sector and community based organisations will also be enhanced. Sustainable revenue generation and more equitable distribution of that income will be enhanced through the development of public-private partnerships.</p>	
Global and Regional Benefits:	
<ul style="list-style-type: none"> • Reduction of pollution from coastal tourism, by providing appropriate sanitation and waste management, and implementing water quality monitoring programme. • Protection of threatened habitats / ecosystems (including coral reefs and mangroves), through community based management planning and enforcement (especially in coordination with MPAs) and decentralising and self-policing. • Conservation of globally significant biodiversity, providing livelihoods and income sources to prevent unsustainable exploitation of fish and other marine resources. • Strengthening of institutional capacities, in development of management zoning plans and regulations to control use and generate revenues for conservation management (with a clear focus on the development of MPAs linked to tourism). • Restoration of the productivity and health of ecosystems, by preventing illegal construction activities in sensitive areas. • Sustainable coastal resource use by making a tourism industry that is more sustainable at a community and destination level by reducing threats to the key resources 	
Name and Post of Government Representative endorsing the Demonstration Activity:	
<p>Mr Policarpo Napica, Environmental Management National Director, Mozambique Ministry for Coordination of Environmental Affairs, AV. Acordo de Lusaka, 2115, P. Box 2020, Maputo Mozambique.</p>	
Project Objectives and Activities:	
<p>Background: Inhambane province is rich in coastal biodiversity, with coral reefs, and transboundary species including manta rays, dolphins, whales and whale sharks. Activities will take place in the Tofo / Tofinho / Barra / Rocha region, and in Pomene Game Reserve. High priority will be given to identifying the integrated roles of sustainable tourism and the designation and management of MPAs.</p> <p>The sites of Tofo, Tofinho, Barra and Praia da Rocha are located between 15 and 21 km from the historic town of Inhambane, within Inhambane Province. The area is composed of wide sandy beaches,</p>	

sand dunes, coral reefs, lagoons, mangroves and agricultural areas. Marine tourist attractions include diving with manta rays, whale sharks, dolphins and humpback whales and coral communities, with an abundance of soft corals. Coastal sand dunes are vegetated either with pioneer species, tree-like species, and arboreal and herbaceous species. Mangrove forests located in the Ponta da Barra and inside Inhambane Bay include *Avicennia marina*, *Bruguiera gymnorhiza* and *Ceriops tagal*, which are inhabited by fiddler crabs, bivalves and shrimps.

- *Tofo* has relatively well developed tourism infrastructure (e.g. tar road, electricity, drinking water, mobile phone network and telegraph wires).
- *Tofinho*, which lies just to the south of Tofo, is connected to Tofo and the tarred Inhambane route via sandy roads. Rather than commercial tourism, this development predominately consists of holiday homes.
- *Barra* lies to the north of Tofo, and is accessible by 4x4 on a sandy road. Electricity is available, but wells are used for drinking water and solid and wet waste disposal is organized by individual lodges.
- *Praia da Rocha* has been marked for high quality tourism development in the zoning plan. The area includes an attractive stretch of beach, and it is situated close to Inhambane airport.

Pomene Game Reserve in the coastal zone of Massinga District in Inhambane province in Mozambique, 600 km north of Maputo. The reserve was formed through a presidential decree in 1955, primarily in order to protect Blue wildebeest and Tsessebe. These species have since disappeared but the 200 km² area includes regions of mangrove, coastal dunes, savannahs, sand forest and wooded grassland. To the north and east of the reserve are pristine beaches and a series of coral reefs, and there is a desire to extend the reserve to incorporate a Marine Protected Area. Dugongs and turtles are known to frequent the area. The area has three tourism enterprises operating in the area, where a range of activities including diving, horse riding, hiking, fishing and quad biking are available.

Key issues in the area are:

- Weak institutional capacity in main stakeholder groups and lack of awareness
- Stakeholders lack awareness of legislation and regulation relating to natural resource use (e.g. mangroves, sharks, turtles), fishing practices
- Poor communication and coordination regarding tourism and coastal conservation management
- Community based organisation in Pomene is not registered
- Insufficient information and technical support is available on best practice in ecotourism and environmental management systems.
- Management zoning plan is not enforced in Inhambane
- No formal conservation management and no monitoring of social, environmental or economic issues relating to tourism or natural resource use in either area.
- Unplanned 'illegal' construction on beaches threatens the economic viability of formal tourism enterprises, and the integrity of the destinations.
- Lack of licenses and taxable income from foreign housing developments along the coast.
- Threats to biodiversity include: construction and agriculture in primary dunes, long-line fishing for sharks and trawlers, slash and burn agriculture, fishermen catching sea turtles, fishing and deforestation in mangrove areas.
- Anecdotal evidence suggests significant coastal erosion in both areas.
- Conflict between dive operators and fishermen due to unsustainable fishing for turtles, manta rays and guitar sharks (for their fins)
- Tourism establishments are owned and run by south Africans, and there is limited ownership by Mozambicans.
- Urgent need to develop alternative livelihoods for local people, to reduce the un-sustainable resource use.
- Local electricity and water supplies are unreliable, and operators have wells and diesel generators.
- Limited infrastructure no medical facilities, or solid or liquid waste disposal.

Objectives & Activities:

The overall objective of the Demonstration is to promote the improved conservation, management and monitoring of coastal biodiversity, and to enhance and diversify sustainable local livelihoods through

ecotourism as a means of alleviating poverty.

Institutional capacity building:

- Facilitate development of a Pomene private sector association; build capacity within Hagitlrela (the CBO in Pomene) to consult effectively and equitably with the community, and facilitate registration of the organisation; Build capacity within the District Administration in sustainable tourism planning, development and operation; Support development of a private sector association for Inhambane, including dive operators, hoteliers and tourism activity specialists; support collaboration and communication between private sector, public sector and community groups. Facilitate cooperation with the Mozambican Navy to reduce illegal industrial and semi-industrial fishing along the coast; build and decentralise capacity of local stakeholders to regulate and enforce policy, particularly in relation to reef, mangrove and dune conservation.
- The **outcome** will be improved institutional capacity in government and local associations.

Strengthening policy and regulatory frameworks:

- Formulation of coastal profile and integrated coastal management and macrozoning plan, using technical assistance to conduct a participatory planning processes (including local and provincial stakeholders); develop institutional mechanisms incorporating coordination and cooperation between stakeholders at local, district and provincial levels to enforce implementation of the plan – particularly in relation to ad-hoc development of holiday homes and unsustainable natural resource management practices (and especially in ecologically sensitive locations). Zones should include areas for conservation; habitation; diving areas; sustainable resource use; no-resource use; and tourism and multiple use; establish diving standards concerning sustainability and safety, including a code of conduct for dive operators to define best practice and scheduling on particularly sensitive or visited reefs (e.g. Manta reef at Tofo). Develop a management plan for the recreational use of the reefs (including dive operators and fishermen); strengthen implementation legislation and regulations relating to specific fishing practices and diving and snorkel operations on reefs, using decentralized local management boards and self-policing.
- Initiate necessary participatory, mapping and regulatory processes with the aim of establishing a Marine Protected Area (which would generate income for conservation management); strengthen implementation legislation and regulations relating to specific fishing practices and diving and snorkel operations on reefs, using decentralized local management boards and self-policing. Establish a funded system for inspection and regulation of licenses and activities relating to diving and fishing, through partnership between the public and private sector.

Outcome will be strengthened policy and regulatory frameworks, with improved physical and zoning plans with information regarding environmentally sensitive areas. Participation of local stakeholders in planning will be improved.

Knowledge dissemination and awareness creation:

- Build expertise at all levels of government, private sector and communities in legislation and regulations relevant to natural-resource use, land designation, reef conservation and establishing tourism businesses, by developing and disseminating clear information. Provide access to training in tourism, hospitality and enterprise development for community members. Provide information for tourists on the legal status of existing holiday homes, and information on key regulations (e.g. driving on beaches; purchasing land etc.).
- Raise awareness on the ecological and economic value of the marine resources (with a focus on charismatic species) and their sensitivity for the local communities; support the annual "Dia de Mergulho" for Inhambane Province, to provide local people with presentations on reef and marine conservation and free boat trips to see whale sharks, manta rays and dolphins; environmental education and activities for school children; development of an environmental interpretation centre in Tofo aimed at tourists, local people and school children.
- Provide education on reef ecology and conservation and minimising impacts (e.g. not touching reef/removing species/feeding fish). Develop codes of conduct for reef users through participatory processes, and encourage dive operators to regulate its implementation. Initiate 'open days' for local community and government officials to experience reef habitats, through snorkel trips and/or scuba diving lessons. Provide access to training in sustainable fishing

practices for community members. Provide information for tourists on reef status and conservation activities, including activities that they can participate in. Develop community based / local stakeholder reef monitoring program – including dive operators and fishermen. Raise awareness within the private sector about Environmental Management Systems (EMS) including Blue Flag with regard to associated cost savings and environmental benefits, through workshops and seminars.

Outcome will be increased awareness and capacity regarding coastal and reef conservation among all stakeholders.

Ecotourism initiatives:

- **Public-private partnerships:** Develop an open international tender process for the concession site of the derelict hotel in Pomene, and for the Praia da Rocha near Tofo. Formulate the tender request ensuring that investors incorporate proposals for (a) local community equity, (b) local employment, training and procurement; (c) sensitive environmental management and EIAs; (d) conservation management of the surrounding habitats. Ensure that the tender process is transparent and well controlled. Incorporate resolution of the issue of holiday homes along the beach within the concession area.
- **Community-based tourism initiatives:** Facilitate delimitation of land on behalf of the community for the purpose coastal community-based ecotourism development; explore options for sustainable alternative sources of income based on natural resources (e.g. sale of fishing products; honey production; crab farming) and tourism (e.g. local mangrove, estuary fishing and bird guiding; development of mangrove boardwalks; employment; enterprise development)

Outcome of this activity will be more diverse and sustainable local livelihoods, poverty alleviation, empowerment of community members and greater participation of local people in tourism.

Reef conservation activities:

- Survey the reefs with GPS, including sensitive areas, threatened species and damaged sites. Map reef locations used by different stakeholders (e.g. fishermen / tourism operators) at different times. Use local participation in survey process, to promote local education and reef awareness. Develop a zoning plan, including scheduling of reef use.
- **Outcome** will be improved knowledge of reef status and threats, and improved local participation in monitoring activities.

End-of Project Landscape (Outputs):

By the end of the project the demonstration project will have well managed coastal natural resources with improved conservation, management and monitoring of coastal biodiversity. This will include the designation and management of MPAs in relation to tourism needs and community management strategies. There will be a reduction in illegal and unlicensed development and fishing, and reduced risk to the integrity of the coastal landscape and biodiversity. Sustainable local livelihoods will have been enhanced and diversified through ecotourism and poverty will be reduced.

Project Management Structure and Accountability:

The project will be managed through a national and provincial institutional structure: The coordination and implementation mechanism is based on the success of similar institutional structures in Mozambique. This system will benefit from: institutional collaboration between tourism and environment ministries, but financial and administrative independence from each; use of multi-stakeholder advisory boards at national and local level to manage and advise the local coordinator; to ensure collaboration between stakeholders; and help resolve conflicts.

Involvement of Stakeholders and Beneficiaries:

- Local private sector and investors, including diving operations, hotels, activities through the representative associations (e.g. Reserva do Pomene S.A.R.L.)
- Local community based organizations, including the Comite de co-gestao de Tofo, Tofinao, Barra e Rocha (CTBR), Hagitirela (in Pomene) and fishing associations.
- Cento do Desenvolvimento Sustentavel (CDS) – who have experience in macrozoning
- Massinga District Administration

- Inhambane District Administration
- Inhambane Provincial Administration (Tourism, Environment, Land and Fisheries departments)
- Inhambane Provincial Tourism Association
- MICOA and MITUR (national Ministries of Environment and Tourism)
- Mozambique National Cleaner Production Centre (MNCPC) - a UNIDO-UNEP initiative which provides give awareness raising seminars, trainings as well as undergo Cleaner Production audits.
- The Navy (for fisheries enforcement)
- Inhambane Provincial Tourism Association

Sustainability:

- i) The demonstration will address financial sustainability by generating income from sustainable and commercially viable ecotourism practices and joint-ventures, which promote biodiversity conservation and poverty alleviation.
- ii) The development of an appropriate institutional structure has been proposed by the country focal points with regard to sustainability, so that initiative will fit within the appropriate ministries at the termination of the project. The initiative is in line with the national policy (see above).
- iii) The Inhambane Provincial Tourism Authorities, local private sector and local CBOs were supportive of the initiative. The initiative will support associated initiatives of the Ministry of Tourism and the International Finance Corporation to establish sustainable tourism through routes and circuits in southern Mozambique.

Replicability:

The coral reefs, pollution threats from coastal tourism, and tourism activities that are practiced in this site are common to other areas in East Africa. The institutional fragmentation and limited enforcement of conservation legislation is also similar along the Mozambican coast, and across East Africa. Demonstrating how coastal ecotourism can alleviate pollution and maximise local economic opportunities through participatory planning and coordinated development will be of value throughout the region. Lessons in the development of public-private partnerships, tender processes, institutional strengthening, training and enterprise development will provide best-practice models for the region.

Monitoring & Evaluation Process:

Indicators of success for the ecotourism components will include:

1. Increase in benefits at the local/ destination level e.g.

- Economic benefit to the community and to organizations (direct economic benefits overall and per capita, accessibility of microfinance and tourist spend)
- Social benefit (number employed, measures of increased health, waste management, infrastructure provided by the project in the community and more broadly)
- Environmental benefits (area under management, specific measures of key ecological benefits such as area protected, area rehabilitated, species conserved)

2. Equitable sharing responsibilities and benefits e.g.

- allocation of resources – (distribution among community members, sectors, gender, social unit, SMEs)
- distant water (e.g. not-local/transboundary)/ coastal state benefits (specific attribution to improvement in water, species, erosion control)
- poverty monitoring (allocation of benefits such as jobs, income, ownership, access to social services by cohort, Contribution towards poverty alleviation)
- local involvement in participatory development and coordination of tourism plans

3. Sustainability of benefits, e.g.

- sustainable tourism indicators, specifically competitiveness, participatory monitoring techniques applied
- local ownership in tourism and related enterprises (% of enterprises totally or partially owned by local people)

4. Good governance at local and national levels (Process Indicators), e.g.

- implementation of Code of Conduct and best practice for tourism enterprises and tourists (% adopting)
- transparency, accountability, democracy, coordination, conflict resolution etc.
- % participation of community and key stakeholder groups in co-management

- human and institutional capacity indicators at local level (to be considered) , % of establishments with management & business) plan

Indicators for the reef conservation components will include:

1. GIS mapping of reefs, sensitive areas, threatened species and damaged sites

- Gap analysis of existing ecological information on reefs undertaken (Yes/No)
- % reef areas with full mapping (including topographical maps & location of buoys) - and zoning and types of equipment that can be used in different places/different activities at different times of year (Target=100%)
- Satellite imagery with high resolution and aerial photographs are available/produced for all reefs (Target 100%)
- %/area of reefs with GIS analysis of relationships between ecological factors and different uses (Target=100%)
- % of reef users (by site) involved in surveys/participatory process/awareness initiatives/coordination/management (Target=75% by year 3)
- Area/% of reef (by site) considered to be under heavy/excessive stress/use (Target=<5% (Need to define ecological stress)

2. Capacity building, education and awareness

- Gap analysis of existing capacity, awareness and training materials (Yes/No)
- Number of training materials and case studies (of lessons learned) developed, circulated and available (by type, level of distribution)
- % of reef users, conservation authorities and local government with improved awareness of reef conservation issues, schedules and regulations (based on local survey – with baseline) (Target=75%)
- % of reef users with awareness of information, accepted reef practices, coordination/conflict resolution mechanisms, regulations, monitoring and codes of conduct, (Target=75% in each site)
- Number/% sites/MPAs/protected areas with Codes of conduct / legislation in place and implemented (Target=100%)
- Number/% local people participating in training activities relative to reef use and protection (Target=30% by year 2; 70% by end of project)
- % Boat operators and guides with reef training (Target=75% by end of project)
- % of tourism-reef users/SMMEs receiving business skills training
- Resource centre established (Present)
- % reef users empowered to participate in planning and regulation (Target: 75%)

3. Regulatory and institutional framework

- Review of legislation and regulations undertaken (Yes/No)
- Forums established for participatory planning, reef-use conflict management, communication and coordination (Yes/No)
- Level of organization of local reef users (e.g. local boat, Beach Management Units, fishermen and tourism operators) (existence of registered local associations, % of relevant local reef users involved in each association)
- Existence of legal framework for creation of local associations (Yes/No)
- Formal registration procedures of local associations (Yes/No)
- Existence of code of conduct/rules for each association established by the members (Yes/No)
- Number/% of reefs with visitor management plans (Target=75%)
- Number of enforcement staff per km² of reef, per tour boat, per tourist (will depend on logistics of the particular sites and resources available) (Target= X per km² / reef - need to verify for each site)
- Resources sufficient for enforcement (Target 100%)
- % of enforcement officers with sufficient training (Target=100%)
- % of conflicts resolved, or being addressed, through conflict resolution processes (Target X)
- % of sites with participatory monitoring and self-enforcement programs (by country) (Target=50% of demo sites)
- % of reef users are licensed/have use permits

- Conflict mitigation systems in place, with stakeholder participation
- % of legislation/rules enforced
- MPA/reserve/community reserve (presence/absence)
- Management plans/legislation revised/developed through participatory processes (Yes/No)
- Legislation permits for local participation in management/enforcement (Yes/No)
- % MPA/community reserves with co-management plans (i.e. with local participation) in place
- Number of recorded violations of regulations

4. Alternative sustainable livelihoods created through tourism activities in reef areas

- Review of existing direct and indirect involvement of local stakeholders in reef-tourism activities.
- % of local population involved in tourism activities in reef areas by end of the project
- % families in local communities income at least partially supported from tourism activities in reef areas
- Number, variety of tourism activities offered by local people (List; number of operators by type of activity)
- Availability of SMME support activities (e.g. microcredit, technical support) (Yes/No available; % of reef users who have used these facilities)

ii) Currently there is little environmental or socio-economic data available in the area, and therefore new data collection tools and collation databases will need to be compiled.

iii) There is limited capacity for monitoring currently, but significant potential for improvement and expansion using interested local stakeholders from communities, the private sector, and authorities.

Co-Financing:

Details of levels of co-financing and their sources are attached to main project document.

Country:	Nigeria 1
Title:	Coastal Use Zonation and Integrated Coastal Management in the Niger Delta Coastal Area of Nigeria
National Executing body: Federal Ministry of Environment	
Cost of Project:	US\$2,394,124 GEF US\$ 300,000 Co-financing US\$2,094,124
Linkage to Project Priority Demonstrations:	
IB1: Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labeling Schemes	
Note: the demonstration project is cross-cutting and also addresses issues related to the following:	
Linkage to National Priorities and Programmes:	
The demonstration project seeks to strengthen existing environmental policy, legislation and institutional arrangements for encouraging better environmental management in the tourism industry. By strengthening and mainstreaming environmental planning for all market segments within the tourism industry, it is expected that the demonstration project will reduce environmental impacts of the tourism industry whilst making environmental impact assessment and environmental auditing processes more streamlined, efficient and cost effective. It is also expected that in addition to the environmental	

sustainability benefits, the demonstration project will help build capacities and create markets for the supply of environmental products and services.

By mainstreaming environmental considerations into all tourism developmental processes, institutionalisation of environmental management systems in tourism facilities and eco-tourism will be promoted for the country's benefit. Other developmental programmes/projects in the coastal areas/Niger Delta, like the GCLME, the ICAM and the programmes of the Nigerian Institute for Oceanography and Marine Research will be strengthened further by the demo project.

Global and Regional Benefits:

The project demonstrates strategies within the tourism sector for addressing land-based activities under the Global Programme of Action for Land-based Activities specifically related to: recreational / tourism facilities as point sources of degradation; the management of sewage and litter and to a small extent other contaminants such as oils (hydrocarbons); physical alteration and destruction of habitats; utilisation of scarce shared natural resources (e.g. freshwater); and establishing planning and other controls upon activities (e.g. siting and construction) that otherwise contribute to contaminants and sources of degradation upon the marine environment. These strategies include:

- ▶ Reduction of pollution from coastal tourism, by improving sanitation and liquid and solid waste management and establishing appropriate monitoring techniques for the sector
- ▶ Protection of threatened habitats / ecosystems, through minimising the impacts of hotel and resort development, improving waste management and establishing better visitor management systems
- ▶ Strengthening of institutional capacities, by increasing awareness, technical capacities to manage the environment through regulatory and voluntary mechanisms, and increasing participation in environmental planning
- ▶ Restoration of the productivity and health of ecosystems by minimising the impact of tourism and catalysing partnerships (e.g. conservation, community action, better purchasing practices, design of low impact resorts)
- ▶ Sustainable Coastal Resource use by making the tourism industry more sustainable at a community and destination level by encouraging more efficient resource use and reducing pollution and other threats to the key resources / assets
- ▶ Conservation of globally significant biodiversity by integrating biodiversity criteria into tourism planning and management

Name and Post of Government Representative endorsing the Demonstration Activity:

Mrs Anne Ene-Ita

Director Planning, Research and Statistics (GEF Operational Focal Point)

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Project Objectives and Activities:

Background:

The entire coastline of Nigeria is about 836 km long. The Niger Delta region has about 75% of the entire coastline of Nigeria covering about 560 km long, and is witnessing a surge in coastal tourism developments. The region, about 70 000 square kilometres, is inhabited by about 7 million people in scattered settlements of 1 600 communities. Reputed to be the third largest wetland area in the world, the Niger Delta has a Ramsar site. Characteristically, the area is criss-crossed with creeks and dotted with small islands. A cruise through the creeks is an eco-tourism experience. The area is rich in oil and gas, major revenue earner products for Nigeria, and other natural resources like oil palm, rubber and cocoa. Key assets in the coastal area also include attractive beaches, eco-tourism trails, marine turtle nesting grounds and Mangrove forests. Nigeria has the third largest mangrove forest in the world and the largest in Africa (9,730 km²). The majority is found in the Niger Delta and estimated to cover between 5,400 km² and 6000 km². The mangrove forests of the Niger Delta principally comprise only three tree families and six species: Rhizophoraceae (*Rhizophora racemosa*, *R. harrisonii*, and *R. mangle*), Avicenniaceae (*Avicennia africana*), and Combretaceae (*Laguncularia raremosa*, and *Conocarpus erectus*). The distribution pattern of mangrove species depends on several factors: salinity, frequency and duration of flooding, siltation rates, soil compaction, and strength of erosion forces. The smallest of the ecozones in the Niger delta (1,140 km²), the barrier island, or beach ridge island forests, are degraded in accessible areas, but large areas of high quality forest with high concentrations of biodiversity remain. For example, the Adoni area is still relatively intact. It has been proposed as a game reserve because of its remnant populations of elephants and sea hippopotami (see the biodiversity section). Similarly, the forests around Sangana and in the Olague Forest Reserve along the western coast of Delta State are in good condition.

Nigeria's environmental laws require all development projects including tourism projects to undergo Environmental Impact Assessment. This has also been linked to business licensing, and such projects must prove that they have EIA approvals before they are eligible for their operating licenses. However, there is a limited base of local EIA expertise, and while the institutional structures, mandates and policy frameworks exist, implementation and capacity issues are the main gaps. Key resulting issues include:

- ▶ Degradation of ecologically significant habitats (cutting of mangrove)
- ▶ Unsustainable resource use to service the tourism industry (destructive fishing, sand harvesting practices exist that are detrimental to Marine park and surrounding ecosystems);
- ▶ Conflicts as a result of unplanned development, restriction of public access, heavy demand on limited shared natural resources, conflicts between hoteliers and beach operators
- ▶ Coastal erosion from poorly sited hotels and inappropriate construction of sea walls that alter physical processes
- ▶ Pollution of coastal waters as a result of inadequate sewage treatment and waste management infrastructure to cope with expansion of tourism and/or practices by individual hotels
- ▶ Natural habitat loss as a result of unplanned development
- ▶ Limited institutional and organizational capacity among coastal communities for effective participation in the tourism sector and particularly in ecotourism as a potential alternative livelihood
- ▶ Lack of meaningful participation of coastal communities in policy formulation and inadequate legislation to safeguard community rights

Two sites in particular in the Nigeria have been selected for their involvement in the demonstration activities; as between them they cover the spectrum of issues described above.

Calabar, a coastal city of about 1.5 million inhabitants with large expanse of mangrove forests, which has been designated an export processing free zone by the Government of Nigeria and has been witnessing an increase in developmental activities with a gradual rise in the population of the city due to the influx of people wanting to take advantage of the economic opportunities available. There are also a number of activities planned by the Government for developing coastal tourism (Tinapa and

Marina projects) and speed-up industrialization which may negatively impact on the coastal ecosystem if not implemented in a sustainable manner. Presently, there are several hotels in the Calabar area most of which are not aware of the importance of application of environmental management systems to improve environmental management and cost savings for the hotel operations. In addition, several tourism facilities (hotels, lodges) are being constructed in anticipation of the surge in tourist arrivals to the State. The government has requested for technical assistance in implementing these activities (especially instituting EMS, integrated coastal management and eco-tourism) so as to minimize the impacts of coastal developments on the coastal and marine ecosystem. The government has also recognized the importance of ICM in bringing about a paradigm shift in resource management (from a sectoral to a multisectoral and integrated approach). The government has also pledged considerable amount of co-financing to the project.

Akassa, a southernmost coastal territory in Nigeria occupies about 450 square kilometres of barrier islands and vast mangrove wetlands. It is a clan of about 180 000 inhabitants in 19 permanent settlements. Fishing is the main livelihood and there are 120 semi-permanent fishing ports. Akassa is reputed to be an organised community eagerly embracing development programmes as a community cooperative group, the Akassa Development Foundation (ADF). Closely assisting this group is an NGO (Pro-Natura International) especially in conservation activities. A Ramsar site home to the endemic marine turtle is an attraction in Akassa. In addition, the area has relics of slave trading and other ancient activities. The government of Bayelsa state of Nigeria has requested for technical assistance in developing a master plan for eco-tourism. It also recognises the importance of ICM in bringing about a paradigm shift in resource management from a sectoral to a multisectoral and integrated approach, and has pledged to co-finance the project.

Ecotourism development in these two areas is currently limited, although local communities seek viable diversified and alternative income generating opportunities that will result in less pressure on coastal natural resources.

Objectives & Activities:

The intervention in this demo is expected to lead to a major paradigm shift in the concept, approach and methodologies for addressing environmental and sustainable development problems of the Niger delta coastal area, thus removing or lowering critical policy, investment, capacity and other related barriers to environmental management. There will be a major build-up of coastal environmental management capacity in the local level (and through knowledge sharing and exchange of experience and best practices to the national and regional levels), an increase in national efforts to undertake a more holistic and integrated approach to addressing coastal environment/resource management problems, an increase in investment opportunities and more effective use of scientific resources and information technology for addressing management “bottlenecks” and transboundary issues

The demo also focuses on developing and proving a number of innovative approaches for preventing and managing pollution from tourism facilities, restoration of degraded habitats notably mangroves, and reducing habitat destruction in the coastal areas, especially through the application of integrated coastal management (ICM) at select local sites in the Niger Delta area (Akassa and Calabar). It adopts an ecosystem risk assessment/risk management strategy that integrates environmental monitoring into the local management framework, harmonize legislative conflicts, explore sustainable financing mechanisms and involve stakeholders, especially the private sector and the local communities, in the development and execution of site-specific or issue-related action plans embodying the ICM approach. Through networking of environmental legal personnel, the demo project will create better awareness of the benefits, rights and obligations of implementing national environmental action plans and regional environmental conventions.

The major challenge for the governments and communities in the Niger Delta is to develop the necessary management capacity to apply the tested working model, approaches and typologies of the ICM for the planning and management of their coastal areas. This will, however, require stronger national commitment in terms of policy and financial allocation to strengthen the environmental management functions of the local governments, implement regional and international conventions,

create environmental investment opportunities and increase confidence and cooperation among stakeholders.

The overall objective of the demo project is to integrate Strategic Environmental Assessment of coastal tourism into the planned coastal planning and management programmes (integrated coastal management) and structures in the Niger Delta area, in order to strengthen environmental planning for the tourism industry (in all market segments). The demo project will place particular emphasis on assisting local communities, NDDC projects and the Oil industry community development programmes to plan, implement and maintain environmentally sustainable and socially inclusive alternative livelihoods options through sustainable use of coastal and marine resources using the ICM approach

The demo project will, therefore, enable the various states and local communities in the Niger Delta to collectively protect and manage the coastal and marine environment through inter-governmental and inter-sectoral partnerships at the local level through implementation of integrated coastal management (ICM). This entails collective and systematic modes of addressing coastal environmental challenges, and the implementation of a series of well-coordinated, thematically integrated, issue-driven programmatic activities centered on the ICM approach at the local level. The objectives of the project, will therefore, enable the various states and local communities in the Niger Delta to collectively protect and manage the coastal and marine environment through inter-governmental and inter-sectoral partnerships at the local level through implementation of integrated coastal management (ICM). This entails collective and systematic modes of addressing coastal environmental challenges, and the implementation of a series of well-coordinated, thematically integrated, issue-driven programmatic activities centered on the ICM approach at the local level.

Strategic Environmental Assessment (SEA) and Hotspot Diagnostic Analysis (HSDA) are tools that can help mainstream environmental considerations for the planning and management of an industry sector, yet experience of the use of in the region is very limited. Testing the use of SEA for the tourism industry is therefore an innovative approach for the region. Comprehensive public participation, including that of the private sector is crucial to an SEA process. In addition, SEA is expected to help design appropriate EIA models for different scales of tourism project and build in cost efficiencies (cost, time, standardisation through sector specific guidelines) into the EIA process. Hence the project will demonstrate an integrated approach to producing multiple benefits.

Strategic Environmental Assessment.

- ▶ The project will achieve its objective by carrying out a comprehensive HSDA and SEA process for coastal tourism, focussing on Akassa and Calabar in terms of public consultations and addressing particular environmental issues / market segments. A process for the SEA will be designed using various guidelines that have been developed, for example by UNEP DTIE.
- ▶ The demo project will conduct a hotspot diagnostic and sensitive area analyses in the demonstration site to determine the causes and sources of degradation of the coastal ecosystem. In addition, Coastal Vulnerability Index will be prepared for the demo site and an ICM Process, stress-reduction, and environmental status indicators framework established at onset of project implementation for use in evaluation of the successes of project intervention at the conclusion of project activities.
- ▶ In general, the analyses will include the following steps:
 - Baseline study – this will establish the current state of the environment vis a vis the tourism sector, at a strategic level. It will include a review of existing capacities for environmental management within the sector, national policy and regulation, commitments under international conventions etc. It is expected that the baseline study will draw heavily upon work done for ICM in Nigeria carried out by UNIDO.
 - Screening / scoping – the scope of the SEA cannot be restricted to consideration of direct environmental effects alone. The tourism sector has direct economic, environmental and social effects, which in turn may also give rise to indirect environmental effects. The SEA will also give consideration to potential cumulative and synergistic impacts of the sector.
 - Formulating options and impact analysis – once the baseline and the scope of the SEA have

been established, options will be selected and prioritised for the impact analysis. Scenario building is a possible tool that may be used for formulating options, with the objective of indicating future possibilities, analysing potential responses and planning for contingencies. Environmental impacts will then be assessed based upon the options, scenarios, national regulations, international agreements, in-country institutional capabilities etc. Frameworks for the management of these impacts will be agreed upon.

- Outputs – the outputs from the SEA (described below) are intended to be applied as forward planning tools in order to aid environmental decision making and environmental management of the tourism sector as a whole.
- Public participation – a strong participatory approach will be used for the SEA in order to ensure that the outputs are developed by establishing a broad common understanding on environmental management priorities and appropriate mitigation strategies and by fostering consensus on the most appropriate ways of ensuring implementation along the entire coastline.

Developing and implementing capacity building programmes for relevant stakeholder institutions.

Training modules on environmental assessment, sectoral environmental standards, hotspot diagnostic and sensitive area analyses etc will be developed based upon the outputs of the ICM. These will be tested and delivered to relevant stakeholder institutions in order to build their technical capacities and understanding of environmental requirements for the sector. The modules will be refined and prepared in a template form for replication in other countries in the region.

Implementing Integrated Coastal Management:

An important activity to be implemented is the formulation of a GIS-based coastal-use zonation scheme for the demo site backed by an enabling legislation to guide the use of the coastal area. ICM is recognized as a management framework that effectively addresses environmental and resource management issues of regional and global significance. In order to maximize the local, regional and global benefits to be derived from the project, the formulation and implementation of the selected national demonstration sites will be structured to illustrate the resolution of major, cross-cutting environmental and sustainable development issues, such as: sustainable fisheries/aquaculture development; sustainable coastal tourism; habitat protection (biodiversity); port and harbor development; transboundary marine pollution; multiple use conflicts; and sea-level rise.

Specific activities will include: delineation of environmental management options; technical and financial feasibility studies on identified options; and the preparation of “opportunity briefs” which detail the potential viability of financial mechanisms such as joint ventures, commercialization and public-private corporations. Many of the environmental facilities (e.g., sewage treatment plants, municipal solid waste management), environmental services (e.g., training and certification) and information management systems (e.g., database management and distribution network) are areas where public private partnerships can be developed. In order to demonstrate the feasibility of public-private partnerships, efforts will be made to draw financial investments to bankable projects as was done by PEMSEA in the Xiamen and Batangas Bay demonstration sites in East Asian Seas region. Profiles of prospective partners/investors will be prepared, based upon project feasibility analyses. Because of the variety of opportunities, prospective partners in the private sector may range from large multinational companies, to medium-sized domestic enterprises, to small-scale local financial institutions, industry and associations, such as rural banks, fishermen’s cooperatives and tourism associations. Prospective partners from the public sector will include local government units, central government agencies and authorities, donors, international agencies and intergovernmental financial institutions. The GEF MSP in partnership with the LME projects will serve as a catalyst and broker in forging partnerships between interested parties in the two sectors, by preparing and promoting project development procedures and partnership agreements which are transparent, fair and sustainable.

This activity will highlight the application of ICM as a technique for multiple-focal environmental issues, both within and between demonstration sites. The sustainable development goals of ICM will also ensure the socio-cultural and economic benefits of the indigenous coastal people as essential considerations in the overall management framework. UNIDO is already assisting the Government to establish an ICM training center in Calabar and this will be linked to the present project

End-of Project Landscape (Outputs):

The outputs of the ICM process are expected to develop:

- ▶ HSDA, Coastal Use Zonation scheme and ICM Plan for the coastal areas of Calabar and Akassa
- ▶ Models for effective SEA for coastal tourism and linkages with overall coastal zone planning processes
- ▶ Models for effective project level EIA for coastal tourism, including:
 - Rapid assessment processes
 - Class assessment procedures, guidelines and effective screening criteria (e.g. for different sized hotels, small infrastructure, community tourism enterprises etc)
 - Building effective public consultation processes
- ▶ Specific standards and guidelines for coastal tourism EIAs
- ▶ Appropriate environmental quality standards and monitoring methods
- ▶ Planning guidelines (incorporated with ICM plans) for areas to be developed as tourism zones
- ▶ Planning guidelines for appropriate use of erosion defense measures by hotels
- ▶ Identification of appropriate regulatory / incentive measures to be developed to encourage better environmental management
- ▶ Identification of streamlined institutional and co-ordination arrangements for environmental management within the sector
- ▶ Development and testing of training modules on SEA, EIAs and environmental audits: for government and other agencies who manage and review EIAs; and for EIA practitioners to include:
 - Coastal specific requirements for EIA and environmental audits
 - EIA project management
 - EIA review and evaluation
 - EIA public consultation requirements
- ▶ Development of a template on best practice for provision of clear information for investors on process for developments: time and money needed for EIAs and other planning processes

Project Management Structure and Accountability:

A comprehensive organisational structure for the project has been developed for project at the national level. It is constituted by the following institutions:

1. Federal Ministry of Environment and Tourism
2. National coordination committee consisting of various stakeholders
3. Cross Rivers and Bayelsa State Ministries of Environment as the local focal points
4. Stakeholders from the demo sites (Calabar and Akassa)
5. Private Sector (tourism facilities, etc)
6. Project Team manager (varies for different sites: municipal directors and district executive directors).

Involvement of Stakeholders and Beneficiaries:

The project relies upon building strong participation, particularly since this is a key aspect and requirement for ICM. Consensus will need to be established on priority environmental issues and the management frameworks that can be used to address them. Key stakeholders include:

- ▶ The tourism sector through the Nigeria Hotels Association and other tourism representative bodies
- ▶ Government (Ministries of Environment, Tourism)
- ▶ Local Government
- ▶ Other private sector associations such as professional institutes (architects, engineers)
- ▶ Environmental and tourism training institutions
- ▶ Civil society organisations involved in environmental and social issues as well as environmental advocacy and awareness
- ▶ Local community organisations
- ▶ Scientific community (universities and research institutes)

Sustainability:

The demonstration project addresses sustainability in the following ways:

- *Targeted capacity building:* The project design emphasizes human resource capacity building at two levels. First, the project will support specific, targeted training activities for leaders in local communities in the watersheds of the project sites, empowering local communities to participate in sustainable use of natural resources, and increasing stakeholder capacity to jointly plan, manage and monitor biodiversity conservation and sustainable use of the coastal zone. This training will provide much needed empowerment to these communities which tend to fall behind their more urban counterparts, in terms of capacity. Second, activities will be implemented to build local and national capacity for coastal zone planning, biodiversity conservation and natural resource management. Both of these levels of activities will contribute to the long-term sustainable management of natural resources, including coastal biodiversity of global significance.
- *Alternative livelihood options for communities:* The project seeks to test and develop alternative livelihood strategies for local communities to help them establish and maintain a minimum basis from which to escape the poverty trap that is stifling local development.
- *Multi-sectoral institutional framework:* A multi-disciplinary team will be established to bring together the scientific and technical community with public authorities to share knowledge and practices for coastal zone conservation and disseminate the results to the country and the world.
- *Participation:* The project will adopt participatory planning mechanisms and strategic partnerships with stakeholders, as well as social assessments and monitoring of conditions, to ensure sustainability of the approach to biodiversity conservation.
- *Alternative financing:* The project will fund studies to determine alternative approaches for funding coastal management, especially the establishment of protected areas, other than from the Government budget.

Replicability:

This demonstration project is widely replicable throughout the region. The stakeholders participating in the project have identified the gap between policy and regulation requirements versus actual implementation, particularly since Government resources for environmental protection are already stretched.

The project has also been designed taking into consideration the needs of the stakeholders, in particular the need to strengthen the relatively weak human resource, institutional and financial capacity in the countries. As the demo project involves the use of a multi-sectoral approach to sustainable coastal and marine development embodied in the ICM framework, it is expected that the lessons learned will be mainstreamed into other potential demonstration sites in the project countries in the future. The project will also generate valuable experience in piloting, testing, evaluation and adaptation of integrated coastal management strategies, which could form a basis for designing other initiatives in the African region.

The project includes a replication plan for dissemination of best practices to other countries participating in the LME projects within and outside the African region. Resources will be allocated to create awareness within a wider audience through: (i) public awareness campaigns for local fishing communities in the coastal zone, NGOs and other stakeholders; (ii) consultation and information dissemination workshops; (iii) training of Municipal Authorities and CBOs, change agents and communities in the coastal zone; (v) preparation of materials, including pamphlets and brochures, for the general public; and (vi) preparation of audio visual materials for media campaigns.

Monitoring & Evaluation Process:**Process Indicators**

- ▶ Creation of a comprehensive stakeholder participation plan for the ICM (including notification,

awareness raising, information dissemination, consultation, participation, feedback mechanisms)

- ▶ The following will have been developed and tabled to Government / regulatory agencies for approval and adoption by the end of the project:
 - Specific procedures, standards and guidelines for ICM (including coastal tourism SEA and EIAs)
 - Environmental quality standards and monitoring requirements
 - Planning guidelines (e.g. for new areas to be developed as tourism zones, appropriate use of erosion defense measures by hotels)
 - Economic incentive measures for encouraging investment in environmental technologies
 - Proposal for streamlined institutional / co-ordination framework for environmental management of the tourism industry
- ▶ Development, delivery and modification (after feedback) of training modules based upon ICM framework. Preparation of modules in a standard form for replication to other countries.
- ▶ Plan for replication of ICM model process in the other participating countries.

Stress Reduction Indicators

- ▶ No. of tourism industry specific environmental guidelines and standards developed
- ▶ No. of new tourism developments (ranging from large resorts to community based ecotourism enterprises) undergoing environmental assessments based upon proposed guidelines
- ▶ % of new development which meets review criteria
- ▶ No. of tourism industry organisations that have received training
- ▶ No. of regulatory agency and local authority staff who have received training
- ▶ No. of environmental quality monitoring activities in place
- ▶ % of hotels with waste (solid and liquid) management and monitoring systems
- ▶ No. of new ecotourism enterprises
- ▶ % of coastal tourism development which has comprehensive integrated planning (measure by % of coast under planning control and/or % of resorts/hotels with comprehensive plans/strategies subject to effective review)
- ▶ No. (%) of destination / coastal zone stakeholders in the three sites participating in SEA process
- ▶ Social benefits provided by the tourism industry (number employed, measures of increased health, waste management, general environmental infrastructure, distribution of benefits)
- ▶ Sustainable tourism indicators – competitiveness, ecological footprint of tourist, level of voluntary environmental regulation
- ▶ Environmental benefits (specific measures of key ecological benefits such as areas rehabilitated, areas with visitor management plans in place)
- ▶ % of coastal ecosystems (particularly beaches, mangroves, reef areas targeted by tourism) considered to be in good condition and/or considered degraded (GIS based indicator)

Environmental Status Indicators

- ▶ % of waste reduction from tourism industry
- ▶ Aggregate water consumption reductions
- ▶ Aggregate energy reductions / increase in the use of non-hydrocarbon & renewable energy sources
- ▶ Coliform counts on key coastal water bodies (% of water bodies with monitoring)
- ▶ Increased stakeholder awareness and documented stakeholder involvement

Note that the above list of indicators is to be used as a menu for elaboration of site specific indicators which will be selected during the project initiation phase.

Co-Financing:

Key sources of co-financing to the project include:

- ▶ Government agencies – hosting meetings, office space and facilities, personnel, in-country transportation
- ▶ The Nigeria Hotels Association and other tourism representative organisations – hosting meetings, mobilising members to provide meeting venues, accommodation etc in kind or at subsidised rates
- ▶ Other donor agencies / NGOs with programmes (Nigerian Conservation Foundation and Pro-

Natura International) that can link with this project – part financing of training and awareness activities, policy development activities, community mobilisation, meeting facilitation. The Forest Management Committees in Calabar and the ADU are relevant groups here

- ▶ Private sector concerns in the Environment and the tourism industry, pledging to provide amenities to the peripheral communities in the project areas
- ▶ The affected state governments of Nigeria
- ▶ The Niger Delta Development Commission, through its awareness drives within coastal communities, rehabilitation of roads, and provision of infrastructure in the Niger Delta area
- ▶ Oil Companies (Mobil, Total, Agip, Chevron, SPDC) through their community development programmes in the Niger Delta.

Budget: US\$2,394,124

GEF: US\$300,000

Cross River State Government Co-financing: US\$1,500,000

Federal Government: US\$594,124

Country:	Nigeria 2
Title:	Tourism Master Planning in an Ecologically Fragile Environment
National Executing body: Federal Ministry of the Environment	
Cost of Project: US\$ 2,397,617 GEF US\$ 241,367 Co-financing: US\$2,156,250	
Linkage to Project Priority Demonstrations:	
<p>The activities in this demonstration project directly respond to the following demonstration project priority / priorities:</p> <p>IB.2 Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.</p> <p>Note: the demonstration project is cross-cutting and also addresses issues related to the following: 1B.1 Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labeling Schemes</p>	
Linkage to National Priorities and Programmes:	
<p>The demonstration project will strengthen coastal tourism planning mechanisms, including policy and legislative aspects, institutional arrangements and capacities of stakeholders for achieving better environmental management in Nigeria's coastal tourism sector. In particular, the project will be designed to mainstream environmental considerations into conventional tourism master planning processes.</p>	
Global and Regional Benefits:	
<p>The project demonstrates strategies within the tourism sector for addressing land-based activities under the Global Programme of Action for Land-based Activities specifically related to: the management of sewage and litter; utilisation of natural resources (e.g. freshwater, mangrove resources, fisheries); and establishing planning and other controls upon activities (e.g. siting and construction) that would otherwise contribute to contaminants, sources of degradation, and resource use pressures upon the marine environment. These strategies include:</p> <ul style="list-style-type: none"> ▶ Reduction of pollution from coastal tourism, by improving sanitation and liquid and solid waste management and establishing appropriate monitoring techniques for the sector ▶ Protection of threatened habitats / ecosystems, through minimising the impacts of hotel and resort development, improving waste management and establishing better visitor management systems ▶ Strengthening of institutional capacities, by increasing awareness, technical capacities to manage the environment through regulatory and voluntary mechanisms, and increasing participation in environmental planning ▶ Restoration of the productivity and health of ecosystems by minimising the impact of tourism and catalysing partnerships (e.g. conservation, community action, better purchasing practices, design of low impact resorts) ▶ Sustainable Coastal Resource use by making the tourism industry more sustainable at a community and destination level by encouraging more efficient resource use and reducing pollution and other threats to the key resources / assets ▶ Conservation of globally significant biodiversity by integrating biodiversity criteria into tourism planning and management 	
Name and Post of Government Representative endorsing the Demonstration Activity:	
<p><u>Mrs Anne Ene-Ita</u> <u>Director Planning, Research and Statistics (GEF Operational Focal Point)</u> FEDERAL MINISTRY OF ENVIRONMENT 7th & 9th Floor Federal Secretariat Complex, Shehu Shagari Way, Garki, ABUJA, NIGERIA.</p>	

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Project Objectives and Activities:

Background:

Tourism in Nigeria has largely remained underdeveloped despite a number of rich assets which have high tourism development potential. These include:

- ▶ A coastline dotted with unique ecological features and biodiversity hotspots
- ▶ Areas of historical significance during the slave trade era and other events in Nigeria's past
- ▶ Diverse and rich cultures and traditions
- ▶ Special economic zones that have been identified as business, tourism, leisure and enterprise areas, where significant investment in tourism infrastructure is currently underway

The current administration in Nigeria is giving attention to tourism development to diversify economic activity away from over-reliance upon oil. Under this climate, investment in tourism is likely to flow and there is an urgent need for tourism master planning to guide this development. In particular, the planning processes must recognise the fragile environment and thus aim to mainstream environmental considerations into tourism development at all levels.

The Badagry Axis is located in Lagos State. It comprises of a lagoon ecosystem from Lagos up to the old city of Badagry. Special tourism assets within this entire area include: historical forts, relics and monuments relating to the city's role in the slave trade, marine islands, rural villages and communities, and marine and coastal biodiversity. There is high potential for development of a range of tourism products from beach resorts through to community based ecotourism.

Key issues in this area:

- ▶ Proposed sites for resort development lie in between the lagoon and the Atlantic Ocean which is a fragile dune ecosystem, has shallow sandy soil and vulnerable fresh water supply
- ▶ Need for sensitively designed resorts to suit the fragile ecosystem
- ▶ Local community settlements consist of rural villages with predominantly traditional livelihoods
- ▶ Whilst alternative livelihoods are sought, communities need mechanisms to safeguard their rights
- ▶ Plastic wastes washed up from the ocean onto the beach
- ▶ Beaches littered with organic and inorganic wastes
- ▶ Invasion of exotic species (the Nypa Palm) into coastal habitat and mangrove
- ▶ Coastal erosion
- ▶ Need for safe, low-impact transportation methods within the mangrove creeks

Objectives & Activities:

The overall objective of the demonstration project is to develop a tourism master plan for the Bagadry axis, that mainstreams environmental considerations into tourism development. Through the planning process, the project will seek to demonstrate unique solutions for sensitive coastal environments that encourage low-impact tourism through innovative design and management responses. These responses will aim to meet both environmental sensitivities as well as the economic aspirations of the area and its people and ensure that the rights of the local communities are respected.

The project will achieve this by

- ▶ ***Developing and implementing an integrated tourism master planning process.*** This activity will commence by identifying effective models for building strong community participation into planning and incorporating these into the planning process. It is expected that this will form the basis for creating linkages between the tourism sector and local stakeholders and building a common understanding about the importance of the industry to the local economy and about stakeholder expectations. Field visits will be carried out to each location by an expert planning

team. Where possible this team should be composed of a combination of local and international expertise. The field visits will be used to scope relevant baseline planning information, carry out initial activities such as stakeholder analyses etc, and to initiate the full planning process. The full planning process will consist of a number of participatory workshops and focus groups, backed up with information gathered and analysed during the field visits. The planning process will then be used to guide development so that the most fragile sites are identified and protected, tourism development is directed to suitable sites, and the level and type of development both protects and enhances sites, in particular those suitable for small community based ecotourism enterprises. The process will also focus upon means for capturing the benefits of tourism, limiting negative social impacts on the community and mobilising effective partnerships for planning and protection of key assets. As a result of this activity, several models will be developed:

- effective engagement of local communities and stakeholders in tourism planning and especially in catalysing action to solve local environmental problems;
- model ecological resort planning, including: design, use of innovative and traditional low impact technologies and materials; design and operation of appropriate off-grid energy systems; incorporation of environmental management systems into project lifecycles (from inception and development through to operations)
- solid waste management and effluent treatment systems
- mobilising cross-stakeholder involvement in sustained destination and beach management activities as a response to the issue of transboundary transport of wastes (a cross-cutting issue in the five participating West African countries)

► ***Developing an ecotourism strategy for the Badagry Axis.*** This activity will build upon the work done at the national coastal zone scale by practically demonstrating ecotourism planning, development and management at the local scale. The entire ecotourism business chain will be addressed in a series of activities that include, but are not limited to, providing technical support for: site ecotourism planning, product development, SME development, capacity building, access to enterprise finance, design and use of appropriate technologies, hospitality and tourism training, visitor management planning, exchanges with other successful community ecotourism projects, community and women's participation, joint marketing and building linkages with other players in the tourism industry in order to build viable commercial ecotourism products. As a result of this activity, there will be a demonstration of coastal ecotourism as a viable, sustainable market segment within coastal tourism. The project will show ecotourism as a feasible alternative livelihood option that will also encourage the protection of coastal natural resources. Lessons learned from the demonstration activities will feed into overall coastal ecotourism strategy development for Nigeria, being developed as part of Component B activities of the full project. It is anticipated that this strategy will ultimately be tabled with Government for adoption so that it gains national support and with it an escalation of resources / incentives devoted towards development of the ecotourism segment of the coastal tourism market.

► ***Conducting policy dialogue and development at state and federal levels.*** As tourism development was not a priority in the past for Nigeria, there is a need for awareness creation at policy level in order to link the results of the project to effective policy development. This is also important because other economic activities at the coast have environmental impacts that can threaten tourism development. This activity is intended to try and establish high level policy requirements that will help to facilitate inter-agency collaborative efforts on contamination control. Long term visioning will help to identify the catalyst roles that the tourism industry could play.

End-of Project Landscape (Outputs):

As a result of the demonstration project:

- A functioning model of community engagement in coastal tourism (planning, management, mobilisation and action) will have been developed
- Models for best practice in coastal tourism management, planning and development for new tourism areas will be integrated into Nigeria's existing planning frameworks

- ▶ A site level ecotourism strategy will be developed, with plans for demonstration and exchange with other coastal communities in Nigeria
- ▶ Capacities of relevant stakeholder groups will have been built in order to meaningfully participate in integrated planning processes and environmental management
- ▶ A mechanism for inter-agency collaborative efforts on contamination control will have been established

The key outcome will be in the overall reduction of environmental impacts by the tourism industry on the coastal and marine environment. A participatory planning system integrated into coastal zone and community planning will be in operation by the end of the project and will have demonstrated the positive effects of this approach in a diverse coastal environment.

Project Management Structure and Accountability:

The demonstration project will be managed jointly by the Focal Point in close collaboration with the Lagos State Waterfront & Tourism Development Corporation and other key stakeholders such as the Badagry Local Government and the Federation of Tourism Associations of Nigeria.

The Focal Point will take the lead in co-ordinating government agencies at the federal level and also other industry sectors that are linked to the tourism sector. The Lagos State Waterfront & Tourism Development Corporation will take the lead in mobilising tourism industry stakeholders involved in tourism activity in the Badagry Axis and ultimately institutionalising the project within its existing mandates and programmes. The Badagry Local Government and the Federation of Tourism Association of Nigeria will be involved in mobilising community participation in terms of ecotourism, as well as their participation in the planning processes.

Involvement of Stakeholders and Beneficiaries:

The project relies upon building strong and effective participatory approaches, particularly since the key planning activities require multi-stakeholder participation. This includes coastal communities that have not been involved in such processes to date and have been isolated from coastal tourism activities. Key stakeholders include:

- ▶ The tourism sector through the Federation of Tourism Associations of Nigeria and other private sector associations;
- ▶ Federal Government (Ministries of Environment and Tourism)
- ▶ State Government
- ▶ The Lagos State Waterfront and Tourism Development Corporation
- ▶ Civil society organisations involved in environmental advocacy and awareness, enterprise development, poverty reduction and alternative livelihoods etc such as Friends of the Environment, National Association of Tourist Boat Operators and Water Transporters (NATBOWAT).
- ▶ Community based organisations such as Badagry Fishers Association, etc

Sustainability:

The demonstration project addresses sustainability in the following ways:

- ▶ Building a robust planning model that demonstrates to the tourism sector the value of participatory processes in resolving conflicts that will ultimately lead to better environmental quality at the coast
- ▶ Building the capacity of organisations in order to be able to mobilise communities, continue to house and promote environmental awareness activities, training programmes, develop projects and ensure sustainability of (community level) activities beyond the project timeframe
- ▶ Engaging with Government, parliamentarians and other policy makers to incorporate changes as a result from lessons learned into existing policy and regulatory frameworks and adopt appropriate economic incentives for encouraging environmental management.

The project is financially feasible. Relevant stakeholder organisations have already expressed commitment to provide resources in cash and kind towards the project. The project will build the capacity of relevant participating organisations, and this also includes developing their ability to network, develop future environmental projects and solicit additional funding from other sources. In addition, it is anticipated that the use of economic instruments and other financial mechanisms identified by the planning process, if adopted by Government, will provide a strong impetus towards sustainability of the project.

Nigeria has already conducted stakeholder consultations at a national level and has in place a National Steering Committee for the project that is representative of the wide range of tourism stakeholders. Political will is demonstrated through the existing close collaboration between the two lead ministries as well as the Badagry Local Government and the Lagos State Waterfront & Tourism Development Corporation.

Replicability:

This demonstration project is widely replicable to other coastal areas in Nigeria as well as throughout the region. All the countries participating in the project have a lack of successful cases of best practice in integrated tourism destination planning for the coastal zone. This is particularly so for the participating countries where tourism has less prominence in the overall economy than, say, The Gambia or Kenya.

The issues facing the tourism sector in all the countries are largely common: lack of environmental awareness; lack of resources to invest; lack of access to appropriate technologies; lack of capacity within regulatory bodies and industry suppliers etc, user conflicts over scarce natural resources. The environmental impacts caused as a result are also largely common.

The project provides a demonstration of methods to use the tourism sector as a catalyst for community approaches to integrated planning of low impact resorts and ecotourism, including reduction of impacts on fragile estuarine, lagoon, coastal forest and mangrove ecosystems and reduction of direct dumping of garbage and liquid waste into the sea. Tourism is an engine for coastal development in many parts of Africa, and addressing the use of suitable technologies and approaches for the African situation can be strategic for many other destinations as demand for African tourism products grows. The gap analysis of all participating countries (and the conclusions of the African Process) showed this to be one of the highest priority areas for intervention – with all participating countries listing the planning and control area in their list of top priorities. All participating countries have at least one new tourism development which could use results and build upon them. Hence the project has wide replicability.

Monitoring & Evaluation Process:

Process Indicators

- ▶ Creation of a comprehensive stakeholder participation plan for the planning processes
- ▶ The following will have been developed and tabled to Government / regulatory agencies for approval and adoption by the end of the project:
 - Planning guidelines (e.g. for new areas to be developed as tourism zones, appropriate use of erosion defense measures by hotels, community involvement)
 - Proposal for streamlined institutional / co-ordination framework for environmental management of the tourism industry
- ▶ Plan for replication of the project in other coastal states as well as the other participating countries.

Stress Reduction Indicators

- ▶ % of destination with comprehensive planning in place
- ▶ % of new development which meets review criteria
- ▶ % of coastal tourism development which has comprehensive integrated planning (measure by % of coast under planning control and/or % of resorts/hotels with comprehensive plans/strategies subject to effective review)

- ▶ % of (new) tourism properties which can be classified as ecotourism or having ecotourism elements
- ▶ Number (%) of destination / CZ residents actively participating in the tourism sector (target = 30%)
- ▶ Economic benefit to the community and to organisations (direct economic benefits overall and per capita and per tourist)
- ▶ Social benefit (number employed, measures of increased health, waste management infrastructure provided by the project in the community and more broadly)
- ▶ Distribution of benefits, e.g. number of tourism sector jobs
- ▶ Allocation of resources (distribution among community members, sectors, gender, social unit, SMEs)
- ▶ National PRSP (poverty) monitoring (allocation of benefits such as jobs, income, access to social services, contribution of tourism towards poverty alleviation)
- ▶ Sustainable tourism indicators, including competitiveness, ecological footprint of tourist, ecological footprints of tourism resorts

Environmental Status Indicators

- ▶ % of coastal ecosystem (in tourist zones) considered to be in good condition (re: erosion, maintenance, contamination, garbage)
- ▶ % of coastal ecosystems (particularly beaches, mangroves, reef areas targeted by tourism) considered to be in good condition and/or considered degraded (GIS based)
- ▶ Environmental benefits (areas under management, specific measures of key ecological benefits such as area protected, area rehabilitated, species conserved)
- ▶ Increased stakeholder awareness and documented stakeholder involvement

Broad tourism data is available from the Lagos State Waterfront & Tourism Development Corporation. Environmental data related to tourism is available from the Federal Ministry of the Environment. Additional data may be sought from existing coastal and environmental management efforts, such as environmental sensitivity mapping. All these efforts will need to be consolidated and built upon in order to develop meaningful monitoring parameters, and the associated capacities of the institutions involved.

Note that this list of indicators is provided for key outputs and outcomes for the overall project area; these will be used as a menu for elaboration of site specific indicators which will be chosen during the initiation phase.

Co-Financing:

Key sources of co-financing to the project include:

- ▶ Government Agencies – hosting meetings, space, a level of transportation, personnel
- ▶ The Federation of Tourism Associations of Nigeria – hosting meetings, mobilising its members to provide meeting venues, accommodation etc in kind or at subsidised rates
- ▶ Other donor agencies / NGOs with programmes that can link with this project – part financing of training and awareness activities, policy development activities, facilitation

Budget:

Cost of Project: US\$ 2,397,617

GEF US\$ 241,367

Lagos State Govt Co-financing: US\$78,125

Badagry Local Govt Co-financing: US\$78,125

Federal Government: \$2 million

Country:	Senegal 1
Title:	Environmental Management Systems for Petite Cote
Executing body: Ministry of Environment / SAPCO	
Cost of Project: US\$500,000	GEF: US\$200,000 Co-financing: US\$300,000
Linkage to Project Priority Demonstrations:	
<p>IB.1 Facilitate the adoption implementation of Environmental Management Systems, voluntary implementation of eco-certification schemes by tourism facilities</p>	
Linkage to National Priorities and Programmes:	
<p>Key link will be to national priority to clean up beach areas for this area considered to be both the priority new development area for tourism and an area of ecological fragility (identified through the African Process)</p>	
Global and Regional Benefits:	
<ul style="list-style-type: none"> • Reduction of pollution from coastal tourism, by assisting hotels and the overall destination reduce pollution which includes sewage, pathogens, nutrients from land use and vegetation management including organics and some toxics. • Strengthening institutional capacity, by supporting improvements in environmental practices for coastal properties. – most notably the extensive new developments proposed for the Mbondienne area and for new ecotourism properties in fragile sites including coastal mangroves • Restoration of beach and water resource which will reduce stresses on the beach • Use of the hotel sector as a catalyst for destination-wide management of solid and liquid wastes • Development of a tourist management component to reduce the impact of tourism activity on the most sensitive sites (e.g turtle nesting, mangroves, unique forest resources, fragile dunes and lagoons) 	
Name and Post of Government Representative endorsing the Demonstration Activity:	
<p>Son Excellence Monsieur Thierno Lo Ministre Ministère de l'Environnement et de la Protection de la Nature Building Administratif 2eme étage BP 4055, Dakar – Etoile, Sénégal Tel : 221 822 3849/8220927 Fax: +221 822 2180/ 822 6212 Email: minjeunes@sentoo.sn</p>	
Project Objectives and Activities:	
Background:	
<p>The Petite Cote destination is the epicentre for tourism development in Senegal. It comprises a sandy coast with mangroves, and the southern part is a priority sensitive area – notably the Salloum delta. It is an area with both new hotel development and the establishment of small scale ecotourism. Existing hotels have yet to implement Environmental Management Systems (EMS) and there is as yet no impetus for new development to incorporate environmental management. The infrastructure for sewage treatment is limited, and there are problems with solid waste disposal and energy management. Hotels and beach fronts are frequently inundated by storm water, and solid waste. The project will demonstrate an integrated planning approach and a range of best strategies in EMS, for environmental management in cooperation with local communities. The project will create a model of EMS for the hotels and these hotels will act as a catalyst for wider coastal cleanup activity. EMS will be extended beyond the immediate property, to suppliers, infrastructure across the wider destination, through building partnerships between the community and private sector. This is the EMS component of the Petite Cote demo site which also incorporates an ecotourism component which follows.</p>	

Key issues are:

- Coastal erosion on the beaches
- Garbage on beaches
- Non-point source pollution and inundation
- Effluent contamination of beaches
- Lack of environmental management in hotels

Lack of integration of hotels with overall development planning for the destination.

Objectives & Activities:

Activities:

- Develop model EMS for Senegal hotels (with link to regional project capacity building for EMS)
- Implement process for outreach to Senegal hotels in destination and
- Devise cooperative means to mobilize hotels as catalyst for cleanup
- Provide model activities for community liaison on cleanup – awareness and education
- Put in place a destination-wide plan for “clean destination”
- Identify actions possible by hotels to address erosion issues on and off the property which affect the coast – including resort design, water management, waterways, hardening/planting, use of beachfront structures, beach management
- Test and adapt standards for beach/seawater management (e.g. example is Blue Flag) – and mobilization of hotels in monitoring and outreach
- Monitoring and indicators for EMS/level of activity and results

This will include the need to foster broader programs such as waste separation, control of liquid waste, and changes in behaviours regarding waste disposal, sand management etc at the broader community level and integration with other components of sustainable planning and ecotourism development.

End-of Project Landscape (Outputs):

Key measurable outputs (and outcomes) are expected to be the following:

(see also monitoring below) .

The end of project status will produce:

- Manual with model program and activities for replication
- Hotels (minimum 3) in the demo site with operating EMS
- Curriculum (tested on site in the hotels) to be used to train other hotel managers in Senegal and other countries.

Project Management Structure and Accountability:

Demo will be managed on site by SAPCO – which has the mandate for management and development of the entire tourism component of Petite Cote – including the existing tourism destination and the new areas in e.g. Mbondienne, Joal and Pointe Sarene

Involvement of Stakeholders and Beneficiaries:

SAPCO (along with the Ministry of Environment) has already begun a consultative process with the local communities and hoteliers. The project will build on this. Initial on-site consultations have occurred as part of the project development process and have helped to identify key stakeholders. Inherent in the EMS process is a consultative process which involves the full cradle to grave chain from suppliers to workers to tourists, guides and site managers.

Sustainability:

Financial sustainability: Financial sustainability is one of the three components of EMS (along with environmental and social factors) and is inherent in the model and its application. One of the principal reasons why EMS is done is effective cost and risk management, normally bringing direct financial benefits in reduced costs through reduction of energy use, water use, waste. This is core in the demo.

Replicability:

Develop model EMS for hotels- with focus on innovative practice for coastal hotels in water, garbage and effluent management for replication elsewhere in region. Most coastal African destinations have problems of solid and liquid waste. Technologies and approaches have not always proven readily transferable. Tourism development, led by hotels and resorts, will be the single greatest growth areas for the coastal zones of most African countries. The project will test both approaches and technologies which can reduce impact of existing and new hotel/resort development through EMS application.

Interest in accessing and using the results has been clearly indicated from all participating countries (priority issue areas compiled from the National reports and confirmed in the regional workshop sessions held in Mombasa and Banjul).

Monitoring & Evaluation Process:

- % hotels with EMS (by year)
- % hotels with suitable sewage systems (also % rooms)
- % of beach area under waste management
- Number of Senegalese hotel managers who have received EMS training
- Coliform counts on key beach sites (% beaches with monitoring)
- Number of blue Flag beaches

Country:	Senegal		
Title:	Petite Cote Integrated Ecotourism Tourism Planning		
Executing body:	Ministry of Environment / SAPCO		
Cost of Project:	US\$605,244	GEF:US\$200,000	Co-
financing:	US\$405,244		
Linkage to Project Priority Demonstrations:			
<p>IB.2: Development of eco-tourism to alleviate poverty through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community;</p> <p>Note that a secondary link will be through the enhanced capacity to generate revenues for environmental conservation through eco-tourism which will occur as part of the holistic approach to coastal tourism planning and management;</p>			
Linkage to National Priorities and Programmes:			
<p>Senegal views tourism as the principal engine of coastal development, and has designated a significant part of the coastline for tourism . Petite Cote (and the specific sites managed by SAPCO) is to be the major growth area. Saly is an established tourism destination with problems of erosion, garbage, beach contamination. Mbondiène, Joal and Pointe Sarene are new resorts under development to the south of Saly. Ngasobil is a small community which wishes to develop a community based ecotourism product which takes advantage of the unique site and access to forest, beach and mangrove, including the protected forest of Nianing, the Palmarin Community reserve (site classified as wetland of international importance for its population of water birds), and the mudholes in Joal Fadiouth (site classified as wetland of international importance for its population of water birds) .</p>			
Global and Regional Benefits:			
<ul style="list-style-type: none"> • Reduction of pollution from coastal tourism by controlling contamination from hotel and restaurant sector. • Reduction of pollution from coastal tourism, by community participation in pollution reduction. • Protection of threatened habitats, by developing model approaches to tourism development which respects and enhances fragile ecological areas/habitats • Conservation of globally significant biodiversity, through integrated planning that incorporates biodiversity criteria. • Protection of one of the few remaining coastal native forest areas in Senegal, including indigenous medical plants and rare species. • Conservation of globally significant biodiversity: transferable methods for integrated planning using biodiversity criteria • Strengthening institutional capacity by small credit for community projects • Sustainable coastal resource use: rehabilitation and protection of dunes, forest and mangroves and protection of the coast is expected to create new jobs. • Strengthening institutional capacity through stakeholders working together to use a range of instruments to protect key coastal resources • Restoration of productivity of ecosystems through controlling coastal erosion. • Sustainable coastal resource use by reducing threats resource base on which the destination 			

economy depends.

Name and Post of Government Representative endorsing the Demonstration Activity:

Son Excellence
Monsieur Thierno Lo
Ministre
Ministère de l'Environnement et de la Protection de la Nature
Building Administratif 2eme étage
BP 4055, Dakar – Etoile, Sénégal
Tel : 221 822 3849/8220927
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Email: minjeunes@sentoo.sn

Project Objectives and Activities:

Background:

Background: The Petite Cote destination is the epicentre for tourism development in Senegal. It comprises a sandy coast with mangroves, and the southern part is a priority sensitive area – notably the Salloum delta. The project will demonstrate an integrated planning process using a range of best practice in both the rehabilitation of an existing coastal tourism destination and in the effective planning of a new one. It will focus on the use of the planning and participatory process to guide development so that the most fragile sites are identified and protected, tourism development is directed to suitable sites, and so that the level and type of development both protects and enhances sites – particularly those suitable for small community based ecotourism. The project will solve problems in existing tourism areas, and develop a model process for expansion of new tourism areas. There is a need to capture benefits, and limit negative social impacts on the community, and mobilize effective partnerships for planning and protection of key assets.

Key Issues

- Lack of integrated planning in the coastal zone
- Insufficient coordination of activities among stakeholders.
- Insufficient capacity to effectively design, manage and market an ecotourism product in the coastal zone
- Lack of awareness by key stakeholders of tourism and protection issues and opportunities
- Insufficient information regarding ecological and sociological impacts, sensitivity and limits of acceptable change
- Lack of awareness by key stakeholders of tourism and conservation issues.
- Gaps in institutional capacity and training of key officials and representatives.
- Insufficient access to models, technical support for planning and management .
- Lack of infrastructure or mechanisms to deal with solid and liquid waste

Expanding population and immigration of people seeking employment.

Objectives & Activities:

The objective of the demo is to create a model integrated planning procedure for use in new tourism development and rehabilitation of existing sites. It is to be applied to the most important tourism growth area in Senegal – both to bring direct benefits to the Petite Cote and to showcase innovative integrative approaches for use in other parts of Senegal and more broadly in Africa.

- Coastal zone mapping and assessment of status of resources.
- Establish effective monitoring system and indicators for coastal integrity.
- Education and awareness component, and capacity building.
- Identification of good practice in implementing erosion prevention, with capacity building on erosion mitigation and prevention methods, test innovative sand stabilization methods.
- Create a model approach to co-management, stakeholder participation planning, management monitoring and enforcement and peer policing. Participatory visioning, business plan development and system to disperse benefit. to local community and conservation management
- Test new methods for participatory planning and control of pollution and community based

planning in the coast participation

- Capacity building, including Beach Management Units to deal with litter.
- New methods for control of pollution in the coast.
- Awareness and training in hospitality, tourism management, forestry and coastal zone management, guiding and interpretation and language skills, revenue generating activities from forest and mangrove ecotourism.
- Invasive species research and management.
- Marketing for small attractions, create links into other operators / hotels.
- Financing for small enterprises and community projects.
- Assess carrying capacity for the resort, use design, mitigation and other tools.
- Test models for measurement of local attitudes, levels of participation, levels of benefit from tourism (WTO indicator program)
- Models for measurement of levels of harassment, indicators of stress, community impacts.
- Establish indicators / performance measures for project.
- Establish standards for business partnerships between resorts & local enterprises

End-of Project Landscape (Outputs):

The specific output expected is the creation of a functioning model of best practice in coastal tourism development for new tourism areas and expansion of existing ones. It is expected to create a participatory planning system integrated into coastal zone and community planning which by the end of the project will be in operation and have demonstrated the positive effects of this approach in a diverse coastal environment. It will be in operation and accessible to others to visit and learn.

Project Management Structure and Accountability:

The main management body will be SAPCO who are the development agency for the Petite Cote tourism initiative. They will operate under the guidance of the Ministry of Environment .

Involvement of Stakeholders and Beneficiaries:

SAPCO (along with the Ministry of Environment) has already begun a consultative process with the local communities and hoteliers. The project will build on this. Initial on-site consultations have occurred as part of the project development process and have helped to identify key stakeholders. Inherent in the EMS process is a consultative process which involves the full cradle to grave chain from suppliers to workers to tourists, guides and site managers. .

Sustainability:

Replicability:

Demonstration of methods to use tourism sector as catalyst for community approaches to integrated planning of low impact resorts and ecotourism, including reduction of impacts on fragile dune , coastal forest and mangrove ecosystems and reduction of direct dumping of garbage and liquid waste into the sea.. Tourism is the engine for coastal development in many parts of Africa. An integrated planning approach, grounded in Africa, and addressing the use of suitable technologies and approaches for the African situation can be strategic for many other destinations as demand for African tourism products grows. The gap analysis of all participating countries (and the conclusions of the African process) showed this to be one of the highest priority areas for intervention – with all participating countries listing the planning and control area in their list of top priorities. All participating countries have at least one new tourism development which could use the results and build on them.

Monitoring & Evaluation Process:

Key indicators include:

- % of destination with comprehensive planning in place
- % of new development which meets review criteria
- % of coastal tourism development which has comprehensive integrated planning (measure by % of coast under planning control and/or % of resorts/hotels with comprehensive plans/strategies subject to effective review - by country) (Target 80% year 2, all by end of project)
- % of (new) tourism properties which can be classified as ecotourism or having ecotourism

elements

- % of coastal ecosystem (in tourist zones) considered to be in good condition (re: erosion, maintenance, contamination, garbage) Target = all by end of project
- % of coastal ecosystems (particularly beaches, mangroves, reef areas targeted by tourism) considered to be in good condition /and/or considered degraded (GIS based)Target = 100% by end of project
- Number (%) of destination/CZ residents actively participating in tourism sector; Target= 30%
- - Economic benefit to the community and to organizations (direct economic benefits overall and per capita, and per tourist)
- - Social benefit (number employed, measures of increased health, waste management, infrastructure provided by the project in the community and more broadly)
- - Environmental benefits (area under management, specific measures of key ecological benefits such as area protected, area rehabilitated, species conserved)
- Distribution of benefits e.g. Number of tourism sector jobs
- - allocation of resources – (distribution among community members, sectors, gender, social unit, SMEs)
- National PRSP (poverty) monitoring (allocation of benefits such as jobs, income, access to social services by cohort, Contribution towards poverty alleviation – for destination)
- sustainable tourism indicators, specifically competitiveness, ecological footprint of tourist, (see also ecolabeling and EMS indicators for hotels in the EMS demo project)
- (Process Indicators), e.g.
 - implementation of Code of Conduct and best practice for tourist enterprises and tourists (% adopting)
 - % participation of community and key cohorts in co-management
 - human and institutional capacity indicators at local level (to be considered) , % of establishments with marketing plan

Country:	Tanzania
Title:	Integrated Planning and Management of Sustainable Tourism in Tanzania
Executing body:	Office of the Vice President (under the Director of Environment)
Cost of Project:	US\$ 3,398,651 GEF US\$ 332,067 Co-financing: 3,066,584
Linkage to Project Priority Demonstrations:	
Integrated Sustainable Tourism Destination Planning	
1B.1.	Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes
1B.2.	Development of eco-tourism to alleviate poverty, through sustainable alternative livelihoods and generate revenues for conservation of biodiversity and the benefit of the local community.
1B.3.	Promote best practices in mitigating environmental impacts of tourism and conserve globally significant biodiversity through improved reef recreation management
Linkage to National Priorities and Programmes:	
The demonstration project will strengthen existing coastal tourism planning mechanisms, including policy and legislative aspects, institutional co-ordination mechanisms and capacities of	

stakeholders for achieving better environmental management in Tanzania's coastal tourism sector.

The demonstration project is aligned with national priorities and programmes. Coastal tourism development is mentioned as a key priority under Tanzania's Tourism Master Plan. The Government in collaboration with donor agencies through Tanzania Coastal Management Partnership (TCMP) has assessed the current status of Coastal Tourism in Tanzania, identified priority actions needed to develop sustainable coastal tourism and now are looking for ways to start implementing the proposed actions. Additional concerns relate to the low levels of community participation in tourism planning and management processes and in tourism related enterprises that provide additional livelihood opportunities, in line with national poverty reduction strategies.

By strengthening and mainstreaming environmental planning within the tourism industry, it is expected that the demonstration project will: reduce environmental impacts of the tourism industry; encourage markets and product development for ecotourism enterprises; and streamline environmental regulation to ensure it is efficient and cost-effective. It is also expected that in addition to the environmental sustainability benefits, the demonstration project will help build capacities and create markets for the supply of environmental products and services.

Global and Regional Benefits:

The geographical position of Tanzania in between Kenya and Mozambique reinforce the interest of this pilot which will demonstrate not only specific problems to the country but cross boundary ones (biodiversity loss, pollution, destruction of natural habitats). The project demonstrates strategies within the tourism sector for addressing land-based activities under the Global Programme of Action for Land-based Activities specifically related to: recreational / tourism facilities as point sources of degradation; the management of sewage and litter and to a small extent other contaminants such as oils (hydrocarbons); physical alteration and destruction of habitats; utilisation of scarce shared natural resources (e.g. freshwater); and establishing planning and other controls upon activities (e.g. siting and construction) that otherwise contribute to contaminants and sources of degradation upon the marine environment. These strategies include:

- ▶ Reduction of pollution from coastal tourism, by improving sanitation and liquid and solid waste management and establishing appropriate monitoring techniques for the sector
- ▶ Protection of threatened habitats / ecosystems, through minimising the impacts of hotel and resort development, improving waste management and establishing better visitor management systems
- ▶ Strengthening of institutional capacities, by increasing awareness, technical capacities to manage the environment through regulatory and voluntary mechanisms, and increasing participation in environmental planning
- ▶ Restoration of the productivity and health of ecosystems by minimising the impact of tourism and catalysing partnerships (e.g. conservation, community action, better purchasing practices, design of low impact resorts)
- ▶ Sustainable Coastal Resource use by making the tourism industry more sustainable at a community and destination level by encouraging more efficient resource use and reducing pollution and other threats to the key resources / assets
- ▶ Conservation of globally significant biodiversity by integrating biodiversity criteria into tourism planning and management

Name and Post of Government Representative endorsing the Demonstration Activity:

A.R.M.S Rajabu
Permanent Secretary
Vice President's Office
P.O. Box 5380
Dar es Salaam
Tanzania

Project Objectives and Activities:

Background:

Tanzania has a coastline that is over 1,424 km long and is ripe for coastal tourism development. Key assets include attractive beaches; marine parks and reserves with excellent coral reef diving and snorkelling opportunities; mangrove and coastal forest reserves; and cultural and heritage sites along the Swahili Coast.

A critical concern is that the rapid growth of coastal tourism has put tremendous pressure on existing services and amenities. Poor land use planning has created significant environmental problems, and whilst Tanzania already has established frameworks and institutions for environmental regulation and management, integration, co-ordination, implementation and capacities are recognised as key areas that require strengthening. Key resulting issues include:

- ▶ Degradation of ecologically significant habitats (cutting of mangrove; damage to coral reef due to trampling and anchors, illegal collection of marine trophies)
- ▶ Unsustainable resource use to service the tourism industry (destructive fishing, coral and sand harvesting practices exist that are detrimental to Marine park and surrounding ecosystems);
- ▶ Conflicts as a result of unplanned development, restriction of public access, heavy demand on limited shared natural resources, conflicts between hoteliers and beach operators
- ▶ Coastal erosion from poorly sited hotels and inappropriate construction of sea walls that alter physical processes
- ▶ Pollution of coastal waters as a result of inadequate sewage treatment and waste management infrastructure to cope with expansion of tourism and/or practices by individual hotels
- ▶ Natural habitat loss as a result of unplanned development
- ▶ Limited institutional and organizational capacity among coastal communities for effective participation in the tourism sector and particularly in ecotourism as a potential alternative livelihood
- ▶ Lack of meaningful participation of coastal communities in policy formulation and inadequate legislation to safeguard community rights
- ▶ Lack of vertical institutional coordinating mechanisms resulting in the existence of a gap between decision making sphere and the local level actors in charge of implementation

Three sites in particular in Tanzania have been selected for their involvement in the demonstration activities, as between them they cover the spectrum of issues described above.

Dar es Salaam is the capital and main port, a gateway to the southern wildlife tourism circuit and entry point for beach holidays, big game fishing in Mafia and trips to Zanzibar. The city also has its own attractions in terms of historical buildings, markets and nearby beach resorts. Hotels and resorts are currently concentrated around Dar es Salaam. The accommodation sector outside the city is relatively undeveloped, although there are a number of hotels and resorts that can be found scattered in other locations along the coast. The main issue in Dar es Salaam is poor sited facilities and pollution. Here the project will have to build up an original private-public partnership to address not only environmental impacts from coastal tourism but also, the issue of participative coastal zone planning and the threats (pollution from the municipalities) on tourism development.

Bagamoyo is a village of historical importance with links to the era of trade among the Indian Ocean littoral states, including trade in slaves and ivory. Hotels range from small guesthouses to the large beach resorts, and attract both national and international clientele. Bagamoyo has been identified through an ICM approach under the Tanzania Coastal Management Partnership (TCMP) as an area with high potential for developing into a successful tourism destination. The area is currently experiencing an increasing number of investors constructing facilities in a context where no physical planning provides guidance, where local municipality is aware of the negative impacts of the poor sited facilities but does not have any appropriate institutional strategy to address the issues. An ICM exercise organised by the Bagamoyo District Council identified (after a prioritization process) the 4 following key issues:

- Conflict between shrimp trawlers and artisanal fishers
- Illegal and uncontrolled cutting of mangrove

- Conflict on the use of beach areas
- Destructive fishing practices

It should be noted that Saadani National Park (close top Bagamoyo) has also been identified as a sensitive areas through the TCMP process and is the focus of a separate initiative by the Coastal Resources Center, University of Rhode Island for sustainable tourism development and partnerships. The GEF demonstration will coordinate closely in the transfer of lessons and best practices between the two areas, and with other appropriate areas within the Project system boundary.

Mafia Island and the Marine Park supports a complex of estuarine, mangrove, coral reef and marine ecosystems and has some of the best diving in the Western Indian Ocean. Other attractions include beaches, and species such as the Comoro fruit bats and dugongs and turtles. The population are farmers and fishermen. There is one main upmarket accommodation facility, which has plans for expansion to provide accommodation for the middle market range. Activities include fishing, diving and snorkelling trips to the marine park. Mafia has been identified through an ICM approach under the TCMP as an area with high potential for further development into a successful tourism destination.

Ecotourism development in all these areas is currently limited, although local communities seek viable diversified and alternative income generating opportunities that will result in less pressure on coastal natural resources.

Objectives & Activities:

The long-term sustainability of the tourism sector in Tanzania can be only ensured if the priority project components are dealt with together in an integrated way through a sub-national regional approach. Therefore, the main objective of this demonstration project is to provide a model for integrated development and management of coastal tourism at an extended coastal zone, which shares common environmental and geographical features. The project will especially seek to demonstrate the function of institutional structures and coordination mechanisms as a basis to address complex environmental and socio-economic issues. The model integrated planning procedure will be developed for use in existing sites and for new tourism development, including ecotourism development, in Tanzania. It is to be applied to three key locations in Tanzania to demonstrate in particular:

- ▶ Strengthening physical planning and institutional co-ordination mechanisms for coastal tourism
- ▶ Catalysing community involvement and partnerships for ecotourism ventures and environmental management
- ▶ Strengthening existing policy, legislation and institutional arrangements for better environmental regulation of the tourism industry
- ▶ Catalysing voluntary environmental regulation by the tourism industry

The project will achieve this through the following activities:

Basic activities at the coastal area level on policies, regulations and capacity building:

- Specify the existing guidelines, strategies and regulations, in the framework of the National Tourism Policy, and Tourism Master Plan for coastal tourism and ecotourism
- Establish a Sustainable Coastal Tourism Research, Resource and Training Centre
- Set up a grant scheme for capacity building to support existing initiatives
- Extend the projects on sensitivity maps (using GIS) on tourism use to the entire Tanzanian coast
- Monitoring programme for tourist sites using indicators (WTO methodology)
- Review and strengthen coordination mechanisms for tourism development at different levels
- Revise employment qualification requirements and taxation system
- Review pricing policy for user fees in the Marine Parks and Reserves
- Develop a policy for Disaster Preparedness and Management, with the tourism sector fully integrated

Alternative livelihoods, poverty alleviation and revenue generation for conservation (ecotourism):

- Develop and implement models for
 - Institutional structures and mechanisms for destination level coordination, planning and management of tourism development and operations.
 - Conflict resolution and beach use model with the objective of reducing negative environmental impacts of tourism operations, and ensure a more balanced distribution tourism benefits through strengthening cooperation between local SMEs, resorts and local government offices
 - Monitoring system for destinations, coastal zones and ecotourism sites (e.g. reefs, mangrove habitats), through the application of sustainability indicators (WTO methodology)
- Develop and implement a tourism product development and marketing strategy for community-based tourism and ecotourism activities (e.g. products that are based on traditional livelihood activities, cluster-marketing, combining hotel offer with tourism activities in protected and community areas, production and sale of local handicrafts and agricultural products)
 - Implement a net exchange program to prevent use of small mesh sized nets and beach seines
 - Implement awareness campaigns to teach stakeholders responsible natural resource practices
 - Increase and target enforcement efforts against destructive, illegal fishing methods
- Create sustainable financing options for community-based tourism activities (e.g. microcredit, grant scheme), revise licensing and pricing schemes for user fees to benefit locals
- Review employment policies and practices of hotels and local operators, to create more favourable conditions for local communities (e.g. better labour conditions, more permanent jobs, training opportunities)
- Review purchasing practices of hotels to increase the share of locally sourced products and services
- Deliver training and education on tourism management, business planning, improvement, and reinvestment; reef ecology and conservation; sustainable fishing.
- Develop guidelines for ensuring gender equity in tourism development.
- Apply participatory planning and design techniques for tourism infrastructure in protected areas and community projects (e.g. boardwalks, mooring buoys)
- Deliver guide training: language and interpretation skills, pricing and marketing of tours
- Establish and strengthen of community-managed protected areas and reserves, through integrating tourism use in them

MITIGATION OF IMPACTS ON REEFS

- Provide education on reef ecology and conservation and minimising impacts for boat and dive operators, as well as park managers and rangers.
- Develop codes of conduct for reef users through participatory processes, and encourage operators and park managers to implement them.
- Provide access to training in sustainable fishing practices and provision of environmentally sensitive fishing equipment for community members.
- Provide information for tourists on reef status and conservation activities, including conservation activities that they can participate in.
- Training of marine parks officers on tourism management, and regulation of reserve and MPA laws (especially with regard to fishing, diving, snorkelling and development)
- Environmental education and interpretation for tourists: visitor centre, materials, signs
- Survey the coral reefs with GPS, including sensitive areas, threatened species and damaged sites. Map reef locations used by different stakeholders (e.g. fishermen / tourism operators) at different times. Use local participation in survey process, to promote local education and reef awareness.
- Develop and support monitoring programs for reefs and turtle nesting, where local stakeholders participate. Market reef and turtle monitoring as an educational tourism experience, where tourists subsidise the monitoring activity.
- Review zoning, boat operator rules and regulations in protected areas

EMS and eco-certification:

- Develop and test model Strategic Environmental Assessment procedures for coastal tourism, to include:
- Models for effective SEA for coastal tourism and linkages with overall coastal zone planning processes
- Models for effective project level EIA for coastal tourism, including:
 - Rapid assessment processes
 - Class assessment procedures, guidelines and effective screening criteria (e.g. for different sized hotels, small infrastructure, community tourism enterprises etc)
 - Building effective public consultation processes
- Specific standards and guidelines for coastal tourism EIAs
- Appropriate environmental quality standards and monitoring methods
- Planning guidelines for areas to be developed as tourism zones
- Planning guidelines for appropriate use of erosion defense measures by hotels
- Identification of appropriate regulatory / incentive measures to be developed to encourage better environmental management
- Identification of streamlined institutional and co-ordination arrangements for environmental management within the sector
- Development and testing of training modules on SEA, EIAs and environmental audits: for government and other agencies who manage and review EIAs; and for EIA practitioners to include:
 - Coastal specific requirements for EIA and environmental audits
 - EIA project management
 - EIA review and evaluation
 - EIA public consultation requirements
- Development of a template on best practice for provision of clear information for investors on process for developments: time and money needed for EIAs and other planning processes

End-of Project Landscape (Outputs):

- National Tourism Policy specified and revised for sustainable coastal tourism
- Regulations and voluntary mechanisms (e.g. codes of conduct) are established
- Coordination mechanisms are functioning at the pilot destinations
- Monitoring system is in place at destinations, at sensitive ecotourism areas (coastal and reef zones), as well as for water quality
- Community-based ecotourism activities are integrated and linked with mainstream beach-tourism activities
- Beach management model is developed and functioning in areas of conflicting user-interests
- Zoning for tourism used is developed and adjusted in MPAs
- Model SEA process developed for coastal tourism
- Training modules are developed and delivered on ecotourism, reef management and EIA, SEA, environmental auditing
- A general appropriate model likely to be implemented by the policy makers of Zanzibar

Project Management Structure and Accountability:

A comprehensive organisational structure for the project has been developed for project at the national level. It is constituted by the following institutions:

1. Director of environment in the office of the Vice-president– project executing agency
2. National coordination committee consisting of various stakeholders
3. Ministry of Environment and tourism as the National focal point
4. Stakeholders from the three demo sites (Bagamoyo, Dar es Salaam and Mafia)
5. Project Team manager (varies for different sites: municipal directors and district executive directors).
6. A baseline inspiring organization model already exists in Bagamoyo and could be very useful in the implementing phase of the project

Involvement of Stakeholders and Beneficiaries:

The project relies upon building strong participation, particularly since this is a key aspect and requirement for integrated planning. Key stakeholders include:

- ▶ The tourism sector through the Tanzania Hotels Association and other tourism representative bodies
- ▶ Government (Ministries of Environment, Tourism, the Office of the Vice President)
- ▶ Local Government (Bagamoyo District Council)
- ▶ Other private sector associations such as professional institutes (architects, engineers)
- ▶ Environmental and tourism training institutions
- ▶ Civil society organisations involved in environmental and social issues as well as environmental advocacy and awareness
- ▶ Local community organisations
- ▶ Marine parks management bodies
- ▶ TCMP

Sustainability:

The demonstration project addresses sustainability in the following ways:

Financial sustainability: The activities principally aim at introducing policies and institutional structures, as well as building capacity that ensure viable community-based and ecotourism businesses in the long-term. A principal element of the EMS component (through the sectoral SEA) is to develop efficient yet cost-effective environmental regulation through a combination of voluntary and regulatory measures and identification of appropriate technologies and incentives for the tourism industry to invest in these. The policy changes and capacity building activities will establish the necessary structures to maintain conservation activities in the long term (e.g. strengthening the Marine Parks and Reserves Unit, creating adequate pricing policies for user fees in marine parks that can support maintenance and conservation work in a continuous basis)

Tanzania has already conducted stakeholder consultations at a national level and has in place an organisational structure for the project to be directed by the already established National Co-ordination Committee. Local authorities in all the sites are represented on the project teams that will be established in the three locations, which also have local community involvement. Political will is demonstrated through the existing close collaboration between the two lead agencies as well as other agencies such as the TCMP.

Local level initiative (trainings, ICM, capacity building processes from TCMP and from European universities) where identified in Bagamoyo. Some of these have the concern developed in this project.

Replicability:

This demonstration project is widely replicable within other coastal areas in Tanzania and throughout the region. All the countries participating in the project have identified the gap between policy and regulation requirements versus actual implementation, particularly since Government resources for environmental protection are already stretched. The project provides a programme to streamline the implementation of tourism planning, management and enforcement in a coherent extended coastal zone, which could be used as a model for other countries in the region at different stages of development. SEA is relatively new to the region, and has not been applied to the tourism sector. Therefore developing (and / or adapting) a model SEA process for the region will build experience in the use of this as a tool for achieving sector wide environmental management and ensuring environmental concerns are integrated at all levels of tourism development. The lessons learned from Tanzania will be highly relevant for replicating the model process in all the participating countries especially since many of the environmental issues faced are common to all countries (e.g. lack of appropriate sewage treatment, lack of environmental quality monitoring,

coastal ecosystem degradation etc).

Monitoring & Evaluation Process:

General policies and regulations:

Indicators will evaluate the status of achievement of the regulatory and policy elements listed in the activities, in a comprehensive policy framework specified for the Tanzania coastal zone:

- % of coastal area with tourism development which has comprehensive integrated planning
- Status of the establishment and functioning of the Sustainable Coastal Tourism Research (existence of arrangements with other research and educational institutions, curricula developed, facilities installed, staffing, etc.)
- Existence of a grant scheme for capacity building, number of training activities supported and level of participation in them.
- % of the coastal area and its tourism sites covered by use sensitivity maps.
- % of the coastal area and its tourism sites with systematic monitoring processes in place
- Number of Marine Parks and reserves applying differentiated user fees, as a result of the revised pricing policy.
- Extent of coastal zone and its tourist beaches covered by Disaster Preparedness and Management Plans

EMS and eco-certification:

- ▶ No. of tourism industry specific environmental guidelines and standards developed
- ▶ No. of new tourism developments (ranging from large resorts to community based ecotourism enterprises) undergoing environmental assessments based upon proposed guidelines
- ▶ % of new development which meets review criteria
- ▶ No. of tourism industry organisations that have received training
- ▶ No. of regulatory agency and local authority staff who have received training
- ▶ No. of environmental quality monitoring activities in place
- ▶ % of hotels with waste (solid and liquid) management and monitoring systems
- ▶ % of coastal tourism development which has comprehensive integrated planning (measure by % of coast under planning control and/or % of resorts/hotels with comprehensive plans/strategies subject to effective review)
- ▶ No. (%) of destination / coastal zone stakeholders in the three sites participating in SEA process
- ▶ Social benefits provided by the tourism industry (number employed, measures of increased health, waste management, general environmental infrastructure, distribution of benefits)
- ▶ Sustainable tourism indicators – competitiveness, ecological footprint of tourist, level of voluntary environmental regulation
- ▶ Environmental benefits (specific measures of key ecological benefits such as areas rehabilitated, areas with visitor management plans in place)
- ▶ % of coastal ecosystems (particularly beaches, mangroves, reef areas targeted by tourism) considered to be in good condition and/or considered degraded (GIS based indicator)
- ▶ % of waste reduction from tourism industry
- ▶ Aggregate water consumption reductions
- ▶ Aggregate energy reductions / increase in the use of non-hydrocarbon & renewable energy sources
- ▶ Coliform counts on key coastal water bodies (% of water bodies with monitoring)
- ▶ Increased stakeholder awareness and documented stakeholder involvement

Alternative livelihoods, poverty alleviation and revenue generation for conservation:

- Existence of coordination mechanisms at the coastal zone level, at destinations and at specific sites.
- Number of coordination meetings and workshops, level of participation by the different stakeholder group (inclusiveness of coordination and planning processes)
- Number of hotels and local operators signed up for conflict-resolution agreements
- Number of destinations, ecotourism sites with systematic monitoring processes.
- Number of training and awareness raising events held, and level of community participation

- Existence of financial support mechanisms for community operations (microcredits, grants), number of CBO, SMEs participating, and level of funds allocated
- Number of hotels offering tourism programmes in communities, cooperating with CBO and local SMEs. Number of CBOs and SMEs involved.
- % of hotels with purchasing policies and practices favouring locally sourced products, % of locally purchased supply
- Statistics on ecotourism-related SMEs (number of ventures, number of employees, revenues generated, etc.) , by different categories (e.g. boat operators, guides) , existence of SME associations and level of participation
- Number and extent of ecotourism sites, community-based tourism and community reserves with adequate visitor infrastructure (e.g. boardwalk, signage, interpretation)
- Number and extent of community conservation areas with tourism management plans,
- Volume of revenue generated by tourism at community reserves, % reinvested for conservation purposes.
- % of ecosystem in community-areas considered in good or degraded conditions. % of areas rehabilitated (e.g. mangroves)
- Number of fishermen adopting improved fishing methods
- Number of conflicts of access to resources
- Number and reports of coordinating meetings linking decision making sphere with the local communities.

MITIGATION OF IMPACTS ON REEFS

- Number of training and awareness raising events held and level of participation in them, by the different stakeholder groups (e.g. park managers, boat and dive operators, local communities, hoteliers, etc.)
- Number of boat and dive operators, as well as park management offices applying codes of conducts for tourist use
- Number of parks and reserves providing information and interpretation material and programmes for tourists (e.g. brochures, panels, interpretation centres) on reef ecology and conservation provided by park offices and operators.
- Number of dive operators incorporating conservation and environmental issues in dive briefings
- Number of operators offering diving programmes with conservation purposes, or incorporating turtle conservation activities. Level of coordination between park management and operators on conservation activities.
- Number and % of Marine Parks and reserve areas with tourism use zoning, licensing policies and regulations
- % of Marine Parks and reserve areas covered by sensitivity mapping (GIS)
- Number/% of local boat operators collaborating in conservation and monitoring activities
- % of turtle nesting beaches with co-management practices (between park management, operators, local community) for turtle conservation. % of operators participating in these activities.
- % of reef areas (in tourism use zones) considered to be in good condition or in degraded status (% of corals degraded, variety of marine species – species count)
- Volume of revenue generated at marine parks (from different sources, like user and licensing fees), % of revenue retained at the park management and used for maintenance and conservation

Considerable data already exists under the ICZM planning framework for Tanzania. The Tanzania Coastal Management Partnership, and in particular its Coastal Tourism Working Group will be key stakeholders and informants. Additional environmental data related to tourism is available from the environmental regulatory agency which is mandated with implementing environmental laws, in particular on environmental impact assessment and auditing. All these efforts will need to be documented, consolidated and built upon in order to provide a valuable baseline for the SEA as well as to develop meaningful monitoring parameters and the associated capacities of the institutions involved.

Co-Financing:

Key sources of co-financing to the project include:

- ▶ Government agencies – hosting meetings, office space and facilities, personnel, in-country transportation
- ▶ The Tanzania Hotels Association and other tourism representative organisations – hosting meetings, mobilising members to provide meeting venues, accommodation etc in kind or at subsidised rates
- ▶ Other donor agencies / NGOs with programmes that can link with this project – part financing of training and awareness activities, policy development activities, community mobilisation, meeting facilitation.

ANNEX A-1

CRITERIA FOR STEERING COMMITTEE SELECTION OF DEMONSTRATION PROJECTS

The Steering Committee formally accepted the following selection criteria at the Steering Committee meeting in Calabar, Nigeria 9th -11th 2005. These Pilot Sites were then ranked using the following criteria.

1. Global and Regional Environmental Benefits (Global Significance). [SCORE OUT OF 30]

The Demonstrations should clearly respond to the environmental benefits in the region and contribute to overall global environmental benefits.

- (i) Demonstrating strategies for addressing land-based activities (under the Global Programme of Action for Land-based Sources of Pollution) that degrade marine waters (sewage, pesticides, dioxins, litter, pathogens, nutrients, BOD etc)
- (ii) Demonstrating reduction of threats to living resources and critical / sensitive habitats (coral seagrass and mangrove).
- (iii) Demonstrating strategies to address freshwater scarcity.

2. Sustainable Development Perspective and Socio-economic benefits [SCORE OUT OF 20]

Projects should be designed taking into account the need to alleviate poverty and promote economic growth.

- (i) Demonstrations that develop and promote alternative livelihoods
- (ii) Demonstrations that develop strategies to internalise environmental costs
- (iii) Demonstrations in the use of economic instruments (e.g. revenue generation and return for conservation management)

3. Receptivity, participatory, ease and structure of implementation [SCORE OUT OF 20]

Projects should demonstrate development and implementation through a participatory approach with strong ownership with all partners including the government, the private sector, civil society including NGOs and the scientific community, the projects should also have a gender balance.

- (i) Strong National Political will to implement project (Country drivenness, linkages into existing policy, legislation, institutional)
- (ii) Overall ease of implementation structure (includes the tourism related issues above).
- (iii) A site where the local authority, managers, tourism businesses, and the local community in general are interested in sustainable tourism and are likely to support the project.
- (iv) A site where the local communities can understand and share current or emerging sustainability issues and problems related to coastal tourism.
- (v) Availability of data and information (background information, information on tourism activities and stakeholders) related to environmental and socio-economic issues at the coastal zone / destination.
- (vi) Existing and potential capacity for monitoring and evaluation

4. Replicability and transfer of experiences [SCORE OUT OF 20]

Projects should be designed to ensure replication and dissemination of good practices and experiences

- (i) A site which is representative of similar destinations in the country and the region and likely to provide transferable and replicable experiences.
- (ii) A site with sustainability issues and problems, which are shared with other sites in the country and the region (e.g. related to the management of coastal ecosystems, coordination, water, energy, waste; employment; socio-cultural aspects; etc.)

5. Innovative approach and/ or integrated approach to achieve multiple benefits: [SCORE OUT OF 20]

Projects should aim as far as possible at demonstrating innovative approaches and / or integrating the thematic coverage within the Project:

- (i) Use of new technology to assess and reduce contaminant loading of International Waters
- (ii) Demonstrating the use of innovative policies or economic instruments, management systems
- (iii) Involving the private sector in utilizing technological advances for resolving transboundary priority concerns
- (iv) Integrated approach to achieve multiple benefits

6. Funding and Co-financing [SCORE OUT OF 30]

Only projects likely to attract adequate domestic funding and / or external support shall be considered. Projects demonstrating strong co-financing shall be given priority.

- (i) Leverage of assistance from Government agencies
- (ii) Leverage of assistance from research institutes
- (iii) Leverage of substantial private sector resources (through demonstration projects) to remove the barriers to adoption of measures to prevent pollution
- (iv) Leverage of assistance from International organisation (donors, etc)
- (v) Leverage of assistance from National organisations (NGO)

7. Sustainability: Y/N

Projects have activities whose benefits are sustainable beyond the life cycle of the project.

8. Performance criteria: Y/N

Projects should contain clear objectives, performance indicators and monitoring mechanisms.

9. Geographical balance: Y/N

Balance between the 9 Sub-Saharan African Countries should be sought.

10. Thematic balance: Y/N

Balance between the thematic areas should be sought.

**ANNEX M: HALF YEARLY PROGRESS REPORT TO UNEP
AS AT 30 JUNE AND 31 DECEMBER**
(Please attach a current inventory of outputs/Services when submitting this report)

1. Background Information

1.1 Project Number:

1.2 Project Title:

1.3 Division/Unit:

1.4 Coordinating Agency or Supporting Organization (if relevant):

1.5 Reporting period (the six months covered by this report):

1.6 Relevant UNEP Programme of Work (2002-2003) Sub programme No:

1.7 Staffing Details of Cooperating Agency/ Supporting Organization (Applies to personnel / experts/ consultants paid by the project budget):

Functional Title	Nationality	Object of Expenditure (1101, 1102, 1201, 1301 etc..)

Sub-Contracts (if relevant):

Name and Address of the Sub-Contractee	Object of expenditure (2101, 2201, 2301 etc..)

2. Project Status

2.1 Information on the delivery of outputs/services

	Output/Service (as listed in the approved project document)	Status (Complete/ Ongoing)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
1.				
2.				
3.				

2.2 If the project is not on track, provide reasons and details of remedial action to be taken:

3. Discussion acknowledgment (To be completed by UNEP)

Project Coordinator's General Comments/Observations	First Supervising Officer's General Comments
Name: _____ Date: _____ Signature: _____	Name: _____ Date: _____ Signature: _____

ANNEX M: ATTACHMENT TO HALF-YEARLY PROGRESS REPORT: FORMAT FOR INVENTORY OF OUTPUTS/SERVICES

a) Meetings

No	Meeting Type (note 4)	Title	Venue	Dates	Convened by	Organized by	# of Participants	List attached Yes/No	Report issued as doc no	Language	Dated
1.											
2.											
3.											

List of Meeting Participants

No.	Name of the Participant	Nationality

b) Printed Materials

No	Type (note 5)	Title	Author(s)/Editor(s)	Publisher	Symbol	Publication Date	Distribution List Attached Yes/No
1.							
2.							
3.							

c) Technical Information / Public Information

No	Description	Date
1.		
2.		
3.		

d) Technical Cooperation

No	Type (note 6)	Purpose	Venue	Duration	For Grants and Fellowships		
					Beneficiaries	Countries/Nationalities	Cost (in US\$)
1.							
2.							

e) Other Outputs/Services (e.g. Networking, Query-response, Participation in meetings etc.)

No	Description	Date
1.		
2.		
3.		

Note 4

Meeting types (Inter-governmental Meeting, Expert Group Meeting, Training Workshop/Seminar, Other)

Note 5

Material types (Report to Inter-governmental Meeting, Technical Publication, Technical Report, Other)

Note 6

Technical Cooperation Type (Grants and Fellowships, Advisory Services, Staff Mission, Others)

ANNEX N: CASH ADVANCE STATEMENT

Statement of cash advance as at
And cash requirements for the six-months of

Name of cooperating agency/ Supporting organization _____
Project No. _____
Project title _____

I. Cash statement

1. Opening cash balance as at	US\$ _____
2. Add: cash advances received:	
Date	Amount
.....
.....
.....
.....
3. Total cash advanced to date	US\$ _____
4. Less: total cumulative expenditures incurred	US\$ (_____)
5. Closing cash balance as at	US\$ _____

II. Cash requirements forecast

6. Estimated disbursements for six-months ending ³⁸	US\$ _____
7. Less: closing cash balance (see item 5, above)	US\$ (_____)
8. Total cash requirements for the six-months	US\$ _____

Prepared by _____ Request approved by _____
Duly authorized official of cooperating agency/ supporting organization

³⁸ A cash request should be supported by a detailed itemized breakdown of estimated expenditures using the same budget lines as per the approved budget in UNEP format, **Annex O**.

ANNEX O: FORMAT OF QUARTERLY PROJECT EXPENDITURE ACCOUNTS FOR SUPPORTING ORGANISATION

Quarterly project statement of allocation (budget), expenditure and balance (Expressed in US\$) covering the period

..... to

Project No. Supporting Organization

Project title:

Project commencing: Project ending:

(date)

(date)

Object of expenditure by UNEP budget code	Project budget		Expenditure incurred				Unspent balance of budget	
	allocation for year.....		for the quarter		Cumulative expenditures this year		allocation for year	
	m/m (1)	Amount (2)	m/m (3)	Amount (4)	m/m (5)	Amount (6)	m/m (7)	Amount (2)-(6)
1101 Headquarters Senior Technical Coordinator (P5) / 48 w/m								
1102 GIS Specialist Headquarters (P3) / 12 w/m								
1201 National Coordinators (3 of 6 countries ***) / 144 w/m								
1202 National Assistants (3 of 6 countries ***) / 144 w/m								
1301 Sub-regional Admin Assistant (G5) / 48 w/m								
1601 Missions To/From Rome (Rome Coord: 4, Regional Coord: 2, Training expert 2)								
2201 ENDA-Pronat Village-level diagnostic surveys, and monitoring								
3201 Training of the trainers								
3202 Trainer Refresher Workshops								
99 GRAND TOTAL								

Signed: _____
Duly authorized official of supporting organization

NB: The expenditure should be reported in line with the specific object of expenditures as per project budget

ANNEX P: TERMINAL REPORT FORMAT

1. Background Information

1.1 Project Number

1.2 Project Title

1.3 UNEP Division/Unit

1.4 Implementing Organization

2. Project Implementation Details

2.2 Project Activities (*Describe the activities actually undertaken under the project, giving reasons why some activities were not undertaken, if any*)

2.3 Project Outputs (*Compare the outputs generated with the ones listed in the project document*)

2.4 Use of Outputs (*State the use made of the outputs*)

2.5 Degree of achievement of the objectives/results (*On the basis of facts obtained during the follow-up phase, describe how the project document outputs and their use were or were not instrumental in realizing the objectives / results of the project*)

2.6 Determine the degree to which project contributes to the advancement of women in Environmental Management and describe gender sensitive activities carried out by the project.

2.7 Describe how the project has assisted the partner in sustained activities after project completion.

3. Conclusions

3.1 Lessons Learned (*Enumerate the lessons learned during the project's execution. Concentrate on the management of the project, including the principal factors which determined success or failure in meeting the objectives set down in the project document*)

3.2 Recommendations (*Make recommendations to (a) Improve the effect and impact of similar projects in the future and (b) Indicate what further action might be needed to meet the project objectives / results*)

4. Attachments

4.1 Attach an inventory of all non-expendable equipment (value over US\$ 1,500) purchased under this project indicating Date of Purchase, Description, Serial Number, Quantity, Cost, Location and Present Condition, together with your proposal for the disposal of the said equipment

4.2 Attach a final Inventory of all Outputs/Services produced through this project

c) Technical Information / Public Information

No	Description	Date
1.		
2.		
3.		

d) Technical Cooperation

No	Type (note 6)	Purpose	Venue	Duration	For Grants and Fellowships		
					Beneficiaries	Countries/Nationalities	Cost (in US\$)
1.							
2.							

e) Other Outputs/Services (e.g. Networking, Query-response, Participation in meetings etc.)

No	Description	Date
1.		
2.		
3.		

Note 4: Meeting types (Inter-governmental Meeting, Expert Group Meeting, Training Workshop/Seminar, Other)

Note 5: Material types (Report to Inter-governmental Meeting, Technical Publication, Technical Report, Other)

Note 6: Technical Cooperation Type (Grants and Fellowships, Advisory Services, Staff Mission, Others)

ANNEX Q: INVENTORY OF NON-EXPENDABLE EQUIPMENT PURCHASED AGAINST UNEP PROJECTS³⁹
UNIT VALUE US\$1,500 AND ABOVE AND ITEMS OF ATTRACTION

As at _____
 Project No. _____
 Project Title _____
 Executing Agency: _____
 Internal/SO/CA (UNEP use only) _____
 FPMO (UNEP) use only _____

Description	Serial No.	Date of Purchase	Original Price (US\$)	Purchased / Imported from (Name of Country)	Present Condition	Location	Remarks/recommendation for disposal

The physical verification of the items was done by:

Name: _____

Signature: _____

Title: _____

Date: _____

ANNEX R:

UNEP/GEF REPORT ON PLANNED PROJECT COFINANCE AND ACTUAL COFINANCE RECEIVED

(report required as at 31 December during project execution)

Title of Project:										
Project Number: IMIS: GFL-2328-pppp-nnnn										
Name of Executing Agency:										
Project Duration:										
Reporting Period:										
Cofinancing (US\$)	IA own Financing		Government		Other*		Total Financing		Total disbursement	
	**Proposed Budget	Actual Received	**Proposed Budget	Actual Received	**Proposed Budget	Actual Received	**Proposed Budget	Actual Received	**Proposed Budget	Actual Disbursed
Committed in kind support							0	0		
Committed in cash							0	0		
Leveraged resources***										
Committed in kind support							0	0		
Committed in cash							0	0		
Total	0	0	0	0	0	0	0	0	0	0

Name: _____

Position: _____

Date: _____

***Other** refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries

****Proposed** co-financing refers to co-financing proposed at CEO endorsement

*** **Leveraged resources** are additional resources - beyond those committed to the project itself at the time of approval - that are mobilized later as a direct result of the project. Leveraged resources can be financial or in-kind and may be from other donors, NGOs, foundations, governments, communities or the private sector.

