

**ANNEX A 3: GHANA - NATIONAL DEMONSTRATIONS FOR TESTING BEST
AVAILABLE PRACTICES AND BEST AVAILABLE TECHNOLOGIES FOR
SUSTAINABLE TOURISM**

Sub Components – 1.a, 1.b and 1.c: Environmental management systems, Eco-tourism and Poverty alleviation

Ghana:

In Ghana, tourism is an emergent key source of national income contributing an estimated US\$400 million to the GDP of Ghana. It is currently the 4th largest foreign exchange earner in the country. Its peaceful atmosphere and stable political climate make it a good choice for investors. As far as coastal tourism is concerned, the country is endowed with a wide range of both natural and historical potentialities. Thus, Ghana's coastline extends for about 550km and is generally low lying ($\leq 200\text{m}$ above sea level). The coastal zone of Ghana abounds in rich marine ecosystems coupled with considerable historical monuments.

Generally concentrated along the coast are attractive old forts and castles built by Europeans during the period 1482 to 1837. The forts and castles which initially served as trading posts for the trade in gold and ivory were later used as slave dungeons and transit points for slaves who were shipped to the Americas. Currently a number of the forts and castles including Cape Coast and Elmina castles have been designated as UNESCO World Heritage Sites. Ghana's castles attract several thousand international and domestic tourists annually.

It must be noted that all along the coast of Ghana, relatively improved road infrastructure is available. Ghana is one West African country with high class resort (e.g. La Palm Royal Beach Hotel, Elmina beach resort as well as Busua beach resort). However, poor sanitation and management of human wastes in the coastal settlements could adversely affect patronage of beaches by foreign tourists. In addition, sewage pollution from major cities, like Abidjan in Cote d'Ivoire, has in the past resulted in algal blooms on the western coast of Ghana, which besides creating serious problems for artisanal fishermen also reduces the aesthetic value of the beaches. Plastic bags and other solid waste constitute in several points of the coast a serious concern. This has recently led to a project of collection and recycling of plastic in Central region of Ghana.

The historic city of Ada, which is a major tourist attraction, has lost some 150 meters of land (from the Volta estuary to Orokpe) to the sea as a result of coastal erosion over the past 45 years. Other beaches suffering from erosion are the Keta coast (from Dzelukofe to Blekusu); This led to the Keta land reclamation project. The Labadi beach which is seriously eroded from Osu to Kpeshi lagoon). The mangroves and wetlands in Ghana are threatened and are steadily being destroyed as a result of fuel wood gathering, clearance for salt pans by the salt extraction industry, urban pollution and urban encroachment. The destruction of mangroves and wetlands affect biological diversity and eventually pose a threat to coastal eco-tourism particularly bird watching activities. Sand and gravel mining on the beaches although banned, continues to be main supply source for construction of houses in the smaller towns and settlements. It is one of the causes of coastal erosion. The exposed pits from the quarries affect the aesthetical attractiveness of these areas. Despite these problems a legal framework for coastal zones as well as the tourism industry exists, and is regularly reshaped to offer a good framework to address the above difficulties. But enforcement is yet to be successfully implemented.

A study by Ghana's Ministry of Tourism, UNDP and World Tourism Organisation in 1996 (National Tourism Development Plan for Ghana, 1996-2010) noted that the entire Volta estuary offer good beaches, quiet water areas for marine recreation and a serene environment suitable for picnicking, walking and boating. In 2004 the sector contributed US \$800,000 and created 180,000 jobs with 650,000 international arrivals. The Government of Ghana has a projected an income of about US \$274 million from employment of 307,000 persons in the tourism industry by the year 2010. It further expects that net foreign exchange earnings will be US\$1,250 million and total tourism receipts of US \$1,562 million. The contribution of tourism to gross GDP is expected to rise from 3.9% in 2000 to 7.4% in 2010. Trends in the contribution of the tourism sector to the economy of Ghana indicate a steady rise. For example tourist arrivals in Ghana rose from 92,000 in 1986 to 146,000 by 1990. It is further estimated that almost 300,000 arrivals were recorded in 1995. In terms of contributions to GDP, receipts from tourism were 0.45% in 1986 and rose to 3.5% in 1995. Nominal receipts also rose from US\$ 27 million in 1986 to US\$237 million by 1995. Ghana's tourism development plan targets the coastal zone as one of the centres for growth. In view of the above any degradation that could put tourists at risk will result in the non-achievement of the set targets. It's important to point out that in some high class resorts, (Labadi Beach Hotel, La Palm Royal Beach) there is a growing awareness on environmental management systems. Efforts of overcome difficulties related to lack of coordinating mechanisms are being made. The private tourism sector association is very active in the country.

There were originally two logical frameworks for Ghana as two demo projects were proposed, but during the Inception period, the Ghana team dropped one site (Nzulezo) as the site had already obtained considerable funding from another source for eco-tourism development.

Country:	Ghana – Site 1
Title:	Integrated Eco-tourism Destination Planning and Management, Ada Estuary
Executing bodies:	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: 1A. Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes and, 1B. 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.
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 smaller 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 as well as support the growth of eco-tourism.
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. Ada freshwater lagoons); 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:

- ▶ 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 through eco-tourism initiatives.
- ▶ 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:

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Project Objectives and Activities:

Background:

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 small to medium size hotels, in order to reduce their environmental impacts on the coastal and marine environment. The Ada site is typical of such hotels and guesthouses.

The project will achieve this by utilising participatory processes for:

- ▶ *Streamlining environmental assessment requirements for new budget hotels and guesthouses.* 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.
- ▶ *Reduction of water use based conflicts.* Early during the implementation period a complete understanding and zoning of Ada lagoon water users and their priority needs will be assessed and the outputs utilised to negotiate a long term solution to current conflicts.
- ▶ *Developing and implementing capacity building programmes for institutions and associations that are linked with budget hotels and small scale tourism businesses.* A training programme will be developed and delivered to: regulatory agencies; environmental specialists; environmental technology suppliers; eco-tourism entrepreneurs 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, joint ventures and marketing for 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.
- ▶ Cross country sharing of experiences for replication in the other participating countries and even other non project sub Saharan African countries

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 project Focal Points together with the Ghana Hotels Association, in close collaboration with the Ghana Tourism Board and the Environmental Protection Agency. The Focal Points 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.

The basic structure is depicted in Figure 1 as follows:

- 1) Executing agency EPA
- 2) Multistakeholder advisory group (EPA, Min of Envir, Min of Tourism, Ghana hotels Assoc, Municipal authorities, Ghana Wildlife Soc, Friends of the Earth, Ghana, Professional Assocs, Community Assocs.
- 3) National project focal points (to provide strategic and operational direction)
- 4) Demo project coordinators for both project sites to enable smooth communication and linkage with project partners
- 5) Local site pro bono management committees to ensure maximum local ownership and involvement

Involvement of Stakeholders and Beneficiaries:

The project relies upon building strong participatory approaches, particularly since key activities relating to regulatory frameworks and environmental standards, as well as joint venture initiatives 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
- ▶ Community groups and associations involved in eco-tourism initiatives.

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.
- ▶ Demonstrating the value of private sector/community joint venture projects to expand eco-tourism as a marketable product in the area.

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.

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

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.

Small scale hotels and guesthouses are potentially well placed to develop joint venture partnerships

with local community associations and groups as they are 'closer to the ground' than larger international hotel chains who tend to rely on international managers and 'all in one' tourism packages.

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)

Social and livelihood Indicators

- Number of private sector /community joint venture partnerships
- Value of such partnerships
- Diversity of eco-tourism products in the marketplace
- Number of community households benefiting from eco-tourism initiatives
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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.

Ghana Demo Project Site 1 Ada: – Revised Logical Framework

Overall Objective: To promote sustainable destination planning through; improved conservation, management and monitoring of coastal biodiversity, improved visitor facility planning & waste management, and enhanced & diversified local eco-tourism business opportunities.

Narrative	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions/Risks
<p>1. Main Result 1 (Component 1) Developed and tested BAPs and BATs for reducing land-sourced pollution and environmental degradation resulting from tourism</p>	<p>The number of BAPs and BATs tested and developed namely; one on EMS for small hotels, one on integrated destination planning (including marine erosion control mechanisms) and one on enhancing eco-tourism business opportunities through joint venture partnerships</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p>	<p>BATs and BAPs can be developed and tested with significant results within a 3-4 year time period</p>
<p>Activities contributing towards Result 1:</p>			
<p>1.1 Develop baseline environmental, social and economic indicators for each BAP or BAT intervention topic</p> <p>1.2 Build upon the existing district level tourism plan to develop an integrated destination plan to address the identified key issues (no coordination, no clear land acquisition process/ mechanism, facility waste and</p>	<p>Regular collection, collation and analysis of demo project data</p> <p>Evidence of an integrated plan and compliance and enforcement of such a plan by all relevant authorities</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p> <p>Consultancy reports</p>	<p>Interest from communities, private and public sector bodies to work in a joint venture with the COAST Project</p>

<p>sewage management, water use zonation, island development regulation, biodiversity destruction, marine erosion, community marginalisation)</p> <p>1.10 Commission a study to research the marine erosion problem and building on any previous work, make costed recommendations to the project management committee</p> <p>1.11 Hold stakeholder consultations regarding water use management and prepare a water use zonation policy together with supporting regulations</p> <p>1.12 Purchase necessary inputs for demarcating water use zones clearly to general public</p> <p>1.13 Work with selected hotel owners to introduce improved EMS into their facilities and document the full costs and benefits for dissemination purposes to all other visitor establishments within the demo site</p>	<p>Consultancy recommendations and committee actions to follow up on these</p> <p>Evidence of agreement over a water use in the estuary and lagoons</p> <p>Evidence of information provision and public awareness over different water use zones</p> <p>Number of consultancies and technical inputs to resolve specific issues/needs</p> <p>Number of other hotel owners investing in EMS technology and practices</p> <p>Changes in waste and sewage disposal methods/infrastructure as compared with baseline year</p>	<p>Stakeholder views and perspectives from participatory surveys</p>	
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<p>1.14 Provide Technical assistance and support for joint eco-tourism initiatives and sustainable use of surrounding natural environments (mangroves, fish, birds, turtles, etc)</p> <p>1.15 Explore options for sustainable alternative sources of income based on natural resources (e.g. sale of fishing products; honey production; crab farming, fruit products, local mangroves, estuary fishing and bird guiding; development of mangrove boardwalks; arts and crafts, direct employment)</p> <p>1.16 Develop a mechanism for land acquisition in environmentally sensitive areas (islands and lagoons)</p>	<p>Number of joint-venture partnerships signed or in process</p> <p>The number of families benefiting from such alternative livelihoods as compared with the baseline year</p> <p>Local District assembly and chiefs approve and implement the proposed mechanism</p>		
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<p>2. Main Result 2 (Component 2) Developed mechanisms for sustainable tourism governance and management</p>	<p>A coastal zone task force or multi-partner group with diverse representation of stakeholders is meeting on a regular and effective basis, and is able to influence government, community and private sector initiatives within the demo site area</p>	<p>Project reports</p> <p>Coastal zone multi-partner meetings and reports</p> <p>Stakeholder views and perspectives from participatory surveys</p>	<p>The existing stakeholders will welcome the COAST project and be willing to take on and promote the recommendations arising from the demo sites, thereby providing a mechanism for influencing governance and future policy</p>
<p>Activities contributing towards Result 2:</p>			
<p>2.1 Support the development of a multi-partner stakeholder group, including government departments (environment, forestry, wildlife, fisheries, tourism, Volta river authority), community based organisations, NGOs and the private sector to improve communication, cooperation, resolve conflicts and improve destination planning within the Ada estuary</p> <p>2.2 Support and test the development of Responsible Tourism Guidelines for Ghana within the framework of the Tourism Masterplan, and within the integrated destination plan for the demo site</p> <p>2.3 Raise public and investor awareness regarding existing and/or newly introduced policy</p>	<p>Evidence of the feedback and results provided to the multi-partner group and evidence of local policy revisions, regulatory provisions and compliance.</p> <p>Evidence of a sustainable coordination mechanism for destination planning at the demo site. Number of new investors complying with the guidelines</p> <p>Review and application of the policy and regulations within the demo project area. Number of law</p>	<p>Project publications and website resources</p> <p>Meeting reports and recommendations</p> <p>Stakeholder views and perspectives from participatory surveys</p> <p>Partner organisation reports</p>	

and regulations on land acquisition and enforce them 2.4 Promote awareness on the existing sand winning, fishing and wildlife regulations and improve enforcement 2.5 Commission a consultancy to examine options for sustainable financing approaches for integrated destination tourism developments in the Ada-Foah estuary area	breakers prosecuted Improved public awareness and changed behaviours when compared with the baseline year. Number of prosecutions Evidence of consultant recommendations being discussed and follow up actions planned and agreed	Consultancy report	NB>Not included in the workgroup output, but considered to be important for the longer term sustainability of the Ada estuary tourism development plan
3. Main Result 3 (Component 3) Delivered training and capacity building in sustainable eco-tourism using an integrated approach	Evidence of consistency between the training needs assessment and training design and delivery Evidence of locally available training courses on the topics originally designed and promoted by the demo project	Project publications and website resources Stakeholder views and perspectives from participatory surveys	Suitable locally based research, education or training organisation is interested to partner with the project to develop local stakeholder capacity in sustainable eco-tourism management and destination planning
Activities contributing towards Result 3:			
3.1 Identify and establish an MoU with a locally based training and/or research institute in order to build sustainable eco-tourism and destination planning & management capacity within Ghana 3.2 Commission a consultancy to undertake a training needs assessment for stakeholder and	Nature and effectiveness of the MoU as measured by the number and diversity of trainings held Training needs assessment report and the number of trainings design and delivered during the	Project publications and website resources Stakeholder views and perspectives from participatory surveys Partner organisation reports Consultancy reports	

community level training and design and deliver training 3.3 Training support for EPA, Min of Tourism, and other stakeholders in the demo area in; EMS, joint venture partnerships, destination planning, marketing, leadership, small business opportunities, etc 3.4 Support exchange visits between Ghanaian and other regional eco-tourism initiatives for capacity building purposes	demo project period Number and type of individuals and community associations who have benefited Number of stakeholders benefiting from the training and exchange visits. Changes in management practices resulting from such visits at demo sites	Visit reports	
4. Main Result 4 (Component 4) Captured, managed and disseminated information to assist in replication and uptake of best practices and lessons	Number and type of the BAPs and BATs documented and disseminated Number and type of media used to disseminate the project results and raise awareness	Project publications and website resources Stakeholder views and perspectives from participatory surveys	Stakeholders within the demo project area are willing to share their experiences with other areas and organisations beyond the demo project site
Activities contributing towards Result 4:			
4.1 Targeted awareness raising to encourage enforcement of natural resource sustainable use and waste management within Ada estuary and RAMSAR site 4.2 Production of best practice guidelines for both local communities and visitors to the demo site 4.3 Design and disseminate	Number, type and extent of awareness raising events Number and type of materials produced and the extent of their dissemination Number and type of information	Project publications and website resources Stakeholder views and perspectives from participatory surveys	NB> This activity was not identified by the workgroup, but is included in the original design of the GEF project

<p>HIV/AIDS and gender awareness materials widely within the demo project area in order to address equity concerns among stakeholders</p> <p>4.4 Disseminate lessons of best practice and advances in Ghanaian integrated tourism destination planning and ecotourism through case studies that include tangible information on socio-economic and environmental improvements</p>	<p>materials produced and the extent of their dissemination</p> <p>Availability of such information in demo sites, hotels, tour operator offices, and in their visitor packages and websites</p>		
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ANNEX A 4: KENYA - NATIONAL DEMONSTRATIONS FOR TESTING BEST AVAILABLE PRACTICES AND BEST AVAILABLE TECHNOLOGIES FOR SUSTAINABLE TOURISM

Integrated Sustainable Tourism Planning and Management at Watamu on the Kenya Coast (Relevant Sub Theme(s) 1a), 1b), 1c): with elements of Environmental Systems Management and Eco-labelling; Eco-tourism and Reef recreation management).

Tourism Context in Kenya:

The coastal economy of Kenya is heavily dependent on maritime and harbour activities, fisheries, commerce and tourism. In Kenya, tourism has been steadily growing both in terms of numbers and revenue generated since independence and it continues to be one of the most important economic sectors in the country. Tourism contributes 12.5% of the GDP to the country, of which, coastal tourism accounts for 60%. Even though safari tourism has been for years the main tourist product for East Africa, the coastal region is currently the main tourist destination for both national and international tourists (visitors). Immediately after independence, tourism was the fastest growing sector of the Kenyan economy. Only coffee and tea production brought in more foreign exchange. Income from tourism first exceeded that from coffee in 1989. Between 1990 and 1993, 3.23 million foreign visitors came to Kenya, representing about 5% of the tourist trade in Africa and about 28% of that of Eastern Africa. However, besides the positive gains from tourism, the sector also impacts negatively on the coastal and marine environment. The first hotels in the northern part of Diani were built in the late 1960s/early 1970s, and over time it has grown to become Kenya's most developed beach resorts. Beach front property that was priced at thousands of Kenya shillings an acre 30 years ago, are now sold in the range tens of millions. The result has been exclusion of fishing and other local communities from prime land with beachfront access, and the northern part of Diani has already lost three traditional fishery landing sites. In the past, intense competition has existed between fishing and tourism and other development interests, with the latter succeeding in taking over beach-front land and conversion of many public access routes to private property.

Mass tourism is at the origin of many of the key development issues in coastal areas of the country. In Malindi, resorts are constructed without any serious feasibility study. Cases of encroachment on fishing landing sites, marine parks and privatization of beaches are numerous. Lack of physical planning in the coastal zone has two main consequences: a) the development of resorts at the sea front resulting in the acceleration of beach erosion (e.g. Mombasa area) ; b) occupation of sensitive habitats by local communities with its effects on biodiversity loss.

Tourism activities in the coral reefs (Diani – Chale coral reef, Malindi coral reef, etc) cause direct pressure on these ecologies e.g. boating and reef walking, whereas collection of ornaments including shells and ornamental fish for the tourist market add indirect pressure on the coral ecosystem. Generally, with the exception of protected areas, most coral reef areas along the coast are under pressure from over-exploitation.

Land development activities including urbanization and agriculture sector developments are also major sources of contaminants in the coastal zone. Coastal urban centres, including Mombasa, experience poor waste management because of inadequate or non-existent waste disposal facilities and infrastructure, such as sewage treatment and/or sewerage facilities. Regulations are generally framed but there is a critical problem in enforcement, related to poor institutional governance. This is surprising in a country where private sector seems to be well empowered and organized. Nevertheless, lack of an institutional framework that can facilitate public-private partnerships in undertaking activities that would minimize the negative impacts of tourism remains a serious challenge. On the other hand, there is lack of coordination with neighbouring countries in respect of developing tourist facilities and promoting regional tourism, despite the fact that the country depends on and often share the same ecosystems as its coastal neighbours. Despite these problems, there is a growing awareness on the issue of responsible tourism. Success stories generally come from the community based ecotourism projects (e.g. Wasini, Watamu, Mida creek). Some key National and Regional institutions however have recently been developing capacity to address these constraints. Thus 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 NEMA at a Secretariat based in Nairobi. With the support from Global Environmental Facility COSMAR has the responsibility to develop and protect the marine and coastal environment. Another positive aspect is the experience of the Kenya Eco-rating Scheme which is a voluntary initiative by the Kenya tourism industry designed to further the goals of sustainable tourism by recognizing the efforts aimed at preserving environmental, social and cultural values. The Ecotourism Society of Kenya launched the Scheme in October 2003. Nevertheless, the country is yet to succeed in minimizing the environmental and the socio cultural negative impacts of mass tourism. Tanzania claims their sustainable tourism strategy aims to avoid the difficulties Kenya is facing to sustain this sector.

The Demonstration Project in a Nutshell:

Country:	Kenya		
Title:	Integrated Planning and Management of Sustainable Tourism at the Coastal Area of Watamu		
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 Themes:			
Integrated Sustainable Tourism Destination Planning addressing all three priorities, namely:			
<ul style="list-style-type: none"> • 1 a) Establishment and Implementation of Environmental Management Systems and Voluntary Eco-certification and Labelling Schemes • 1 b) Development of eco-tourism to alleviate poverty, through sustainable & supporting livelihoods and, generate revenues for conservation of biodiversity and the benefit of the local community. • 1 c) 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:			
Tourism is a major economic sector in Kenya and tourism activities concentrate in the inland wildlife-			

reserves and at the Indian Ocean Coast. For example tourism accounts for 45 per cent of all the economic activities and employs directly around 40,000 workers in Mombasa District. It also earns 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.

In 1995 a National Tourism Master Plan was adopted that had at 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 were established for the period of 2002-2008 with the theme "Effective Management for Sustainable Economic Growth and Poverty Reduction" and these are expected to be built upon during the next planning period. These plans have an obvious tourism focus in the Coastal Districts.

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), and the Environmental Impact Assessment and Audit regulation).

Global and Regional Benefits:

- Reduction of pollution from coastal tourism, by improving sanitation and waste management, and implementing a 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:

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Ministry of Tourism :

Mr Lagat Kipkorir
Actg Director of Tourism
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For Operational Purposes:

Mr Katua
Deputy Director COSMAR
NEMA E-mail: skatua@nema.go.ke

Ms Lilian Ayimba, Ministry of Tourism, Coast Province
 Tel: + 254 721 21 02 67 Email: layimba@yahoo.com

Project Objectives and Activities:

Background: The Kenya coastline stretches for about 300 kms from Shimoni in the south to Lamu in the north. The approximately 30 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 coast region boasts 5 Marine Parks and Reserves that are prime sites for 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 Wasini), where community-based initiatives intend to make a sustainable use through ecotourism, and agricultural activities (e.g. apiculture, controlled harvesting and re-planting of mangroves).

This project will primarily focus on the Watamu area, but also contribute lessons and experience sharing to stakeholders in the Wasini area.



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

Main objective:

The tourism sector along the Kenyan coast is well developed and concentrated to specific areas, while rapidly expanding to new zones of 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 level, which shares common environmental and geographical features and corresponds to the jurisdictional area of institutions along the coast. 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 eco-hydrology (e.g. UNESCO- IHP) as they impact on the coastal zone.

Project Activities:

Focus on policies, regulations and capacity building:

- Specify and test which of the existing guidelines, strategies and regulations within the framework of the National Tourism Policy, are relevant for coastal tourism and ecotourism
- Support the development of a Sustainable Coastal Tourism Research, Resource and Training Capacity by working through appropriate locally based education/research organisations
- Extend the sensitivity maps (using GIS) on tourism use and MPAs to the entire project area
- Establish a monitoring programme for tourist sites using appropriate indicators (UNWTO methodology)
- Review and strengthen coordination mechanisms re tourism development at different levels
- Support the review of a 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, within which the tourism sector is fully integrated within the demo project area.

EMS and eco-certification:

- Develop and deliver EMS training modules for hotels at the demo site
- Create financial incentives for the application of EMS techniques and technology
- Conduct a feasibility study for the application of the Blue Flag certification for beaches and support local stakeholders to begin to implement the results
- Apply supply-chain management in EMS, with the involvement of tour operators and local

producers

- Review current EIA and Auditing processes
- Establish coastal water quality monitoring mechanisms and facilities for the project area
- Review standards, policies, regulations and legislation on infrastructure and building on coastal areas

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

- Develop and implement demos in order to develop models for:
 - Institutional structures and mechanisms for destination level coordination, planning and management of tourism development and operations
 - Conflict resolution and beach use with the objective of reducing negative environmental impacts of tourism operations, and ensure a more balanced distribution of tourism benefits through strengthening cooperation between local SMEs, resorts and local government offices
 - Establish monitoring system for destinations, coastal zones and ecotourism sites (e.g. reefs, mangrove habitats), through the application of sustainability indicators (UNWTO 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)
- Revise licensing and pricing schemes for user fees to benefit locals
- 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 practices
- Develop guidelines for ensuring gender equity in tourism development and public awareness on HIV/AIDS
- Apply participatory planning and design techniques for tourism infrastructure in protected areas and community projects (e.g. boardwalks, mooring buoys)
- Deliver community 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 within 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
- Provide training on tourism management, and regulations of marine 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 tested 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 use is developed and adjusted in MPAs.

Project Management Structure and Accountability:

The demo areas will be managed by NEMA, jointly with the Ministry of Tourism and Wildlife, through their district and local level offices, and through consultation with other stakeholder groups at the national and local coastal zone level. Figure 1 provides an overview of the implementation structure in more detail:

6. Director of NEMA (project executing agency)
7. National advisory group consisting of various stakeholders
8. NEMA and Min of Tourism as the National focal points
9. Demo project coordinator (recruited for the project period on an annual renewable contract basis with a specific TOR and set of duties)
10. Pro bono Stakeholder committee from the Watamu demo site (with some linkage for lesson learning to stakeholders in Wasini)

In order to support smooth implementation of the demo project, the UNIDO Kenya country office will operate an account for the COAST project and will disburse funds through NEMA based upon the specific work plan period (set of activities) for which funds are being requested. All expenditure must be receipted and returned to this UNIDO office, before any further tranche of funds can be authorised. Financial reporting will follow UNIDO rules

Involvement of Stakeholders and Beneficiaries in design preparation:

A national workshop was held during the planning phase (PDF-B) and a national multi-stakeholder project committee was set up involving stakeholders from different sectors. Consultations were held with the involvement of the project expert team at the local destinations of the coastal zone during the planning. Multi-stakeholder coordination mechanisms are planned to be set up during implementation and are likely to include 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, to 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
- iii) Evidence of local authority, community and private sector support.

Co-Financing:

This needs to be clearly agreed during the inception phase/first year with commitments at each activity level within the demo site areas agreed for each year's work plan.

Key sources of co-financing to the project include:

- Government agencies – hosting meetings, office space and facilities, personnel, in-country transportation
- The Kenya Association of Tour Operators and other tourism representative organisations – hosting meetings, mobilising members to provide meeting venues, accommodation, (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.

Replicability:

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

Monitoring & Evaluation Process:

During the first six months of the implementation phase, project partners will need to develop a responsibility matrix for M& E data collection. Some of the suggested criteria and indicators which may be selected for inclusion in this matrix are listed below:

Tourism 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 Kenya coastal zone:

- % of coastal area with tourism development which has comprehensive integrated planning
- Status of the a Sustainable Coastal Tourism Training & Research body (existence of arrangements with other research and educational institutions, curricula developed, facilities installed, staffing, etc.)
- % 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 an 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. faecal 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 groups (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
- 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 supplies
- 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, % re-invested 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 conduct 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 have been detected. Sensitivity mapping and user impact evaluations through GIS has been initiated and completed for some beach areas (e.g. Diani beach), but its application is relatively limited and the project aims at extending it to Watamu. The monitoring capacity is very limited at these 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.

Kenya Demo Project: Watamu (with capacity building linkage to Wasini) – Revised Logical Framework

Overall Goal: Supporting 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

Narrative	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions/Risks
<p>1. Main Result 1 (Component 1) Developed and tested BAPs and BATs for reducing land-sourced pollution and degradation resulting from tourism</p>	The number of BAPs and BATs tested and developed namely; one on water recycling and efficiency, one on eco-tourism partnerships and one on EMS, eco-labelling and certification	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p>	BATs and BAPs can be developed and tested with significant results within a 3-4 year time period
Activities contributing towards Result 1:			
<p>1.1 Establish a monitoring baseline and process indicators to assess progress during demo project implementation</p> <p>1.2 Work with selected hotels to demonstrate an investment rationale for EMS, eco-certification and labelling</p> <p>1.3 Identify actions required by hotels and partners in order to obtain Green Key and Blue Flag certification</p> <p>1.4 Test and evaluate the uptake of EMS within supply chain relationships</p> <p>1.5 Build upon WIO-LAB BAT to demonstrate how improved</p>	<p>Regular collection, collation and analysis of demo project data</p> <p>Evidence demonstrating the investment rationale based upon real facts and figures from demo hotels and operators involved in the project</p> <p>Evidence in the form of a vision statement and action plan pathway for hoteliers to work towards</p> <p>Evidence of data on EMS supply chain relationship and targets based upon selected demo project hoteliers</p> <p>Physical development of a demo waste water facility</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p> <p>Consultancy reports</p>	

<p>waste water quality can improve the environment in Watamu town</p> <p>1.6 Develop and test a model for reducing stakeholder conflicts and improved benefit sharing mechanisms</p> <p>1.7 Develop and test improved marketing for community-based eco-tourism initiatives</p> <p>1.8 Support participatory planning and design of investments within the marine park area</p> <p>1.9 Identify and map community protected areas and obtain legal recognition of the same</p>	<p>Baseline and follow up monitoring environmental data</p> <p>Evidence of a practical conflict management mechanism being used</p> <p>The number and type of community-based initiatives being marketed through local hoteliers and operators compared with the baseline year</p> <p>Evidence of diverse stakeholder involvement in KWS marine park planning mechanisms</p> <p>KWS recognition of the value of such sites</p> <p>Agreed process for legal recognition in place</p>		
<p>2. Main Result 2 (Component 2) Developed mechanisms for sustainable tourism governance and management</p>	<p>A coastal zone task force or committee with diverse representation of stakeholders is meeting on a regular and effective basis, and is able to influence government and private sector initiatives within the same zone</p>	<p>Project reports</p> <p>Coastal zone committee meetings and reports</p> <p>Stakeholder views and perspectives from participatory surveys</p>	<p>The existing CZM committee will welcome the COAST project and be willing to take on and promote the recommendations arising from the demo sites, thereby providing a mechanism for influencing governance and future policy</p>
<p>Activities contributing towards Result 2:</p>			
<p>2.1 Test and evaluate the draft Tourism policy within the demo project area, and provide feedback to the CZM committee</p> <p>2.2 Review the Tourism planning</p>	<p>Evidence of the feedback and results provided to the CZM committee and evidence of policy revisions</p> <p>Evidence of feedback on the</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory</p>	

<p>mechanisms and provide feedback to the CZM committee</p> <p>2.3 Monitor, review and provide recommendations on the pricing policy and benefit sharing mechanisms within the marine national parks</p> <p>2.4 Develop a disaster preparedness plan which is integrated across all relevant sectors</p> <p>2.5 Provide advice and support to enhance the environmental award scheme for hotels, community groups and schools</p> <p>2.6 Review current EIA and auditing processes within NEMA and modify so as to make specific to the tourism sector</p> <p>2.7 Review standards, policies, and regulations on infrastructure planning and development in line with the draft tourism policy</p> <p>2.8 Develop a coordination model for sustainable tourism at Watamu as an example of destination planning</p> <p>2.9 Commission a consultancy to examine options for sustainable financing approaches for community tourism</p> <p>2.10 Develop and test a code of conduct for reef users</p>	<p>mechanisms and the debates and decisions made as a result by the CZM committee</p> <p>Changes in pricing and benefit sharing mechanisms and policy within KWS</p> <p>The existence of a disaster preparedness plan and awareness and clarity on the various roles across the relevant stakeholders</p> <p>Increased community and private sector interest in the awards.</p> <p>Increased sponsorship</p> <p>Evidence of modification of the NEMA EIA process in relation to the tourism sector</p> <p>Number of recommendations on changes in policy, regulation and standards made, and the number approved within the draft policy</p> <p>Evidence of a sustainable coordination mechanism for destination planning at the demo site</p> <p>Completed consultancy and its recommendations</p> <p>Existence of the code of conduct and the number of operators and</p>	<p>surveys</p>	
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2.11 Review zoning, use and boat operator rules and regulations	hotels promoting its use Changes in the use zoning and operator rules and regulations as a direct result of project activity		
3. Main Result 3 (Component 3) Delivered training and capacity building in sustainable tourism using an integrated approach	Evidence of consistency between the training needs assessment and training design and delivery Evidence of locally available training courses on the topics originally designed and promoted by the demo project	Project publications and website resources Stakeholder views and perspectives from participatory surveys	Suitable locally based research, education or training organisation is interested to partner with the project to develop local stakeholder capacity in sustainable tourism management
Activities contributing towards Result 3:			
3.1 Identify and establish an MoU with a locally based training and/or research institute in order to build sustainable tourism management capacity along the Kenya coast 3.2 Design and deliver EMS training for selected hotels in the demo site area 3.3 Commission a consultancy to undertake a training needs assessment for stakeholder and community level training and design and deliver training in one or more of the following (water sports, languages, sustainable fishing, business planning, tourism management) 3.4 Design and deliver reef ecology, recreation and	Nature and effectiveness of the MoU as measured by the number and diversity of trainings held Number and type of hotels and tour operators who have benefited Training needs assessment report and the number of trainings design and delivered during the demo project period Number of stakeholders benefiting from the training and	Project publications and website resources Stakeholder views and perspectives from participatory surveys Consultancy reports	

conservation management training	changes in visitor practice and/or management of the reef areas within the demo site		
4. Main Result 4 (Component 4) Captured, managed and disseminated information to assist in replication and uptake of best practices and lessons	Number and type of the BAPs and BATs documented and disseminated Number and type of media used to disseminate the project results	Project publications and website resources Stakeholder views and perspectives from participatory surveys	Stakeholders within the demo project area are willing to share their experiences with other areas and organisations beyond the demo project site
Activities contributing towards Result 4:			
4.1 Extend the existing sensitivity mapping using GIS to cover tourism use and local livelihood use for both marine and land-based activities 4.2 Develop and test an enhanced monitoring mechanism for destination planning using UNWTO indicators and experiences 4.3 Design and disseminate HIV/AIDS and gender awareness materials widely within the demo project area in order to address equity concerns among stakeholders 4.4 Design and deliver information on reef conservation and management activities to tourists and hotels 4.5 Map reef areas, and marine use and link with existing KEMFRI data	Number, type and use of maps produced and uptake by stakeholders Monitoring data and results of analysis exist Number and type of materials produced and the extent of their dissemination Number and type of information materials produced and the extent of their dissemination Number, type and use of the maps produced and uptake by stakeholders	Project publications and website resources Stakeholder views and perspectives from participatory surveys	