

**ANNEX A 7: SENEGAL - NATIONAL DEMONSTRATIONS FOR TESTING BEST
AVAILABLE PRACTICES AND BEST AVAILABLE TECHNOLOGIES FOR
SUSTAINABLE TOURISM**

Sub Components: Site 1- Environmental Management Systems for hotels in the Saly Portudal area on the Petite Cote

Site 2 – Petite Cote eco-tourism destination planning (Mbour, Malicounda, Ngueniene and Joal)

Senegal Background and Context:

The tourism industry in Senegal has grown at an annual rate of around 10% over the past 3 decades and now ranks as the second industry in terms of foreign exchange earnings (78.7 billion CFA francs in 1995), and contributed about 4.6% to GDP between 1973 and 2002, the growth rate of the hosting capacities is estimated at 6.5% per annum; the number of beds has multiplied by 6, going from 3340 in 1973 to 8600 in 2002. Night stays followed the same trend, increasing from 574 293 in 1973 to 1,701703 in 2002. Arrivals with more than 85% non-residents, doubled from 1994 due to the local currency (CFA) devaluation which gave more competitiveness to Senegal as a destination. The industry accounts for around 75,000 direct jobs, some of which are seasonal. Arrivals increased from 369,116 in 1999, to 530,000 in 2000. In 1999 there were 245 hotel establishments and a total of 17,586 beds. Establishments range from four-star hotels (luxury) to villages/camps (“campements villageois”), which is regarded as an innovation in “discovery tourism”. Most tourism development has been centered on the coastal zone, while there has been only limited environmental management. The coastal areas constitute more than 90% of the tourist destinations. This type of tourism being the first ranked product (54.3% of the night stays in 2000). Almost all the tourism infrastructure are in the coastal zone. The country is endowed with a total coastal line of 700 km among which are 300 km of sandy beaches. Tourism is especially well developed along the South Coast and on the coast of Casamance. In the Saloum estuary, a big estuarine complex with a drainage basin of 29 720 km², tourism is one of the main activities, although it is not as developed as along the South Coast.

The National Report for Senegal identified an urgent need of improved planning and diversification (eco-tourism, discovery, game fishing etc.) in the tourism sector. While attention is being given to the development of tourism, especially in coastal areas, far less attention is being given to the social and environmental impacts. A unique Ministry deals with Tourism and Environment. Senegal has set up a 3 level SDP: Consultation frameworks, Planning and setting of a legal framework and a Regulatory framework. The Decentralization law (1996) allows the transfer of NRM to local communities. This strategy gives priority to community based protected areas. A four year Action Plan involving all the actors (public/private) has been set up. Moving from a General Delegation (in 1969), to a Secretariat of State (in 1980) a whole Ministry was created for Tourism in 1983. The Senegalese Tourism Strategic Plan sets itself the target to accommodate 1.3 million international tourists by 2010.

An environmental audit of tourism decided by the government revealed the lack of basic drainage infrastructure in most of the tourist sites which were established

without a prior impact study. Nevertheless, a few isolated initiatives of good EM practices were described (e.g. recycling of treated used water by Saly Portudal station). Coastal tourism in Senegal is facing (e.g. Ngaparou and Mbour) unplanned land use in attractive areas resulting in an anarchistic occupation of the coast. Thus the surface occupied by houses tripled from 1978 to 2001. The beach surface dropped drastically (105 ha in 1978 to 35 ha in 2001) around Saly station. In Casamance and in the Saloum islands, destruction of the mangrove has been occurring by the local population themselves and is a long term threat for the expansion of tourism in the zone.

Still some problems are yet to be addressed: the lack of basic infrastructure (roads, electricity, water and sewage facilities); and overlapping roles and mandates in land policies. The government is making efforts to sustain the sector, thus, SAPCO is a parastatal in charge of the promotion and the development of coastal areas in Senegal. They have already planned improvements in the Saly station in la Petite Côte. Nowadays the errors of planning as well as the negative social impacts identified in the Saly station are taken into account in the process of conceiving new tourist development areas (e.g. Mbodienne).

Capacity building in GIS, physical planning and EIA exist in the country, the CSE (Center of Environmental Monitoring) has been participating in elaborating ecological maps and carrying on sensitive zones surveys in Senegal as well as in some neighbouring countries (Gambia). Interesting examples of community based ecotourism can be visited in Ngasobil and in Saloum Islands. Important potential tourism sites are available also in a great variety of Birds Reserves, (e.g. Djoudj, Kalissaye), National Parks and Reserves (e.g. Low Casamance, Langue de la Barbarie, Madeleine Islands), archaeological sites (e.g. Saloum Island). But, there is no structured exploitation of these sites yet (no reliable hosting infrastructure, no policy of promotion, lack of training, poor local sensitization). If the issues of physical planning and waste management are properly addressed, therefore the country can achieve its goal of strengthening the tourism sector while preserving the ecosystems.

Country:	Senegal –Site 1
Title:	Environmental Management Systems for hotels in the Saly Portudal area on the Petite Côte
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>1A. Facilitate the adoption implementation of Environmental Management Systems, voluntary implementation of eco-certification schemes by tourism facilities</p>	
Linkage to National Priorities and Programmes: The key link will be to a national priority to clean up beach areas for this part of the coast which is considered to be both the priority new development area for tourism and an area of ecological fragility (identified through the African Process)	
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 eco-tourism 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:

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Project Objectives and Activities:

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 Saloum 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 (Site 2).

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
- 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
- Identification of good practice in implementing erosion prevention, with capacity building on erosion mitigation and prevention methods, test innovative sand stabilization methods.
- 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 (Figure 1) under the direction of the Ministry of Environment (DEEC) – which has the mandate for management and development of the entire tourism component of Petite Côte – including the existing tourism destination and the new areas in e.g. Mbondienné, Joal and Pointe Sarene. The main components of the management structure will be as follows:

21. Director of DEEC (project executing agency)
22. National advisory group consisting of various stakeholders led by SAPCO
23. DEEC and Min of Tourism as the National focal points
24. Demo project coordinator (recruited for the project period on an annual renewable contract basis with a specific TOR and set of duties)
25. Pro bono Stakeholder committee from the demo sites (Saly Portudal)

In order to support smooth implementation of the demo project, the UNIDO Senegal country office will operate an account for the COAST project and will disburse funds through DEEC 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:

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.

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
- SAPCO 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:

Develop a 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 applications. Interest in accessing and using the results has been clearly indicated from all participating countries (it was a priority issue compiled from the National reports and confirmed in the regional workshop sessions held in Mombasa and Banjul).

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:

- % 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

Senegal Demo Project 1: EMS development in the hotel sector, Petite Cote – Revised Logical Framework

Overall Purpose & Objectives: To improve the management of hotels and beaches in the Saly Portudal area of the Petite Cote in order to promote a sustainable tourism approach.

The objectives of this demo project are: to test and demonstrate a model for environmental management systems within specified partner hotels in Saly Portudal area of the Petite Cote, and to showcase this to encourage other hoteliers to adopt EMS; to develop an action plan for “clean destination certification” with local stakeholders and hoteliers and; to identify and institute a mechanism for beach erosion prevention and control.

Narrative	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions/Risks
1. Main Result 1 (Component 1) Developed and tested BAPs and BATs for reducing land-sourced pollution and degradation resulting from tourism	The number of BAPs and BATs tested and developed namely; on EMS, eco-labelling and beach zone certification	Project publications and website resources Stakeholder views and perspectives from participatory surveys	BATs and BAPs can be developed and tested with significant results within a 3-4 year time period
Activities contributing towards Result 1:			
1.10 Establish a monitoring baseline and process indicators to assess progress in EMS during demo project implementation	Regular collection, collation and analysis of demo project data	Project publications and website resources Stakeholder views and perspectives from participatory surveys	At least three hotels in the Saly Portudal area are interested to be involved within the demo project
1.11 Work with selected hotels to demonstrate an investment rationale for EMS, & eco-certification and labelling	Evidence demonstrating the investment rationale based upon real facts and figures from demo hotels and operators involved in the project	Consultancy reports	

<p>1.12 Identify, and support actions required by hotels and partners in order to obtain Green Key and/or Blue Flag certification for specific beaches in Saly Portudal area</p> <p>1.13 Test and evaluate the potential for uptake of EMS within local supply chain relationships</p> <p>1.14 Develop and test a model for community liaison on clean-up mechanisms for beaches</p> <p>1.15 Identify 'good practice' for implementing erosion prevention and control and provide appropriate capacity building support</p> <p>1.16 Support action planning by SAPCO, hotels and SPIHS in order to address erosion on and off, hotel properties and beaches</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>Beach clean-up mechanisms in place and being evaluated</p> <p>Appropriate technologies and approaches documented and costed</p> <p>Evidence of cooperation between different government and private sector agencies to manage beach erosion into the future</p>		
<p>2. Main Result 2 (Component 2)</p> <p>Developed mechanisms for sustainable tourism governance and management</p>	<p>A body with diverse representation of stakeholders is meeting on a regular and effective basis, and is able to influence government and private sector</p>	<p>Project reports</p> <p>Coastal zone committee meetings and reports</p>	<p>COAST project partners are willing to take on, and promote, the recommendations arising from the demo sites, thereby providing a mechanism for influencing</p>

	initiatives within the Petite Cote zone	Stakeholder views and perspectives from participatory surveys	governance and future policy
Activities contributing towards Result 2:			
2.1 Test and evaluate the draft Tourism policy within the context of the demo project with particular attention to standards, policies, regulations and legislation on infrastructure planning and buildings	Number of recommendations on changes in policy, regulation and standards made, and the number approved within the draft policy	Project publications and website resources Stakeholder views and perspectives from participatory surveys	
2.2 Review the Tourism planning mechanisms and provide feedback to the appropriate bodies	Evidence of a sustainable coordination mechanism for destination planning at the demo site		
2.3 Review current EIA and auditing processes within the Ministry (DEEC) and modify so as to make specific to the tourism sector	Completed consultancy and its recommendations		NB> this activity was not discussed by the workshop participants and so requires to be critically examined to see if relevant
2.4 Produce a manual or 'brief' on key steps required for investors in the hospitality industry based on demo project experiences	Evidence of the manual/brief and awareness and value it represents to investors		
3. Main Result 3 (Component 3) Delivered training and capacity building in sustainable tourism	Evidence of consistency between the training needs assessment and training design and delivery	Project publications and website resources	Suitable locally based research, education or training organisation is interested to partner with the

using an integrated approach	Evidence of locally available training courses on the topics originally designed and promoted by the demo project	Stakeholder views and perspectives from participatory surveys	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 design and deliver EMS training modules 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 hoteliers and community stakeholders in order to design appropriate level training and capacity building inputs	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	Project publications and website resources Stakeholder views and perspectives from participatory surveys Training & Consultancy reports	NB> link this activity with a similar consultancy input in Demo project 2
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 Based on the demo project areas document & disseminate the investment rationale for EMS techniques and technology in Senegal's Petite Cote 4.2 Implement a process of outreach to other hotels along the Petite Cote utilising the demo project results	Monitoring data and results of analysis exist Number and type of materials produced and the extent of their dissemination	Project publications and website resources Stakeholder views and perspectives from participatory surveys	

Country:	Senegal – Site 2		
Title:	Petite Cote Eco-tourism Destination Planning (Mbour, Malicounda, Ngueniene, Joal)		
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>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;</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>			
<p>Linkage to National Priorities and Programmes:</p> <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 eco-tourism 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). The mudholes in Joal Fadiouth (site classified as wetland of international importance for its population of water birds) is also of high potential tourism value.</p>			
<p>Global and Regional Benefits:</p> <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 • 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. 			
<p>Name and Post of Government Representative endorsing the Demonstration Activity:</p> <p>Ministre Ministère de l'Environnement et de la Protection de la Nature Building Administratif 2eme étage BP 4055, Dakar – Etoile, Sénégal Tel : 221 822 3849/82220927 Fax: +221 822 2180/ 822 6212</p>			
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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 Saloum 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 eco-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.

Activities may include:

- 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.
- 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.
- 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.
- Assess carrying capacity for resorts, use design, mitigation and other tools.
- Test models for measurement of local attitudes, levels of participation, levels of benefit from tourism (UNWTO 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 eco-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 from.

Project Management Structure and Accountability:

The main management body will be SAPCO (Figure 1) who are the development agency for the Petite Cote tourism initiative. They will operate under the guidance of the Ministry of Environment (DEEC). The main components of the management structure will be as follows:

26. Director of DEEC (project executing agency)
27. National advisory group consisting of various stakeholders led by SAPCO
28. DEEC and Min of Tourism as the National focal points
29. Demo project coordinator (recruited for the project period on an annual renewable contract basis with a specific TOR and set of duties)
30. Pro bono Stakeholder committee from the demo sites (Mbour, Malicounda, Ngueniene, Joal)

In order to support smooth implementation of the demo project, the UNIDO Senegal country office will operate an account for the COAST project and will disburse funds through DEEC 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:

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.

Sustainability:

- iv) 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.

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
- SAPCO 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:

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:

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:

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 eco-labeling 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

Senegal Demo Project 2: Creating a model for planning and implementing Eco-tourism developments, Petite Cote – Revised Logical Framework

Overall Objective: To create a model integrated planning and implementation procedure for eco-tourism developments along the Petite Cote, and showcase this innovative integrated approach to other parts of Senegal and beyond

Narrative	Objectively Verifiable Indicators (OVI)	Means of Verification (MoV)	Assumptions/Risks
1. Main Result 1 (Component 1) Developed and tested BAPs and BATs for reducing land-sourced pollution and degradation resulting from tourism	The number of BAPs and BATs tested and developed namely; on EMS, eco-labelling and beach zone certification	Project publications and website resources Stakeholder views and perspectives from participatory surveys	BATs and BAPs can be developed and tested with significant results within a 3-4 year time period
Activities contributing towards Result 1:			
1.17 Establish a monitoring baseline and process indicators to assess progress during demo project implementation 1.18 Work with selected communities to develop and implement an eco-tourism product development and marketing strategy 1.19 Undertake coastal zone mapping and assess current status of resources at Mbour, Malicounda, Ngueniene and	Regular collection, collation and analysis of demo project data Documented eco-tourism product dev plan and marketing strategy Evidence in the form of a vision statement and action plan pathway for selected communities to work towards Mapped products and resource data being utilised in eco-tourism development plans	Project publications and website resources Stakeholder views and perspectives from participatory surveys Consultancy reports Resource data and maps	

<p>Joal</p> <p>1.20 Formulate specific agreements between stakeholders around tourist sites, conservation areas and community enterprises</p> <p>1.21 Establish indicators for co-management performance tracking including developing business standards</p> <p>1.22 Develop indicators to measure and address levels of harassment, negative environmental impacts and community level impacts</p>	<p>Evidence of agreements being utilised for multiple stakeholder benefit</p> <p>Identification and utilisation of indicators</p> <p>Identification and utilisation of indicators</p>	<p>Letters of agreement/MoUs</p> <p>Annual reviews and mid term review</p>	
<p>2. Main Result 2 (Component 2)</p> <p>Developed mechanisms for sustainable tourism governance and management</p>	<p>An appropriate body 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 with regard to coastal zone management and development</p>	<p>Project reports</p> <p>Coastal zone committee meetings and reports</p> <p>Stakeholder views and perspectives from participatory surveys</p>	<p>Stakeholders in the COAST project are 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 in relation to eco-tourism developments on the Petite Cote</p> <p>2.2 Utilise monitoring/resource data to assess the carrying capacity at specific eco-tourism sites as part of marketing strategy</p>	<p>Written recommendations produced</p> <p>Evidence of a sustainable coordination mechanism for destination planning at the demo sites</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p>	

<p>2.3 Commission a consultancy to assess sustainable financing options for community-based eco-tourism and present to local financial and lending institutions</p> <p>2.4 Utilise demo project experiences to influence government policy and regulatory frameworks (e.g. to ensure community managed eco-tourism initiatives are legally recognised)</p>	<p>Completed consultancy and its recommendations</p> <p>Evidence of stakeholder interactions with mandated government departments and bodies. Practical outcomes from demo projects lead to change in policy/regulatory environment</p>		
<p>3. Main Result 3 (Component 3)</p> <p>Delivered training and capacity building in sustainable tourism using an integrated approach</p>	<p>Evidence of consistency between the training needs assessment and training design and delivery</p> <p>Evidence of locally available training courses on the topics originally designed and promoted by the demo project</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p>	<p>Suitable locally based research, education or training organisation is interested to partner with the project to develop local stakeholder capacity in sustainable tourism management</p>
Activities contributing towards Result 3:			
<p>3.1 Identify and establish an MoU with a locally based training and/or research institute in order to build sustainable eco-tourism management capacity along the Petite Cote in Senegal</p> <p>3.2 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</p>	<p>Nature and effectiveness of the MoU as measured by the number and diversity of trainings held</p> <p>Training needs assessment report and the number of trainings design and delivered during the demo project period</p>	<p>Project publications and website resources</p> <p>Stakeholder views and perspectives from participatory surveys</p> <p>Consultancy reports</p> <p>Mid term and end evaluations</p>	<p>A suitable locally based training institute or research body is identified and willing to undertake curriculum development and training for other stakeholders wishing to participate in eco-tourism developments</p>

(languages, sustainable fishing, business planning, product development, tourism management and marketing) 3.3 Design and deliver eco-tourism training for the selected communities in the demo site area 3.4 Evaluate training impacts via standard assessments within the community led eco-tourism ventures	Number and type of communities who have benefited Grading improvements /changes at community-based eco-tourism ventures on the Petite Cote		
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 Identify key indicators for measuring coastal integrity and establish a monitoring system (link with 1.1. above) 4.2 Develop guidelines and disseminate HIV/AIDS and gender awareness materials widely within the demo project area in order to address equity	Number, type and use of maps produced and utilisation by stakeholders 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	Project publications and website resources Stakeholder views and perspectives from participatory surveys Demo site data and experiences	Centre de Suivi Ecologique is willing and prepared to undertake resource mapping in demo site area

concerns between stakeholders 4.4 Design and deliver information on marine /coastal conservation and management activities to tourists and hotels 4.5 Use demo site data to generate public awareness and build local capacity	Availability of such information in hotels and tour operator offices, and references in their visitor packages Number and type of events undertaken		
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