

COAST Project

Rapid Tourism Value Chain Analysis for Watamu, Kenya

Executive summary

Most of the local people in Watamu are economically poor as shown by the indicators in this analysis.

Tourism in Watamu is the key economic activity with many other economic activities directly or indirectly linked to tourism. Income reaches the community directly through employment, however it has been noted that because many of the local people have not gone past basic formal education, they are employed at unskilled support staff levels.

Some groups from the local community supply goods to the tourism sector such as seasonal fruits, vegetables and fish; whilst some supply services such as cultural shows and entertainment to hotels. Tourists coming to Watamu also have access to informal local markets such as curio sellers. The community also benefits from CSR programs from some hotels which support fundraising events where proceeds go to community groups to start income generating projects. Individual tourists also sponsor community development projects.

There exist a substantial number of disadvantaged and local people living below the poverty line who have contact directly or indirectly with the tourism industry and there is a need to explore opportunities for bettering their situation. Disadvantaged households could be helped by having those members who have gone through basic education having a better chance of being employed in the tourist industry through provision of training and/or further education.

Local people who have completed school education can be trained on setting up management of SME's such as sustainable tourism activities and community based ecotourism initiatives and projects which can employ them. Training tour guides and beach operators on specialist interest areas would provide added professionalism and increase their employment and income opportunities. General business, marketing, advertising and customer services training is also a recognised priority to elevate community members' business potential and subsequent income.

1. Local economy: overview of main economic activities and poverty levels

a) Basic data on the project area population and average household size:

- The population size of the Watamu project area is estimated to be between 15-20,000 persons.
- Household in this context is defined as the number of individuals who live in the household permanently and regularly eat from the same pot. The average household size is approximately 6.8
- In all villages the proportion of females is slightly higher than males.

- The Mida Creek villages are predominantly from the Giriama tribe. Residents in Watamu village are predominantly from the Bajun tribe (92.8%)
- b) Overview of the main economic activities and their relative importance in the local economy.

The table shows different categories of economic activity and what they entail

Economic Activity	Includes:
Tourism - is the biggest employer and most important economic activity	<ul style="list-style-type: none"> • Direct employment from hotels, private plots and other tourism establishments in a range of positions such as housekeeping, reception etc. • Self-employment activities such as boat operation, curio vending, safari selling and hiring cars to tourists. • Remittances and savings related to tourism
Subsistence fishing and agriculture	<ul style="list-style-type: none"> • All income directly obtained from fishing, and also other income related to fishing such as fish trading or hiring fishing gears. • All small scale farming including maize, coconut, mango and cashew crops
Government jobs	<ul style="list-style-type: none"> • All jobs related to government agencies and institutions for example public administration, schools, police,
Casual labour/maintenance	<ul style="list-style-type: none"> • All types of casual labour, such as building and painting work. • Positions such as a carpenter, electrician, tailor, bicycle and vehicle maintenance fundi and domestic household labourer.
Small businesses/self-employment	<ul style="list-style-type: none"> • Includes all small business and self-employment not related to tourism, such as running a local café or shop or motorbike driving.
Selling Produce	<ul style="list-style-type: none"> • Selling of all produce such as coconuts, palm wine, chicken
Remittances	<ul style="list-style-type: none"> • All money received from friends/relatives who are not living within the household on a regular basis.
Other	<ul style="list-style-type: none"> • A variety of positions which didn't fit in to above categories, such as church worker or working for a CBO or NGO.

c) Analysis of poverty levels; indicators include:

i.) Education

- Approximately 49% of women and 34% of men in Watamu have not completed primary school.
- 23% of women and 24% of men completed primary school
- 7% of women and 15% men completed secondary school
- Less than 1% of women and less than 5% men have gone for further education

ii.) Access to clean water

More than 90% of people living in the Mida Creek area have no tap water in their houses/homesteads. Approximately 70% of Watamu villagers have tap water inside their houses.

iii.) Type of House

More than 80% of people living in creek villages live in semi permanent mud-walled houses or makuti walled and thatched houses. More than 80% of Watamu villagers live in block walled houses with iron sheet roofs.

d) Poorer groups of the society:

- Mida Creek villages are poorer than Watamu village. Using the poverty indicators above a higher percentage of households in creek villages were placed in the poorer groups as they showed more characteristics of poverty.
- Female headed households and households with very few or no member having completed primary education among the creek villages are the poorest.
- Youth and women can be identified as the poorer social groups.

2. Tourism sector: overview of tourism facilities and services, and involvement of local people

a) Main type of tourism enterprises available in the destination:

Table to summarize different sectors of the tourist industry in Watamu:

Sector of tourist industry	Description of activity	Earning potential	Entry Requirements
FORMAL EMPLOYMENT			
Hotels	Six major international hotels border Watamu Marine Park from Mida Creek to Blue Bay (Temple Point, Turtle Bay, Ocean Sports, Hemingways, Aquarius and Blue Bay), and bordering the Marine Reserve - (Crystal Bay, Sun Palm, Barracuda Inn, Aquarius/Mapango and Amani Resort. There are more international hotels north of Watamu in Jacaranda	Salaries for employment in low skilled positions such as being a gardener/house keeper or room steward start at around 5,000ksh per month. This salary can rise, especially if people get promoted into more senior supervisory positions to about 15,000ksh per month. Often accommodation and food is offered on top of the basic salary.	Often requirements include completion of high school, and language skills (English and/or Italian). Personal references.

Private Plots	There are a number of 'private plots' which are either residential houses or guesthouses, on the coastal strip between Temple Point and Turtle Bay.	Employment in private plots includes either more specific positions similar to those found in hotels, or may involve a position combining a mixture of these responsibilities, which was recorded as 'general work'.	Less likely to need completion of secondary school. Languages often still important. Personal references.
Other tourism establishments	As well as hotels and private plots, there are a number of other tourism establishments in the area, including 'villas' which offer a cheaper accommodation option to travellers, and a number of diving companies, shops, restaurants and bars.	Similar employment opportunities exist in these tourism establishments, with similar pay, although accommodation allowances may be less common.	Similar to hotels, depending on position.
SELF-EMPLOYMENT			
Boat Operators	Most boat operation done through Watamu Association of Boat Operators (WABO). Boat operation involves taking tourists on 'goggle boats' for either snorkelling in the marine park or on trips such as dolphin watching and to various picnic sites. There were currently 65 members and 24 boats.	They take a minimum of four people, who pay approx. 2,500 KSh each, 1,800 KSh of which goes towards the marine park fees, and about 500 on fuel. Boat operators report earning around KSh500 per day, adding up to more than KSh15,000 per month in the high seasons and around 10,000 during other months in the mid seasons and nothing in the low season.	To work as a boat operator you have to have a certificate from the Kenyan Port Authority (KPA). Other WABO requirements are a written application to the secretary which will then be considered by existing WABO members, an I.D. card, a minimum age of 18 and language skills in either English or Italian.

Curio Vending	The secretary of the Umoja Curio Vendors Association reported there are 167 members which are a mixture of Bajunis and 'up-country' (meaning outside of the coastal province, generally central or Western province). There are also other independent curio shops on village roadsides and in market places.	In the 'highest' season it was recorded that on average a curio vendor was earning KSh2,000 per day (with costs excluded), which if someone is working for 26 days a month, can generate 52,000 per month) but nothing in the low season and around 500 KSh a day in other seasons (although this was very variable).	There are similar entry requirements as boat operators, plus you have to pay a joining fee of 570ksh. In order to become a curio vendor you have to invest some capital in buying stock and know where to go in Mombasa to purchase it.
Safari Selling	The Safari Sellers Association is an umbrella group, which covers the area between Temple Point and Jacaranda. The secretary reported that there are currently 7 registered groups in the area, with a total of 250 members.	Generally a safari seller will earn KSh10,000 for a 2 day trip to Tsavo East national park which is the most popular destination to take tourists, as it is just 2 hours away, but trips can be to all over Kenya), with a maximum of two trips a week. This means that someone could earn KSh80,000 per month in the high season. A 'safari driver' will be paid 2,000 KSh a day, and in addition may receive tips.	Registration is necessary with a licensed association. In general, these groups are linked to a specific office located in Watamu village and a safari seller will recruit tourists from the beach, take them to the office, book the trip and then also act as the guide on the trip.
"Eco-tour" programs through conservation groups	MCCC's 'eco-tour' program includes a snake farm, crab farm and a mangrove boardwalk with platform where meals are prepared and served. Guests who visit the boardwalk also have the option of guided tours on canoe trips around Mida Creek.	Serving food to guests and tour guiding – day rate of KSh500 plus tips Cooking for guests – KSh800-1000 per day Crabs sold to hotels, and money goes back to conservation group	Have to be a member of MCCC (requirements of which are residency around the creek, and good reputation).

(See appendix 1 and 2 for more detailed hotels and restaurants information)

Other possible facilities and services include:

- Dhow boat trips along the coast
- Fishing trips (sea and creek)
- Other cultural events and celebrations
- Picnic sites

- Community based tours
- Bird Watching and other local nature tours
- Acrobat shows

b) Other indirect local goods and services provided to tourists and tourism enterprises in the project area

Sources of income found to be indirectly and occasionally related to tourism

Activity	
Indirect income	
Fishing	<ul style="list-style-type: none"> • Fish that is caught in the creek is generally sold to fish mongers at the landing sites, who will take the fish and fry it and sell it on the side of the road. This is reported to be sold mainly to people who work in the hotels. • In the group interview with Chafisi fishermen they reported that if there was no tourism there would be no market for their fish, and this is not because they sell it directly to tourists or hotels.
Selling food	<ul style="list-style-type: none"> • Many women in the creek villages reported a drop in sales in cooked food during the low season, as they say no-one has money when they are not working in tourism. During the group interview with women in Dongokundu, they reported that sometimes they stop selling cooked food entirely in the low season as there is no-one to buy it. • Women in Watamu say that their '<i>mamatilia</i>' businesses (Swahili cafes) suffer in the low season as people eat less variety of food, and in particular there are less curio vendors around (who have returned to their homes in other places in Kenya). • Fruit and vegetable sales.
Cultural Performances	<ul style="list-style-type: none"> • Cultural dance groups performing in hotels • Church choirs performing in hotels
Handicrafts	<ul style="list-style-type: none"> • Locally made carvings and curios
Other tours	<ul style="list-style-type: none"> • Village and local tours and picnic sites
Renting Rooms	<ul style="list-style-type: none"> • In Watamu many families have separated a few rooms in their house to rent out; this renting of rooms is quite an important source of income for residents of Watamu, and it was reported that most of these rooms are rented out to those working in the tourism industry.
Other accommodation	<ul style="list-style-type: none"> • Guest houses and lodges • Campsites
Motorbike Driving	<ul style="list-style-type: none"> • Motorbike drivers reported that a high proportion of their clients were workers in the hotel.
Occasional income	
Selling of makuti	<ul style="list-style-type: none"> • Makuti (dried palm leaves) is often used by hotels, private houses and other tourism establishments to make roofs. However, selling of makuti is not always to do with tourism as it may be sold to non-tourism establishments.
Painting /tailoring/ carpentry	<ul style="list-style-type: none"> • There are a range of occupations where sometimes income can be obtained directly from tourists and tourist establishments. For example, a painter may one day be painting pictures on the side of a local shop, and the next day be painting a sign board for hotel advertising. Likewise a tailor could one day be making school uniforms, and then the next week have a contract from a hotel to make curtains.

Casual labour	<ul style="list-style-type: none"> In the group interview with women in Dongokundu women said that the tourism industry supports their husbands getting jobs in casual labour, and this continues throughout the low season. Casual labour is not always related to tourism, however, and may also include construction on schools and churches for example.
Doctors and lawyers	<ul style="list-style-type: none"> Doctors mainly see local residents, and sometimes tourists. Lawyers are generally involved in land sale deals between tourists and local residents.

c) Indirect benefits from tourism to local people and groups include:

- Many tourists after visits to the villages voluntarily give donations to the local communities. It could be grocery, paying fees for needy students or mid-long term projects.
- Some hotels have CSR programs that they have set up to support the neighbouring community.
- Building of local learning institutions/local primary schools
- Building of Worship centres
- Payment of school fees
- Provision of stationeries and uniforms
- Provision of medicines – health facilities
- Provision of ICT equipment
- Supporting Library services
- Supporting Orphanages

3. Tourism markets: type of tourists visiting the destination

a) Source markets of the tourists visiting the project area include:

- Domestic tourists coming in non-holiday seasons i.e. June-November or January to March mostly come for official or business reasons such as conferences, meetings and team building purposes.
- In April and December the domestic market surpasses the foreign market.
- The foreign tourist market in Watamu consists predominantly of Italian and British tourists followed by German and Swiss.

b) Statistical information on visitor arrivals was not available at this time

c) Type of tourist visiting the area:

- It is estimated from the hotels that 80% of the tourists come through package tours.
- First time foreign visitors mostly come as a package tour. Most repeater travellers make independent travel arrangements. Many foreign tourists travel with their family and friends.
- Most domestic tourists travel with their own transport and with their family/friends.

d) Special niche markets and interest groups which are important for the project area:

- Sports fishing
- Water sports e.g. wind surfing and kite surfing
- SCUBA Diving
- Bird watching
- Snorkelling
- University researchers and special study groups.
- People working on, or executing community development and/or conservation projects.
- International Volunteer projects and programs

4. Earnings of local people from tourism

a) Rough annual estimates of the total income generated from tourism in the project area (number of tourists x average length of stay x average daily expenditure).

- 12 hotels each having on average 100 rooms with a tourist season of 8 months a year and an average occupancy 60% = 172,800 tourist days spent.
- 172,800 x KSh8,200 (Average hotel rate) = **KSh1,416,960,000**
- Exchange rate of US\$1 = KSh 80
- Of an approximate annual tourism income of \$17,712,000 approximately 65% or \$11,512,800 goes on accommodation and 35% or \$6,199,200 goes on food

b) Percentage estimate of the total income generated from tourism in the project area which flows to local people.

The following estimation is based on one of the 3 largest hotels in the area and is therefore not indicative of an average percentage; however the figures are useful to assess the top end of income flow:

- Gross annual income of US\$3,000,000 on accommodation and meals
- Approximately US\$50,000 reaches the local community through CSR programmes.
- Therefore approximately 1.64% flows to the community through CSR.
- With approximately 200 out of 250 employees coming from the local communities earning an average of KSh11,000 per month for 11 months in the year KSh24,200,000 is spent on salaries. To summarise approximately 10% of the gross proceeds (\$300,000) flows to the local community through salaries.

5. Main opportunities for the poor to increase their earnings from tourism

a)	Sub-chain E.g.:	Accommodation	Food and drink	Curios and craft	Transport, excursions
b)	Approx. turnover in destination per sub-chain	US\$ 11,512,800	US\$ 6,199,200	US\$ 585,000	US\$ 1,000,000

	per year				
	% accruing to local people	Approx. 11%	Approx. 11%	50%	90%
	Approx. income of local people	US\$ 1,266,408	US\$ 681,912	US\$ 292,500	US\$ 900,000
c)	Main activities through which local people earn income (with approx income per group per year)	E.g. Hotel workers US\$ Gardening/cleaning - \$700 p/a Watering/cooking assistant \$1,000 p/a Supervisor of departments- \$2,500 p/a	Hotel workers (same as accommodation)		
d)	Conclusions regarding income flowing to poor households in the destination	Income flowing is low. Employment can be the easiest and direct channel, however, most of the local people are not educated enough to benefit from better paying jobs.	Hotels cannot rely on local fishermen and farmers to supply food because they are inconsistent. The locals do benefit occasionally by selling seasonal produce. Employment same as accommodation.	The sub chain employs a good number of the local community.	This is the one sub-chain that favours the local community, mostly because many excursion and transport businesses are owned by the community.
e)	Main opportunities to increase income earned by local poor	Monetary support in completion of primary and secondary education Training local primary school graduates during low the low tourist season in preparation of the high season	Training of local community groups on SME management Linking of farmer and fisher groups to hotels	Regular trainings on innovation and creativity in work. Training on business management, financial management and customer relations	Training of guides on specialist areas e.g. basic marine and terrestrial environmental studies and ecology. Training on business management, financial management and customer relations

6. Priority recommendations to the COAST project

a) How the available resources in the COAST project can best be used to carry out actions to help poor groups of the society benefit from tourism development

i.) Key actions in order of priority in terms of increased income potential and employment opportunities:

- **Handling visitors, customer care and hospitality skills** provision to beach operators and eco tour guides. Low standards of professionalism and people skills are resulting in serious harassment of tourists and loss of potential

income. Training will assist guides to develop the necessary skills to run their business successfully.

- **Products and services development** including nature and cultural programmes and tourist attractions.
- **Business, marketing and advertising skills** to beach operators, boat operators, curio sellers, safari sellers, eco tour guides and women's groups to assist them in promoting and selling their products and to develop marketing and advertising materials of a standard attractive to the tourism sector. Also, provision of IT and internet training.
- **Marketing and communication** (in cooperation with tourist boards and/or tourism companies) building for the above groups through brochures, posters, websites and other forms of communication.
- **Management skills, legal advice and financial control** training to CBO's to develop organisational capacity and structure.
- **Local handicrafts training and production** focusing on art and curios made from marine debris, namely, flip flops (rubber sandals). This emerging recycling art enterprise is popular with tourists and has had success elsewhere along the coast. Exploring art and crafts potential for locally common materials like coconut shells.
- **Specialised training sessions and courses** for local guides for example in marine ecology and guiding techniques.
- **Specialised training sessions and courses** for alternative income generation projects e.g. eco tourism initiatives and farming/growing natural products e.g. mushrooms and honey.

ii.) Linkages could be further developed and/or created between community groups and the hotels

b) Stakeholders who will have to be involved in the actions and number of poor households that could benefit from it.

Stakeholders to be involved include:

- CBO's
- NGO's
- Government departments and agencies
- Hotels

More than 1,000 households with economically poor community members living in Mida Creek villages and Watamu village should benefit from the initiative.

c) How the proposed actions would complement existing products and services offered in the project area, and how full support from the private sector can be obtained to carry out the proposed actions:

Successful tourism and eco tourism businesses both corporate and community based are well established in the project area and sustainable tourism as a means of poverty elimination is a long term goal. The proposed actions especially in the area of specialised training provision, business management and related community based business projects development complement existing products and services and address gaps and needs.

The project area already has a well established stakeholder's support structure through the Watamu Marine Association (WMA). The WMA works together to promote

sustainable tourism, community development and to try and bridge the economic opportunity gap between tourism and community sectors.

The membership, in line with the Associations objectives (see appendix 3 and 4) can provide potential trainers and training facilities as well as experts and qualified personnel in the fields of business management, conservation management, marine sciences and community development projects.

Appendices:

Appendix.1. Main hotels in the project area

	Name	Beds	Nat	Rates KSh/Euro		No. Employees	
				FB	HB	Male	Female
	Aquarius Watamu Hotel	250	Italian	2500		100	80
	Barracuda Inn Hotel	174	Italian	3500		80	40
	Blue Bay Village Hotel	230	Italian	Euro 150		150	50
	Hemingways Resort	84	British				
	Jacaranda Hotel	250	Kenyan			110	60
	Ocean Sports Ltd	60	British				
	Temple Point Resort	190	German	8500	7700	157	30
	Garoda Resort	200	Italian	Euro48.5		145	38
	Turtle Bay Beach Hotel	300	Kenyan				
	Crystal Bay Resort	120	Italian	3000		122	22
	Ndovu Village	150	Kenyan	4500		102	30
	Twiga Resort	85	Italian	4500		98	18
	Sun Palm Resort	52	Italian	4500		75	22
	Ora Resort Kenya Ltd	80	Italian	4500		74	20
	SDA Resort	53	Kenyan	3500		22	9

Appendix.2. Main restaurants in the project area

	Name	Nat	Price/meal	No. Employees	
				Male	Female
1	Come Back Restaurant	Kenyan	From 350	7	5

2	Choma Village	Kenyan	From 500	5	3
3	Pole Pole Bar & Restaurant	Kenyan	From 300	2	2
4	Roger Planet Bar	Kenyan	From 300	3	3
5	Bahati Gelateria Italiana	Italian	From 500	3	2
6	Pilipan Restaurant	British	From 750	7	3
7	Savannah Restaurant	British	From 600	7	5

Appendix.3. Watamu Marine Association membership

1. Watamu Sub-Location Joint Women's Group
2. Watamu Beach Volunteer Group
3. Watamu Association of Boat Operators
4. Watamu Initiative Group
5. Watamu Safari Sellers Association
6. Watamu Umoja Curio Sellers
7. Watamu Association (residents)
8. Mwamko Mpya Women's Self Help Group
9. Hakuna Kama Mama Women's Self Help Group
10. New Watamu Environment Initiative Group
11. A Rocha Kenya
12. Nature Kenya
13. Local Ocean Trust / Watamu Turtle Watch
14. Mida Creek Conservation Community Group (MCCC)
15. Hemingways Resort
16. Ocean Sports Resort
17. Turtle Bay Beach Club
18. Turtle Bay Divers
19. Turtle Bay Water Sports
20. Turtle Bay Services Ltd
21. Andrew McNaughton Beach Artist and Sculptor
22. Watamu Air Link Ltd
23. Savannah Bar and Restaurant
24. Eco-Resorts Kenya
25. Mida Butterfly Farm
26. Wild Fitness Ltd.
27. Watamu Supermarket
28. Mama Lucy's Supermarket
29. Inner Safaris
30. Dr. Richard Binns (advisor)

ASSOCIATE MEMBERS

31. Ecotourism Kenya
32. Mombasa and Coast Tourist Association
33. Malindi Marine Association

Government and Public Administration bodies invited to participate and provide guidance at WMA Committee meetings and activities include:

1. Kenya Wildlife Service
2. Fisheries Department
3. Kenya Forest Service

4. National Environment Management Authority
5. Museums of Kenya
6. Watamu Police
7. Watamu Tourist Police Unit
8. Watamu Area Chief's Office
9. Municipal Council Malindi

Appendix.4. WMA Summary

Summary and Context of the Work of the Watamu Marine Association (www.watamu.biz)

In line with its constitutional objectives the Association is committed to:

- marine environmental welfare and conservation
- developing community based groups and projects
- promoting sustainable and quality tourism development
- conflict resolution among marine stakeholders

The Association is steered by an elected Committee and invites the local public administration and government agencies to actively participate in meetings and provide guidance. The Association is exceptional in that it brings together marine stakeholders from all corners of the Watamu community.

1. Mission and Vision

Mission

To develop community led marine resource management capacity to ensure the future protection of the Watamu Marine Park and Reserves as an asset that can provide employment and economic well being for the Watamu community. Also, to develop partnerships between our members and work towards bridging the economic gap between the tourism sector and the local community for joint prosperity

Vision

The vision of WMA is to provide consistent high quality service to the local community and member organisations in the fields of self-development, conservation development and natural resource management.

Specifically since its inception, the Association has been committed to:

- Exploring participatory and co-management potential with the public administration and managing authorities.
- Developing self-management and self-regulation processes among marine stakeholders and creating a sense of communal responsibility.
- Promotion and development of community based enterprises in conjunction with responsible and sustainable economic, social and environmental initiatives.
- Exploring economic and corporate partnership potential and initiatives among stakeholders.
- Sustainable natural resource use and protection of Marine Park and Reserves.
- Resolving conflicts among marine stakeholders and with the managing authorities.

2. Specific issues addressed by WMA:

- Lack of environmental education and awareness within the community.
- Addressing problems related to poverty and unemployment through highlighting the value of the marine resource as a potential source of revenue and developing Income Generating Activities.
- Bridging the gap between the tourism sector and local community groups to resolve conflicts and identify common areas of collaboration and partnership.
- Empowerment of community groups to participate in management and decision making processes related to marine resource use.
- Degradation and destruction of protected coastal habitats.
- Coastal pollution.
- Threats to coral reefs and fisheries.
- Illegal and destructive fishing methods and over fishing.

3. WMA Activities and Programs include:

Community Sector

- Conflict resolution.
- Operating a website that highlights member organisations and Watamu as a means of promoting members and attracting tourism interest to Watamu and sponsorship of WMA projects.
- Facilitating support from members and supporters to provide sponsorship of community groups and activities.
- Providing IT training to community member groups as part of the community education and development programme.

Tourism Sector

- Working relations between hotels and beach operators / curio sellers developed and enhanced through agreed Codes of Practice for hotels, visitors and beach operators, involving the self-policing of Watamu beaches by WMA community members.
- Working towards the development of a Beach Management Plan to enhance the tourist experience and promote Watamu as a world class tourist destination.
- Promotion and advocacy for high quality and low impact tourism development.
- Support and promotion of local community groups' eco-tourism initiatives and assistance in securing sponsorship.
- Developing eco-tourism potential for community based businesses such as snorkeling, dolphin watching and eco-tour guiding.

Environment Sector

- The WMA operates a Community Solid Waste Management and Recycling Project providing benefits for local community members as part of a poverty alleviation programme (The Project employs part time 38 community group members, mostly from disadvantaged women and youth groups). The project manages plastic waste pollution on Watamu beaches and environs and is

developing recycling and income generation initiatives to financially sustain long term project operations.

- Collaborating with the Department of Fisheries and Kenya Wildlife Service to develop management plans for commercial scale fisheries and marine resource management.
- Conservation research on key marine species and habitats.
- Advocacy for the creation of a Physical Development Plan for commercial scale constructions and developments at the coast to reduce negative environmental and socio-economic impacts.
- Acting as an environmental watch dog for the managing authorities and reporting illegal and destructive environmental activities.
- Collaborating with the Marine Park and Reserve managing authorities to increase law enforcement within the marine protected areas.

4. Communications and Marketing

As part of the general long term WMA strategy and fundraising plan that members are currently developing, a communications, PR and marketing programme features as pivotal to the Association's work; underpinning its continued success and sustainability. WMA has identified a variety of communication methodologies to promote and advertise its work and especially for fundraising purposes. These include the website, facebook and the production of communication materials; including brochures and booklets. In addition, the development of a media strategy, television, radio and newspaper articles, including articles in specialist magazines.

5. WMA Fundraising

WMA is unusual in that its main impetus is derived from a community desire and self-motivation for betterment, as opposed to a collective response to injections of funding from international funders and donors.

WMA is currently a non profit organisation and is largely run by a committed group of volunteers with services and donations provided for from within the membership. Through promotion of the Association and its activities it is anticipated that WMA will achieve sustainable self funding levels through its membership and supporters. For certain Projects development and activities WMA will seek external funding. All Projects funded aim to be self sustaining.