United Nations Environment Programme

Terminal Evaluation of the UNEP Project

DEMONSTRATING AND CAPTURING BEST PRACTICES AND TECHNOLOGIES FOR THE REDUCTION OF LAND SOURCED IMPACTS RESULTING FROM COASTAL TOURISM (COAST)

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ACRONYMS AND ABBREVIATIONS

AMAR	Associação dos Mergulhadores Activos para os Recursos Marinhos
BAP	Best Available Practice
BAT	Best Available Technology
CBD	Convention on Biological Diversity
CBO	Community based organization
CPA	Cleaner Production Assessment
CSR	Corporate Social Responsibility
DPC	Demo Project Coordinator
DSMC	Demo Site Management Committee
EMA	Environmental Management Accounting
EMS	Environmental Management Systems
EST	Environmental Sustainable Technology
FMO	Financial Management Officer
FP	Focal Point
GEB	Global Environmental Benefit
GEFSec	GEF Secretariat
GIS	Geographic Information System
GIZ	German Cooperation
GPA/LBA	Global Program of Action for the Protection of the Marine Environment from Land Based Activities
HS	Highly Satisfactory
HU	Highly Unsatisfactory
ICZM	Integrated Coastal Zone Management
IW	International Waters
KART	Kartong Association for Sustainable Tourism
KM & C	Knowledge Management and Communications (Strategy)
LBS	Land-based Sources of Pollution
LME	Large Marine Ecosystem
Log frame	Logical Framework
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MICOA	Ministry for the Coordination of Environmental Affairs (Mozambique)
MOU	Memorandum of Understanding
MS	Marginally Satisfactory
MTE	Mid Term Evaluation
MU	Marginally Unsatisfactory
NCPC	National Cleaner Production Centers
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
OP	Operational Programme
PDF-B	Project Development Facility phase B
PIR	Project Implementation Review
PSC	Project Steering Committee
RCU	Regional Coordination Unit
RMRM	Reef and Marine Recreation Management
ROtI	Review of Outcomes to Impacts
RPC	Regional Project Coordinator
S	Satisfactory
SCATE	Small Scale Hotel Association of Tourism Enterprises
SCM	Steering Committee Meeting
SMART	Specific, Measurable, Achievable and attributable, Relevant and realistic, Time-bound, timely, trackable and targeted (indicators)

SNV	Netherlands Development Organization
SSTL	Seychelles Sustainable Tourism Label
STAP	Scientific and Technical Advisory Panel (GEF)
ST-EP	Sustainable Tourism - Eliminating Poverty Initiative
STG & M	Sustainable Tourism Governance and Management
TBT	Tofo-Barra-Tofinho
TE	Terminal Evaluation
TEST	Transfer of Environmentally Sound Technology
TM	Task Manager
TNA	Training Needs Analysis
TOC	Theory of Change
TOR	Terms of Reference
U	Unsatisfactory
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
UNWTO	United Nations World Tourism Organization
VPO	Vice President's Office
VSO	Voluntary Service Overseas
WIO-LaB	Western Indian Ocean Land-based Activities Project
WMA	Watamu Marine Association
WSSD	World Summit on Sustainable Development

PROJECT IDENTIFICATION TABLE

GEF project ID:	2129	**IMIS number:**	GFL/2328-2732-4987
Focal Area(s):	International Waters	**GEF OP #:**	10
GEF Strategic Priority/Objective:	1, 2 & 3 (Innovative demonstrations for; restoring biological diversity, reducing contaminants and addressing water scarcity)	**GEF approval date:**	2 August 2007
Implementing Agency	UNEP	**Executing Agency**	UNIDO
Approval date:	Nov 2007	**First Disbursement:**	06 Dec 2007
Actual start date:	17/11/2008	**Planned duration:**	60 months
Intended completion date:	31 October 2012	**Actual or Expected completion date:**	30 June 2014
Project Type:	FSP	**GEF Allocation:**	$5,388,200
PDF GEF cost:	$626,400	**PDF co-financing:**	-
Expected MSP/FSP Co-financing:	$23,456,816	**Total Cost:**	$29,471,416
Mid-term review/eval. (planned date):	3rd & 4th quarter 2011	**Terminal Evaluation (actual date):**	June 2014
Mid-term review/eval. (actual date):	July-December 2011	**No. of revisions:**	1
Date of last Steering Committee meeting:	11-13 June 2014	**Date of last Revision*:**	3 March 2011
Disbursement as of 30 June 2013	US $ 5.17 million	**Date of financial closure:**	
Date of Completion:	30 June 2014	**Actual expenditures reported as of May 2014**	US$5,205,035.83
Total co-financing realized as of 30 June 2013	US$ 12,541,023	**Actual expenditures entered in IMIS as of 30 June 2013**	US$4,791,718
Leveraged financing:	US$ 19,416,072		

EXECUTIVE SUMMARY

Introduction

1.   The project "Demonstrating and capturing best practices and technologies for the reduction of land sourced impacts resulting from coastal tourism" (COAST) was implemented by the United Nations Environment Programme (UNEP) and executed by the United Nations Industrial Development Organization (UNIDO) from November 2008 to June 2014. Financial support of US$5,388,200 was provided by the Global Environment Facility (GEF) and about US$23.5 million in co-financing by the participating countries. The original objective of the project was "To support and enhance the conservation of globally significant coastal and marine ecosystems and associated biodiversity in sub-Saharan Africa, through the reduction of the negative environmental impacts which they receive as a result of coastal tourism."

2.   Eight Sub-Saharan African countries participated in the project: Cameroon, The Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, and Tanzania, with Seychelles contributing as the ninth country through a parallel GEF Project. The Ministries responsible for the Environment and Tourism in the partner countries were sub-contracted by UNIDO to carry out national activities. In each country, each ministry nominated a national Focal Point (FP), and a Demonstration Project Coordinator (DPC) and local Demonstration Site Management Committee (DSMC) were appointed at the local level. Other target groups were the tourism private sector and local communities engaged in tourism, relevant NGOs and CBOs. The key executing partner agencies at the project level were the UN World Tourism Organization (UNWTO), which led the Ecotourism component through its Sustainable Tourism-Eliminating Poverty (ST-EP) Initiative as well as the cross-cutting Sustainable Tourism Governance and Management (STG & M) component; and EcoAfrica, which led the Reef and Marine Recreation Management (RMRM) component. UNIDO was responsible for implementing the Environmental Management Systems (EMS) component. In addition, NGOs, CBOs and local communities were engaged in demonstration projects, which were implemented in a national hotspot in each of the eight countries, to adapt and demonstrate best available technologies (BATs) and best available practices (BAPs) to address impacts from coastal tourism. COAST also aimed to contribute to sustainable coastal livelihoods and poverty alleviation in local communities through sustainable tourism.

3.   The mid-term evaluation (MTE) was conducted from July to December 2011. The overall rating of the MTE was **Moderately Unsatisfactory**, with a rating of *Unsatisfactory* on 'Attainment of project objectives and planned results' reflecting the low efficiency of the Project due to the significant delays since implementation began. Findings suggested that the COAST Project was highly unlikely to fully deliver on its objective and outcomes due to a number of challenges that affected its performance. Among these were an original design that was too large, confusing and lacked coherence, with a wide spread of countries across West and East Africa; too many activities and demonstration sites; a complex project management and administration structure involving interconnected global, regional, national and local decision-making bodies and three UN agencies; and a relatively small GEF budget. The option of closing the project was considered, but the MTE concluded that there was potential to improve the rating to a Satisfactory level by the end of the project if some key changes were made.

4.   In this regard, the MTE made a number of recommendations, including revising the project strategy and design, and granting a no-cost extension of 6-12 months. The recommendations were endorsed by the Project Steering Committee in April 2012 and implemented by UNIDO in the remaining time. The original project objective was re-stated as "To demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine

and coastal environments of trans-boundary significance", and the number of outputs and outcomes reduced. In addition, the project was streamlined with some sites and activities removed from the workplan and a 7-month no-cost extension granted. The COAST project ended on 30 June 2014.

5.   The terminal evaluation (TE) was conducted by an independent consultant between June-November 2014, under the overall responsibility and management of the UNEP Evaluation Office (Nairobi) and in consultation with UNIDO. The TE focused on a set of key questions based on the project's intended (revised) outcomes, and assessed the value of the no-cost extension period. In conducting the TE, the revised log frame was used. While the TE focused on the post-MTE period, it took a holistic view across the entire project from the start of implementation and also considered the MTE findings.

Terminal Evaluation Findings

6.   The TE considers that the MTE recommendations were very crucial in streamlining the project and bringing it back on track, thus allowing the project the opportunity to deliver on its revised objective and expected outcomes. In addition to simplifying the project design and strategy, other factors that contributed to successful delivery of the project included strengthening the Regional Coordinating Unit to increase support to the countries in the post-MTE period, building on ongoing programmes and tools such as UNWTO's ST-EP Initiative and UNIDO's TEST methodology, engaging established local NGOs and CBOs in the execution of project activities, strengthening the capacity of the country teams and engaging more closely with the tourism private sector.

7.   Overall, the COAST project has delivered its outputs and achieved its outcomes and objective. It has succeeded in identifying and demonstrating a range of BATs/BAPs in the three thematic areas (EMS, Ecotourism and RMRM) that could be adapted and implemented by the different groups of stakeholders. These approaches included technologies such as a biodigester and composter installed in participating hotels to deal with organic waste (under the EMS component led by UNIDO through application of its TEST methodology); ecotourism initiatives undertaken by local communities that contributed to adoption of more environmentally friendly approaches while at the same time improving livelihoods (under the Ecotourism component led by UNWTO); to mapping of sensitive reef areas to guide decision-making and development of Codes of Conduct for reef tourism operators (under the RMRM component led by EcoAfrica), and sustainable tourism labelling. The TE considers that this was a strategic mix of approaches that resulted in a range of models, lessons and experiences to support sustainable tourism in the African context. Nevertheless, other important pressures from coastal tourism should have been identified and used to guide the selection of appropriate BATs/BAPs to address them. Further, the threat posed by coastal tourism to transboundary marine ecosystems and biodiversity could be overshadowed by threats from other sectors and activities such as shipping, fishing and coastal urban development.

8.   The UNWTO was instrumental in the delivery of many of the project's outputs and outcomes, with the ecotourism component having been the only one conducted across most of the countries and the only component in Cameroon, Ghana, Nigeria, and The Gambia. Many of the activities under the ST-EP Initiative were originally designed to address poverty and livelihood concerns, but attempts were made to integrate environmental and biodiversity considerations in these activities following the MTE. This approach was based on the concept that creating opportunities for local people to generate income from tourism can act as an incentive to motivate them to protect the environment and biodiversity. Under the ecotourism component, UNWTO also developed a new training seminar to turn tourism employees into 'biodiversity champions', which was delivered in The Gambia, Ghana and Tanzania where a number of biodiversity champions were designated. All countries participated in the STG & M component, which included STG&M studies in

the countries, publication of a regional report ('Sustainable Tourism Governance and Management in Coastal Areas of Africa') and regional capacity building seminars in Kenya, Ghana and Senegal.

9.   Results and lessons have been documented in various reports and a variety of information products. A Coffee Table book is being prepared, which would be an effective tool to market the COAST results to a wider audience. Through COAST's comprehensive Knowledge Management and Communication Strategy information on the project as well as its results were disseminated through various avenues, including presentations given at the final PSC meeting in June 2014, the COAST website and social media. Nevertheless, the project results should be more widely disseminated at national and regional levels and in the appropriate languages including local languages.

10.   One of the project's greatest achievements was awareness-raising and capacity building to support sustainable tourism. Relevant policy frameworks and national and local level governance structures and mechanisms related to tourism, the environment and sustainable development were identified and some of them strengthened, which would help to facilitate uptake of the BATs/BAPs in tourism policy and management processes. A wide cross-section of stakeholders from local and state governments, private sector and local communities (over 3,000 persons) benefitted from capacity building, vocational training (local communities) and awareness-raising. Retaining this capacity within government departments and tourism establishments could be a challenge, however, due to high turnover of personnel; this needs to be addressed. Gender issues were considered in a number of project elements and many women were involved in the project, but men far outnumbered women among the project beneficiaries and executants. The project also helped to strengthen public-private partnerships and foster dialogue on sustainable tourism among stakeholders. The TE noted a significant level of stakeholder engagement and support for COAST across all the main stakeholder groups as well as high levels of country ownership and drivenness.

11.   There are reasonably good prospects for sustainability based on financial, socio-political and institutional factors. Ecological sustainability could be threatened from factors such as climate change and resource use conflicts that could undermine the attainment of the project's long term impacts. Some replication is already taking place in the partner countries and COAST results are being used in tourism policy and management processes in several of them. The demonstration projects showcased concrete, on-the-ground achievements and socio-economic benefits, which will be instrumental in promoting further stakeholder buy-in for sustainable tourism and uptake of the BATs/BAPs. However, the COAST results should be more widely integrated and mainstreamed into tourism policies and decision-making processes and the best practices and technologies replicated and upscaled. Twinning and exchange visits between the countries during the project would have helped to promote uptake and replication of the BATs and BAPs. This should be considered for the future, possibly with support from the governments and private sector. Based on the ROtI analysis, the overall likelihood that the project's intended impact will be achieved is rated on a six-point scale as 'likely'. However, impacts from other economic sectors need to be addressed in an integrated manner and the carrying capacity of the tourism sites should be determined and steps taken to ensure that this is not exceeded otherwise attainment of the expected long term impact could be jeopardized.

12.   Some of the challenges identified by the MTE persisted until the end of the project (although they were less severe due to mitigatory actions taken by the COAST management team), for instance, weak capacity and poor coordination at some of the demonstration sites; inefficiency and delays; complex management structure; and poor financial planning and management and weak monitoring and evaluation at the national level. Delays including in the release of funds from the national agencies continued in certain countries, which affected the completion of specific activities and led to the final disbursements under these countries' contract being cancelled, and reduction in

efficiency. A number of individuals interviewed were of the opinion that it would have been more efficient if project funds were transferred directly to a government-recognized NGO or CBO (with a certain amount of funds to the governments for specific tasks such as monitoring of the demonstration sites). Although the capacity of the country teams improved in the post-MTE period, limited capacity continued to affect delivery in some countries and additional support had to be provided.

13.   Financial data provided by the UNEP Fund Manager shows that as of May 2014, expenditure on the GEF funds was USD5,205,035.83 corresponding to around 97% of the GEF financing. Despite the efforts of the UNIDO management team, the project still remained behind schedule in 2013, and a collective effort to ensure timely technical and financial delivery needed to be sustained in the final year of the project. The no-cost extension was vital in facilitating the delivery of the project's outputs and the achievement of its outcomes and objective.

14.   UNIDO and UNEP as well as UNWTO, EcoAfrica and other executing partners are commended for their diligence, commitment and adaptive management actions taken in the post MTE period to ensure that the MTE recommendations were effectively implemented, which largely resulted in the achievement of the project's outputs, outcomes and objective thereby justifying the no-cost extension. The ratings for the individual evaluation criteria are given in the table below. Despite low ratings on certain criteria, overall the project satisfactorily achieved its outputs, outcomes and objective. For nearly all the criteria, there was an improvement against the individual and overall MTE ratings, as shown in the following table. The overall TE rating for the COAST Project is **SATISFACTORY**.

Summary assessment and ratings by evaluation criterion
Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS);   Moderately   Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).
Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

Criteria	Summary Assessment	TE Rating	MTE rating
A. Strategic relevance	The project is relevant to the challenges faced by the countries regarding addressing degradation of their marine and coastal environment from development activities, and results would assist the countries in achieving the MDGs on poverty alleviation and environmental sustainability. However, there may be more important threats from other activities such as shipping, heavy industries and conversion of coastal ecosystems for urban development. The project is relevant to UNEP's programmatic objectives and expected accomplishments under the Ecosystem Management and Governance cross-cutting priorities of its Medium-term Strategy 2010–2013 and the Bali Strategic Plan for Technology Support and Capacity-building.	MS	MS
B. Achievement of outputs	All seven outputs were satisfactorily achieved. A variety of different BATs/BAPs were demonstrated in the three thematic areas and documented, governance and management studies completed and capacity strengthened for sustainable tourism in the countries.	S	MU

C. Effectiveness: Attainment of project objectives and results	The project's intended outcomes and objective were achieved, and represent key drivers towards the intermediate state. But the BATs/BAPs must be sufficiently replicated and upscaled and others identified to address other pressures from coastal tourism.	MS	U
D. Sustainability and replication		ML	MU
Financial factors	There are reasonably good prospects for continued financial support for adopting sustainable tourism practices, for example, by the governments through their national budgets, uptake of results in other donor-funded programmes and projects, and through investments by hotels and local operators into BATs/BAPs although many of them do not have the financial capital for the initial investments.	ML	ML
Socio-political factors	By demonstrating concrete socio-economic as well as environmental benefits that could be derived from sustainable tourism and its relevance to national development priorities, the project garnered considerable social and political support at all levels, from regional and national to local. Socio-political sustainability could be hampered by the language barrier and pressures from other economic sectors.	L	MU
Institutional factors	In all the participating countries the institutional framework for sustainable tourism is quite strong and includes tourism and environment Ministries, other national level agencies, CBOs, NGOs and private sector associations. The capacity of a number of these bodies was strengthened by the project, but further capacity building and retaining of trained staff are required. At the regional and global levels, organizations such as the Secretariats of the Abidjan and Nairobi Conventions, EcoAfrica, UNWTO, UNEP and UNIDO are well-placed to help sustain COAST's results.	L	ML
Environmental factors	The project's results are expected to promote environmental sustainability but the BATs/BAPs need to be replicated and upscaled and others identified to have any significant effect on transboundary coastal and marine ecosystems. Climate change could diminish any ecological gains derived from sustainable tourism. Ecotourism could result in negative environmental impacts if the ecological carrying capacity of tourism sites is exceeded.	ML	ML
Replication and upscaling	The BAPs/BATs demonstrated, capacity, lessons, demonstration of concrete benefits and increased capacity would encourage and facilitate replication, some of which is already evident. Greater support and financial resources are required for replication and upscaling.	MS	-
E. Efficiency	Significant delays, high management costs and low expenditure rate especially in the first half of the project.	MU	U

	These delays resulted in the need for a no-cost extension of the project. A number of cost saving measures were adopted during implementation.		
F. Factors affecting performance			
Preparation and readiness	Preparation and readiness were affected by the original complex project design, lack of clarity about the project's aims, limited capacity of the country teams and a weak RCU. In the post-MTE period, the management team implemented several measures to address these issues. But the MTE rating remains as this criterion assesses the design and inception stage that could not have changed.	**MU**	**MU**
Implementation approach and management	Although there were some improvements, the complex project management and administration structure caused significant operational delays. Lack of compensation to the DSMC members and FPs who were already overstretched and in some cases disinterested led to operational problems.	**MU**	**U**
Stakeholder participation and public awareness	A wide range of stakeholders from local communities to governments and private sector participated in the project in different capacities. Considerable effort went into public awareness-raising and there was a high level of awareness about sustainable tourism among stakeholders.	**HS**	**MS**
Country ownership/drive nness	There was a high level of country ownership and driveness among the public and private sectors and local communities that were engaged in the project.	**S**	**U**
Financial planning and management	Although measures were taken to improve financial planning and management, problems persisted such as delays in release of funds, weak financial reporting and low expenditure.	**MU**	**MU**
UNEP supervision and backstopping	UNEP provided effective supervision and backstopping although this could have been better in the pre-MTE period.	**S**	**MS**
Monitoring and Evaluation	The overall rating on M & E is based on rating for M&E Implementation.	**MS**	**U**
- M & E Design	There were weaknesses in the original and revised project log frames (e.g. indicators that were not SMART, unrealistic targets).	**MU**	**HU**
- M & E Implementation	Monitoring and reporting was poor due to weak capacity at the demonstration site level, although some efforts were made to strengthen capacity. The MTE was carried out as planned and was very instrumental in turning the project around from its overall unsatisfactory rating	**MS**	**MU**
OVERALL RATING		**S**	**MU**

Lessons learned

The following key lessons emerged in the implementation of the project (not arranged in any order of priority) and incorporate some of the lessons from the MTE. It is hoped that these lessons would be valuable in the development and implementation of new projects:

1. Project design: A poor project design with many and unclear objectives and activities, a large number of countries and demonstration sites as well as inadequate budget leads to operational problems during implementation and a high likelihood of failure to deliver. The COAST Project was overly ambitious in terms of the size of its budget, the number of countries involved and large number of planned activities, which contributed to poor performance and low level of achievement in the first half of the project. The feasibility of the original project design should have been evaluated by UNIDO, UNEP and GEF during the PDF-B stage or even at the start of the inception phase, and any modifications done before actual implementation got underway. This is an important lesson for the development of new projects. Measures such as simplification of the log frame and reduction in the number of demonstration sites and activities in the post-MTE period helped to streamline and focus the project and enable it to achieve its objective and outcomes. (Para 27, 28, 159,160).

2. Capacity of the RCU and country teams: Inadequate managerial and technical capacity hampers implementation progress and places heavy demands on the project management team to build the required capacity of project executants and, in some cases, compensate for the limited capacity themselves. Inadequate capacity in the countries was a major challenge throughout project implementation, especially in the period prior to the MTE, and major efforts were necessary to support the country teams and strengthen their capacity. In addition, the RCU was quite weak for a project of this nature and complexity, which added to the challenges faced in the early part of the project. The RCU had to be considerably strengthened through additional personnel with technical and project management skills in the post-MTE period. Capacity needs should have been identified during the PDF-B stage and steps taken in the inception phase to ensure that the required capacity and skill sets were in place. (Para 161-163, 171).

3. Management arrangements: Complex management arrangements with multiple agencies and levels create managerial and operational problems that put the project at risk. COAST management structure was spread across global (UNEP, UNIDO), national (Tourism and Environment Ministries) and local (DPC, DSMC) levels, which at times resulted in implementation delays, communication challenges, confusion and tensions among participants. This required almost continuous interventions by UNIDO to address the ensuing problems. (Para 166-168).

4. Government involvement: Government structures and bureaucracy are not always conducive to timely implementation of project components, leading to major delays that could ultimately put the project at risk. For instance, in certain countries there were major delays in the release of funds and in decision-making, which were attributed to complex government structures and bureaucracy. Further, the government Focal Points and DSMCs were expected to assume COAST responsibilities on top of their normal duties and felt that they were not adequately compensated, which served to demotivate some of them. In the post-MTE period, greater decision-making authority had to be granted to the DPC, and the government agencies were requested to authorize all DPCs to increase their allocated time to the project to 50% of their time to allow for improved oversight and coordination. UNIDO country offices and desks also became more involved in monitoring of national project activities and dialogue was strengthened between the GEF Focal Points and the two Ministries. Channelling project funds

through the UNIDO country offices, as was done in Ghana and Nigeria, should have been explored for all the partner countries. (Para   169, 195, 196).

5. Utilizing existing organizations: Utilizing organizations and established CBOs and NGOs with relevant experience and ongoing projects and programmes at the demonstration sites to assume specific responsibilities is cost-effective and greatly increases the likelihood of success. For example, UNWTO used the experiences gained in its ST-EP Initiative for the ecotourism component; as seen in Watamu, COAST engaged the WMA and other civil society organizations, and built on the foundation that was already in place, which contributed to the exceptional success of the demonstration project at this site. Moreover, integrating COAST results into the ongoing programmes of these organizations would contribute to sustainability of project outcomes. (Para 61, 136, 137, 154).

6. Partnerships and stakeholder engagement: Establishing partnerships and engagement with key stakeholders is critical in projects in which the achievement of the intended long term impact is highly dependent on their mutual collaboration and actions. In the tourism sector, key players include the Ministries of Tourism and Environment, the hotel industry, tour operators, local community members involved in tourism activities and conservation NGOs and CBOs. COAST engaged a wide cross-section of these stakeholders in the project, for instance, as DPCs and members of the DSMCs and also as beneficiaries of capacity building and vocational training. The project fostered public-private partnerships for sustainable tourism, closely engaged with the private sector and demonstrated concrete benefits, which contributed to the achievement of the project's goals and would facilitate, in the longer term, the uptake of project results. As well, COAST was executed in partnership with agencies in their respective areas of expertise (UNWTO and EcoAfrica). (Para 61, 72, 177 – 182).

7. Involvement of women: Women play different and important roles in the tourism sector and are a key group of stakeholders whose contribution cannot be overlooked. While many women participated in and benefitted from the project, and gender equality was considered in some cases (for example, in the demonstration project briefs, criteria for selection of DSMC members and in the ST-EP projects), women were far outnumbered by men in the COAST project. In projects in male-dominated societies, activities specifically targeting women are needed to ensure greater participation of women (Para 219-222).

8. Demonstrating concrete benefits: Demonstrating that concrete benefits to both tourism operators and the environment could be derived from sustainable tourism approaches greatly increases stakeholder buy-in during implementation and increases the prospects for uptake and sustainability of results after the project ends. For instance, the project demonstrated improvement in income and livelihoods to local communities through ecotourism and cost savings to hotels through installing equipment to deal with organic waste that at the same time produced compost for sale and methane gas for use in cooking. These were some of the more impressive results that appeared to motivate stakeholders to uptake sustainable tourism approaches. (Para 129, 130, 181).

9. Value of the MTE: This goes without saying, but an MTE that takes a hard and critical look at a project and makes recommendations for necessary modifications, drastic though they may be, can turn around a failing project if resources are made available and the recommendations are implemented in a timely manner. The COAST project's M & E plan made provisions for an independent MTE, which was conducted in 2011. This was a very comprehensive and constructive evaluation that served as a 'wake-up call' for the project team. Implementation of the MTE recommendations brought about a major turn around and enabled the project to

deliver on its expectations. Provisions should always be made in developing a project's M & E plan for an independent mid-term evaluation or review, and the implementing and executing agencies should ensure that this is carried out in a timely manner and the recommendations implemented. (Para 27, 212, and throughout the TE report).

Recommendations

The following recommendations look ahead to the development and implementation of other similar projects and sustaining the results of the COAST project. The recommendations are put forward for consideration by GEF, UNIDO, UNEP, the Tourism and Environment Ministries of the participating countries as well as by UNWTO and EcoAfrica.

1. As raised by the MTE, it is recommended that GEF agencies consider strengthening the project review process for projects submitted. In addition to the GEFSec and STAP review process (which focuses on scientific and technical aspects), GEF should consider establishing an independent mechanism to review proposals to assess whether they are implementable from the operational, management and administrative aspects. In addition, there is value in conducting a Review of Outcomes to Impacts (ROtI) analysis at the design stage (rather than at the MTE or TE stage). The implementing and executing agencies should also make provision for an independent review of the project design at the start of the project inception period. (Para 27, 28, 159,160, MTE report).

2. The Tourism and Environment Ministries in the partner countries should continue to collaborate in building capacity and facilitating replication of the BATs/BAPs that were demonstrated, through transferring knowledge and sharing of experiences and lessons. Of particular value in this regard would be exchange visits and study tours to the more advanced demonstration sites. Financial support would be required for these visits and options to procure this support should be explored (e.g., government budgets, other relevant donor funded projects, investment by the private sector). (Para 107, 140, 148-150).

3. The Tourism and Environment Ministries should encourage replication and upscaling of project results in other tourism establishments and locations, through, for example, provision of incentives to the private sector for uptake of BATs/BAPs and a second phase of COAST and other planned relevant donor-funded projects. At the same time, they should increase efforts to integrate and mainstream COAST results into tourism and environmental policies and decision-making processes. This should include the development and implementation of an appropriate environmental monitoring programme at the tourism sites in order to evaluate the impact of adopting sustainable tourism practices and take any necessary adaptive management measures. (Para 118, 124, 132, 149).

4. UNIDO, UNEP, UNWTO, EcoAfrica and the Tourism and Environment Ministries should ensure that the project results and lessons are more widely disseminated as soon as possible to all relevant groups of stakeholders (government personnel, hotels and other tourism establishments, relevant NGOs and CBOs, local communities among others) in the appropriate languages and formats. Local communities in particular would greatly benefit from having easier access to information and in their own languages. Tools and approaches for dissemination that are appropriate to the different groups of stakeholders should be identified. UNIDO should also ensure that the Coffee Table Book, for which project funds have been allocated and in which considerable effort has already been invested, is completed as soon as possible before momentum is lost, in collaboration with UNWTO and EcoAfrica and promoted and widely

disseminated through the ministries as well as through their various networks. (Para 78-79, 90, 133, 149).

5. It is recommended that the Tourism and Environment Ministries continue efforts to identify other sources of pressures on the marine environment from coastal tourism and identify suitable BATs/BAPs to address these pressures. In addition, the carrying capacity of tourism sites should be determined and measures taken to ensure that this is not exceeded. In this regard, EcoAfrica could potentially play an important role in assessing carrying capacity. Support for these efforts could be sought through other government or donor-funded projects and programmes. (Para 119, 134, 143).

6. For future projects, the executing agency (UNIDO) should consider channelling project funds for country level activities through well-established, government-recognized NGOs/CBOs, with funds allocated to the governments for specific activities for which they (governments) would be responsible. Presumably these civil society bodies do not face as much bureaucratic constraints and ensuing delays in release of funds that hamper implementation. Further, more efficient project management arrangements should be considered for future projects and the UNIDO country offices given a bigger supporting role. (Para 196).

RÉSUMÉ

Introduction

1. Le Projet « Actions Collaboratives pour le Tourisme Durable » (COAST dans son acronyme en anglais) a été mis en œuvre de Novembre 2008 à Juin 2014 par le Programme des Nations Unies pour l'Environnement (PNUE) et exécuté par l'Organisation des Nations Unies pour le Développement Industriel (ONUDI). Le projet a bénéficié d'un appui financier du Fonds pour l'Environnement Mondial (FEM) de 5,388,200 $EU et environ 23.5 millions $EU en cofinancement assuré par les pays participants. L'objectif initial du Projet était de «soutenir et d'améliorer la conservation des écosystèmes côtiers et marins d'importance mondiale et de la biodiversité associée en Afrique subsaharienne, grâce à la réduction des impacts environnementaux négatifs découlant du tourisme côtier ».

2. Huit pays d'Afrique subsaharienne ont participé au Projet: le Cameroun, la Gambie, le Ghana, le Kenya, le Mozambique, le Nigeria, le Sénégal et la Tanzanie. Les Seychelles ont contribué parallèlement à travers un autre Projet du FEM. Les activités nationales ont été exécutées conjointement par les Ministères chargés de l'Environnement et du Tourisme dans les pays partenaires au travers de sous-contrats avec l'ONUDI. Dans chaque pays, chaque ministère a désigné un point focal national (FP en anglais) ainsi qu'un coordinateur de projet de démonstration (DPC en anglais) et un comité de gestion du site de démonstration (DSMC en anglais) a été nommé au niveau local. Les autres parties prenantes impliquées étaient le secteur privé du tourisme et les communautés locales engagées dans le tourisme, les ONG concernées et les organisations communautaires. La clé partenaires d'exécution au niveau du projet étaient l'Organisation Mondiale du Tourisme (OMT), qui a conduit la composante de l'écotourisme à travers son Initiative Tourisme Durable pour l'Elimination de la Pauvreté (ST-EP en anglais), et la composante transversale 'Gouvernance et Gestion de la Tourisme Durable' (STG & M en anglais); et EcoAfrica, qui a mené la composante de gestion des récifs marins et loisirs nautiques (RMRM en anglais). L'ONUDI était responsable de la mise en œuvre de la composante du Système de Gestion Environnementale (EMS en anglais). En outre, les ONG, les organisations communautaires et les communautés locales ont été engagés dans les projets de démonstration, qui ont été mis en œuvre dans des zones prioritaires nationales dans chacun des huit pays. Cela dans l'objectif d'adapter et de démontrer les Meilleures Technologies Disponibles (BAT en anglais) et les Meilleures Pratiques Disponibles (BAP en anglais) pour aborder les impacts du tourisme côtier. Le Projet « COAST » visait également à contribuer au développement de moyens de subsistance durable des habitants des zones côtières et à la réduction de la pauvreté dans les communautés locales à travers le tourisme durable.

3. L'Évaluation à Mi-Parcours (EMP) a été menée de Juillet à Décembre 2011. La note globale de l'EMP était **Modérément Insatisfaisant**, avec une note de **Insatisfaisant** sur la «réalisation des objectifs et résultats attendus du Projet » reflétant la faible efficacité du Projet en raison des retards importants depuis son démarrage. Les résultats indiquaient que le Projet COAST avait peu de probabilités d'atteindre pleinement son objectif et ses résultats en raison d'un certain nombre de défis qui ont affecté sa performance. Parmi ces défis figurent un design original trop grand, confus et qui manquait de cohérence, avec un large éventail de pays à travers l'Afrique de l'Ouest et de l'Est; un trop grand nombre d'activités et de sites de démonstration; une structure de gestion et d'administration complexe impliquant des organes décisionnels mondiaux, régionaux, nationaux et locaux interconnectés et trois agences des Nations Unies; ainsi qu'un budget FEM relativement modeste. Après avoir envisagé sa fermeture, l'EMP a conclu qu'il était possible d'améliorer sa notation pour arriver à un niveau satisfaisant d'ici la fin du Projet si des changements clés étaient faits.

4. À cet égard, l'EMP a fait un certain nombre de recommandations, notamment la révision de la stratégie et la concept du Projet, et une prolongation de 6 à 12 mois sans coûts. Les recommandations ont été approuvées par le Comité de Pilotage du Projet en Avril 2012, et mis en œuvre par l'ONUDI. L'objectif initial du Projet a été révisé: « Démontrer et soutenir l'adoption de pratiques exemplaires en matière de tourisme durable qui réduisent la dégradation des milieux marins et côtiers d'importance transfrontalière », et le nombre de produits et de résultats a été réduit. En outre, le Projet a été rationnalisé avec la suppression de certains sites et activités, et une extension sans frais de 7 mois a été accordé. Le Projet COAST s'est achevé le 30 Juin 2014.

5. L'Évaluation Terminale (ET) a été menée par un consultant indépendant entre Juin et Novembre 2014, sous la responsabilité générale et la gestion du Bureau d'Évaluation du PNUE à Nairobi et en consultation avec l'ONUDI. L'ET s'est concentrée sur un ensemble de questions clés sur la base des résultats attendus (révisés) du Projet, et l'évaluation de la valeur ajoutée de la prolongation sans frais. Dans le cadre de l'ET, le cadre logique révisé a été utilisé. Bien que l'ET a porté sur la période post-EMP, elle avait une vision holistique de l'ensemble du Projet depuis le début de sa mise en œuvre avec la prise en compte des conclusions de l'EMP.

Résultats de l'Evaluation Terminale (ET)

6. L'ET estime que les recommandations de l'EMP ont été cruciales afin de rationaliser le Projet et de le ramener sur la bonne voie, lui donnant ainsi l'opportunité de livrer ses résultats révisés et ses objectifs attendus. L'exécution réussie du projet s'explique principalement par la simplification de la concept et la stratégie du Projet mais également par le renforcement de l'Unité de Coordination Régionale (RCU en anglais) afin d'augmenter le soutien aux pays pendant la période post-EMP; utilisant des programmes et des outils en cours tels que le programme ST-ET de l'OMT et la méthodologie TEST (acronyme en anglais de « Transfert de Technologies Environnementales Performantes ») de l'ONUDI ; l'engagement d'ONG et d'organisations communautaires locales bien établies dans l'exécution des activités du Projet ; le renforcement des capacités des équipes de pays et l'engagement rapproché avec le secteur privé touristique.

7. Dans l'ensemble, le Projet COAST a livré ses produits et a atteint ses résultats et son objectif. Il a réussi à identifier et à démontrer une gamme de Meilleures Technologies Disponibles/Meilleures Pratiques Disponibles (BAT/BAP en anglais) dans les trois domaines thématiques (EMS, éco-tourisme et RMRM) qui pourraient être adaptées et mises en œuvre par les différentes parties prenantes. Différentes approches ont été concrétisées, telles que le biodigesteur et composteur qui ont été installés dans les hôtels participants pour traiter les déchets organiques (la composant EMS dirigée par l'ONUDI par l'application de sa méthodologie TEST); les initiatives d'écotourisme menées par les communautés locales qui ont contribués à l'adoption d'approches plus respectueuses de l'environnement tout en améliorant en même temps les moyens de subsistence (la composante Ecotourisme dirigé par l'OMT); la cartographie des zones de récifs sensibles pour guider la prise de décision et le développement de Codes de Conduite pour les opérateurs touristiques en lien avec les récifs (la composante RMRM dirigé par EcoAfrica), ainsi que l'étiquetage d'un tourisme durable. L'ET considère que cette diversité stratégique des approches a abouti à une gamme de modèles, de leçons et d'expériences pour soutenir le tourisme durable dans son contexte Africain. Néanmoins, certains impacts environnementaux du tourisme côtier auraient dû être identifiés afin de guider le choix de BATs/BAPs appropriées. En outre, la menace que représente le tourisme côtier sur les écosystèmes marins et la biodiversité transfrontalière pourrait être éclipsée par des menaces provenant d'autres secteurs et activités telles que la navigation, la pêche et le développement urbain côtier.

8. L'OMT a joué un rôle très important dans la livraison de plusieurs des produits et des résultats du Projet. La composante écotourisme était la seule à être conduite à travers la plupart des pays et la seule composante au Cameroun, Ghana, Nigeria et en Gambie. Alors que bon nombre de ces des activités ont été initialement conçues pour lutter contre la pauvreté et développer des moyens de subsistance dans le cadre de l'initiative ST-EP, des tentatives ont été faites après l'EMP pour intégrer des problématiques de biodiversité et l'environnement dans les activités ST-EP. Cette approche est basée sur le concept que la création d'opportunités pour les populations locales de générer des revenus du tourisme peut les inciter à protéger l'environnement et la biodiversité. l'OMT a également développé un nouveau séminaire de formation pour transformer les employés du tourisme en «champions de la biodiversité», qui a été livré en Gambie, au Ghana et en Tanzanie où un certain nombre de champions de la biodiversité ont été désignés. L'OMT a également dirigé la STG & M composante transversale, dans lequel tous les pays du projet ont participé. Les activités relevant de cette composante comprennent des études STG & M dans les pays et la publication d'un rapport régional (La gouvernance et la gestion de tourisme durable dans les zones côtières de l'Afrique) et des séminaires régionaux de renforcement des capacités au Kenya, au Ghana et au Sénégal.

9. Les résultats et les leçons ont été documentés dans divers rapports et supports informatifs. Un livre grand format est en cours de préparation, ce sera un outil efficace afin de promouvoir les résultats du Projet COAST à un public plus large. La Stratégie de Communication et de Gestion des Connaissances du projet a permis une large diffusion par différents moyens des informations et résultats du projet, y compris des présentations à la réunion finale du Comité de Pilotage en Juin 2014, sur le site Internet COAST et par le biais des réseaux sociaux. Néanmoins, les résultats du Projet devraient être diffusés plus largement aux niveaux national et régional et dans les langues pertinentes, y compris dans les langues locales.

10. L'une des plus grandes réalisations du Projet a été la sensibilisation et le renforcement des capacités pour soutenir le tourisme durable. Des cadres politiques pertinents et des structures et mécanismes nationaux et locaux de gouvernance liés au tourisme, à l'environnement et au développement durable ont été identifiés et certains d'entre eux renforcés. Cela pourrait contribuer à faciliter l'adoption de BATs/BAPs dans les politiques et processus de gestion du tourisme. Un large échantillon de parties prenantes tels que les gouvernements locaux et centraux, le secteur privé et les communautés locales (plus de 3 000 personnes) ont bénéficié de renforcement des capacités, de formations professionnelles (communautés locales) et de sensibilisation. Toutefois, en raison de la forte rotation du personnel, le maintien de cette capacité au sein des ministères et des établissements de tourisme est un défi qui doit être abordé. Les questions de genre ont été prises en compte dans certain éléments du Projet, et les femmes ont été impliqués dans des activités et elles ont bénéficié de renforcement des capacités. souvent impliquées dans des activités. Mais en réalité, les hommes étaient beaucoup plus nombreux que les femmes parmi les bénéficiaires et les exécutants du Projet. Le Projet a également permis de renforcer les partenariats public-privé et de favoriser le dialogue sur le tourisme durable entre les parties prenantes. L'ET a relevé un niveau significatif d'engagement et de soutien de la part des différents groupes de parties prenantes pour le Projet COAST ainsi qu'un niveau élevé d'appropriation et de portage par les pays.

11. Il existe d'assez bonnes perspectives de durabilité basées sur des facteurs financiers, sociopolitiques et institutionnels. La durabilité écologique pourrait être menacée par des facteurs tels que le changement climatique et des conflits dans l'utilisation des ressources qui pourraient nuire à l'accomplissement des impacts prévus du Projet sur le long terme. Certaines reproductions sont déjà en cours dans les pays partenaires et dans plusieurs d'entre eux les résultats du Projet COAST sont utilisés dans les politiques et processus de gestion du tourisme. Les projets pilotes ont demonstré de bénéfices socio-économiques concrets ce qui jouera un rôle primordial dans la

promotion de l'engagement de nouveaux intervenants pour le tourisme durable et l'adoption de BATs/BAPs. Cependant, les résultats du Projet COAST devraient être plus largement intégrés et incorporés dans les politiques de tourisme et les processus décisionnels. De la même manière, les pratiques et les technologies devraient être répliquées et répandues. Des visites de jumelage et d'échange entre les pays auraient contribué à promouvoir l'adoption et la reproduction des BATs/BAPs. Cela devrait être considéré pour l'avenir, éventuellement avec le soutien des gouvernements et du secteur privé. Basé sur l'analyse ROtI (Review of Outcomes to Impacts), la probabilité globale que l'impact attendu du Projet soit atteint, est évalué sur une échelle de six points comme «probable». Toutefois, l'impact d'autres secteurs économiques doit être pris en compte de manière intégrée. D'autre part, la capacité de charge des sites touristiques devrait être déterminée afin que des mesures soit prises pour s'assurer que celle-ci n'est pas dépassée. Dans le cas contraire, la réalisation de l'impact prévu sur le long terme pourrait être compromise.

12. Certains des défis identifiés lors de l'EMP ont perduré jusqu'à la fin du Projet (mais ils étaient moins graves grâce aux mesures d'atténuation prises par l'équipe de gestion du Projet COAST), par exemple, la faiblesse des capacités et une mauvaise coordination dans certains des sites pilotes; l'inefficacité et les retards; une structure de gestion complexe; une mauvaise gestion et planification financière ainsi que la faiblesse du suivi et évaluation au niveau national. L'aboutissement d'activités spécifiques et l'efficacité ont été affectés négativement par les retards, notamment dans le déblocage des fonds par les agences nationales. Cela a conduit à l'annulation des derniers décaissements des contrats dans ces pays. Un certain nombre de personnes interrogées étaient d'avis qu'il aurait été plus efficace si les fonds du Projet avaient été transférés directement à une ONG ou association communautaire reconnue par le gouvernement (avec une certaine quantité de fonds allouées aux gouvernements pour la réalisation de tâches spécifiques telle que la surveillance des sites pilotes). Bien que la capacité des équipes de pays se soit améliorée dans la période post-EMP, le problème des capacités a continué d'affecter l'exécution dans certains pays et un soutien supplémentaire a dû être fourni.

13. Les données financières disponibles montrent qu'au mai 2014, la dépense des fonds du FEM était de 5,205,035.83 \$EU correspondant à 97% du financement total du FEM. Malgré les efforts de l'équipe, le Projet restait en retard en 2013. Afin d'assurer la réalisation technique et financière en temps opportun un effort collectif était nécessaire pendant la dernière année du Projet. La prolongation était vitale pour la réalisation des produits et des résultats du Projet et donc pour la réalisation de son objectif.

14. L'ONUDI, le PNUE, l'OMT, EcoAfrica et d'autres partenaires sont félicités pour leur diligence, leur engagement et les actions de gestion adaptative prises dans la période post-EMP afin de s'assurer que les recommandations de l'EMP soient effectivement mises en œuvre. Cela a grandement participé à la réalisation des produits, résultats et de l'objectif du Projet, justifiant ainsi la prolongation sans coûts. Les notations attribuées aux critères d'évaluation figurant au tableau ci-dessous. Malgré de faibles notations aux certains critères, dans l'ensemble, le Projet a atteint de manière satisfaisante ses produits, résultats et objectif. Pour presque tous les critères, il y a eu une amélioration des notations individuelles et de la notation globale de l'EMP (présentées au tableau suivant). La notation globale de l'ET pour le Projet COAST est SATISFAISANTE.

Tableau récapitulatif et notation par critère d'évaluation

Système de notation appliqué à tous les éléments : Hautement satisfaisant (HS); Satisfaisant (S); Modérément satisfaisant (MS); Modérément insatisfaisant (MI); Insatisfaisant (I); Hautement insatisfaisant (HI).

La durabilité est évaluée en fonction de la probabilité : Hautement probable (HP), Probable (P), Modérément probable (MP), Modérément improbable (MI) et Hautement improbable (HI).

Critères d'évaluation	Résumé	Notation ET	Notation EMP
A. Pertinence stratégique	Le Projet est pertinent face aux défis rencontrés par les pays en matière de lutte contre la dégradation de leur environnement marin et côtier provoqué par les activités de développement. Les résultats aideraient les pays à atteindre les OMD relatifs à la réduction de la pauvreté et la durabilité environnementale. Cependant, il peut y avoir des menaces plus importantes provenant d'autres activités telles que le transport maritime, l'industrie lourde et la conversion des écosystèmes côtiers pour le développement urbain. Le Projet est conforme aux objectifs programmatiques du PNUE et les réalisations attendues entrent dans le cadre des priorités transversales de Gestion et Gouvernances des Ecosystèmes de sa Stratégie à Moyen Terme 2010-2013 et du Plan stratégique de Bali pour l'appui technologique et le renforcement des capacités.	**MS**	**MS**
B. Réalisation des produits	Les sept produits attendus ont été réalisés de manière satisfaisante. Plusieurs BATs/BAPs ont été démontrées et documentées dans les trois domaines thématiques, des études de gouvernance et de gestion ont été faites et la capacité renforcée pour un tourisme durable dans les pays.	**S**	**MI**
C. Efficacité: Atteinte des objectifs et résultats du Projet	Les résultats et objectif attendus ont été atteints, et représentent les principaux moteurs vers l'état intermédiaire. A noter toutefois que les BATs/BAPs existantes doivent être suffisamment répliquées et élargies, et d'autres BATs/BAPs doivent être identifiés pour répondre aux autres pressions exercées par le tourisme côtier.	**MS**	**I**
D. Durabilité et reproductibilité		**MP**	**MI**
Au niveau financier	Il y a des bonnes perspectives de poursuite du soutien financier pour l'adoption de pratiques de tourisme durable, par exemple, de la part des gouvernements à travers leurs budgets nationaux, l'utilisation des résultats dans d'autres programmes et Projets financés par les donateurs, et grâce à des investissements dans les BATs/BAPs par les hôtels et les opérateurs locaux bien que beaucoup d'entre eux n'aient pas le capital financier pour les investissements initiaux.	**MP**	**MP**
Au niveau socio-politique	En démontrant les avantages socio-économiques et environnementaux concrets qui pouvaient être tirés du tourisme durable ainsi que sa pertinence pour les priorités nationales de développement, le Projet a recueilli un soutien social et politique considérable à	**P**	**MI**

	tous les niveaux: régional, national et local. La durabilité de l'engagement sociopolitique pourrait être entravé par la barrière linguistique et des pressions d'autres secteurs économiques.		
Au niveau institutionnel	Dans tous les pays participants le cadre institutionnel pour le tourisme durable est assez fort et inclut les Ministères du tourisme et de l'environnement, les agences nationales, les organisations communautaires, les ONG et les associations du secteur privé. La capacité d'un certain nombre de ces organismes a été renforcée par le Projet, mais il est nécessaire d'approfondir le renforcement des capacités et de maintenir le personnel qualifié. Des organisations telles que les Secrétariats des Conventions d'Abidjan et de Nairobi, EcoAfrica, l'OMT, le PNUE et l'ONUDI sont bien placés pour aider à soutenir les résultats du projet.	P	MP
Au niveau de l'environnement	Les résultats du Projet devraient promouvoir la durabilité environnementale. Mais pour cela les BATs/BAPs existants doivent être reproduits et accrus et d'autres identifiés pour avoir un effet significatif sur les écosystèmes côtiers et marins transfrontaliers. Le changement climatique pourrait diminuer les gains écologiques du tourisme durable. L'écotourisme pourrait entraîner des impacts négatifs sur l'environnement si la capacité de charge des sites touristiques est dépassée.	MP	MP
Reproductibilité	Les BATs/BAPs démontrées, les leçons et des avantages concrets; et renforcement des capacités pourrait encourager et faciliter la transposition, dont certaines sont déjà évidentes. Un plus grand soutien et des ressources financières accrues sont indispensables pour la reproduction et la transposition à plus grande échelle.	MS	-
E. Efficacité	Retards importants, coûts de gestion élevés et faible taux de dépense, en particulier dans la première moitié du Projet. Ces retards ont entraîné la nécessité d'une extension sans coût du Projet. Un certain nombre de mesures de réduction des coûts ont été adoptées pendant la mise en œuvre.	MI	I
F. Facteurs affectant la performance			
Préparation	La préparation a été affectée par la conception complexe du Projet à l'origine, le manque de clarté sur les objectifs du Projet, la capacité limitée des équipes de pays et une Unité de Coordination Régionale faible. Dans la période post-EMP, l'équipe de management a mis en place plusieurs mesures pour résoudre ces problèmes. Mais la notation de MTE reste que ce critère évalue la phase de	MI	MI

	conception et de création qui ne peut pas avoir changé.		
Approche en matière de mise en œuvre et gestion	Malgré quelques améliorations, la complexité de la structure administrative et du mode de gestion de Projets a entraîné des retards opérationnels significatifs. Le manque de compensation aux membres du DSMC et aux FP qui étaient déjà surchargés et dans certains cas désintéressés, a conduit à des problèmes opérationnels.	MI	I
Implication des parties prenantes et sensibilisation du public	Un large éventail de parties prenantes, des communautés locales aux gouvernements ainsi que le secteur privé ont participé dans le projet à différents niveaux. Un effort considérable a été fait dans la sensibilisation du public et les parties prenantes étaient hautement sensibilisées par rapport au tourisme durable.	HS	MS
Appropriation et impulsion par les pays	Il y avait un niveau élevé d'appropriation et impulsion par les Pays au sein des secteurs public et privé ainsi que des communautés locales impliquées dans le Projet.	S	I
Planification et gestion financière	Bien que des mesures ont été prises pour améliorer la planification et la gestion financière, des problèmes persistent comme des retards dans le déblocage des fonds, la faiblesse du reporting financier et du niveau de dépenses.	MI	MI
Supervision et appui du PNUE	Le PNUE a fourni une supervision et un appui efficaces bien qu'il aurait pu être plus important dans la période pré-EMP.	S	MS
Suivi et évaluation	L'évaluation globale sur le suivi et l'évaluation est basée sur la notation de mise en œuvre du suivi et de l'évaluation.	MS	I
Conception du suivi et de l'évaluation	Ce dispositif avait des faiblesses dans le cadre logique original et révisé du Projet (par exemple: des indicateurs ne répondant pas au système « SMART », des cibles irréalistes).	MI	HI
Mise en œuvre du Plan de suivi et d'évaluation	Médiocrité de la surveillance et de l'établissements de rapports en raison de la faiblesse des capacités au niveau des sites pilotes, bien que des efforts aient été faits pour les renforcer. L'EMP a été réalisée comme prévu et a beaucoup contribué à transformer le projet autour de sa notation globale insatisfaisante.	MS	MI
NOTATION GLOBALE		**S**	**MI**

Leçons et enseignements tires

Un certain nombre de leçons clés ont émergé au cours de la mise en œuvre du Projet (sans ordre de priorité) et intègrent certaines des leçons de l'EMP. On peut espérer que ces leçons soient utiles dans le développement et la mise en œuvre de nouveaux Projets:

1. Conception du Projet: Des facteurs tel qu'une mauvaise conception du Projet avec des objectifs et des activités nombreuses et floues, un grand nombre de pays et de sites pilotes ainsi que l'inadéquation du budget conduisent à des problèmes opérationnels au cours de l'exécution. Ces problèmes mènent à une forte probabilité de défaut dans la livraison. Le Projet COAST était trop ambitieux par rapport à la taille de son budget, le nombre de pays concernés et le grand nombre d'activités prévues. Ces facteurs ont contribué à la mauvaise performance et au faible niveau de réalisation dans la première moitié du Projet. La faisabilité de la conception initiale du Projet aurait dû être évaluée par l'ONUDI, le PNUE et le FEM pendant la phase PDF-B ou même au début de la phase initiale. Des modifications auraient dû être effectuées avant même la mise en œuvre réelle du Projet. Ceci est une leçon importante pour le développement de nouveaux projets. Les mesures prises dans la période post-EMP, tel que la simplification du cadre logique et la réduction du nombre d'activités et de sites pilotes, ont aidé à rationaliser le projet, lui permettant ainsi d'atteindre ses objectifs et résultats. (Para. 27,28,159,160).

2. Capacité des équipes nationales et de l'UCR (Unité de Coordination Régionale): L'insuffisance des capacités techniques et de gestion entrave la mise en œuvre du Projet et impose de lourdes exigences à l'équipe de gestion de Projet pour construire la capacité requise des exécutants du Projet et, dans certains cas, compenser eux-mêmes le manque de capacités. L'insuffisance des capacités dans les pays était un défi majeur dans la mise en œuvre du Projet, en particulier dans la période antérieure à l'EMP. Des efforts importants ont été nécessaires pour soutenir les équipes de pays et renforcer leurs capacités. En outre, la faiblesse de l'UCR étant donné l'envergure du projet, est venue s'ajouter aux difficultés rencontrées dans la première partie du Projet. L'UCR a dû être considérablement renforcée dans la période post-EMP à travers l'embauche de personnel supplémentaire ayant des compétences techniques et de gestion de Projet. Les besoins en capacités auraient dû être identifiés lors de la phase PDF-B et des mesures prises dans la phase de lancement pour s'assurer que les capacités et les compétences nécessaires soient en place. (Para 161-163, 171).

3. Modalités de gestion: Des modalités de gestion complexes avec de multiples organismes et niveaux créent des problèmes opérationnels et de gestion mettant en péril le Projet. La structure de gestion du Projet COAST s'étendait aux niveaux mondiaux (PNUE, ONUDI), nationaux (Ministère du Tourisme et l'Environnement) et locaux (DPC, DSMC), ce qui parfois donnait lieu à des retards de mise en œuvre, des défis de communication, de la confusion et des tensions entre les participants. Des interventions continues de l'UNIDO ont été nécessaires afin de confronter les problèmes qui découlaient de cette situation. (Para 166-168).

4. Participation gouvernementale: Les structures gouvernementales et leur bureaucratie ne sont pas toujours propice à la mise en œuvre rapide des composantes du Projet, entraînant ainsi des retards qui pourraient éventuellement mettre le Projet en péril. Par exemple, dans certains pays, il y avait des retards importants dans le déblocage des fonds et dans la prise de décisions. Ces retards ont été attribués à la bureaucratie et aux structures gouvernementales complexes. En outre, les Points focaux (FP) et DSMC gouvernementaux devaient désormais assumer des responsabilités liées au Projet COAST en sus de leurs fonctions normales et sans indemnisation (pas prévus dans les fonds du FEM), ce qui a démotivé certains d'entre eux. Dans la période post-EMP une plus grande autorité de prise de décision devait être accordée aux DPC. Les organismes gouvernementaux ont été invités à autoriser tous les DPC d'augmenter leur temps alloué au Projet à 50% pour permettre une meilleure coordination et contrôle. Les bureaux de l'ONUDI ont également été d'avantage impliqués dans le suivi des activités de projet au niveau national, et le dialogue a été renforcé entre les points focaux du FEM et les deux ministères. La canalisation des fonds du Projet à travers les bureaux de pays de l'ONUDI, comme cela a été fait au Ghana et au

Nigeria, est une solution qui aurait dû être considérée pour tous les pays partenaires. (Para 169, 195, 196).

5. Utilisation des organisations existantes: L'exploitation d'ONG et d'organisations communautaires déjà établies, ayant une expérience pertinente et des projets et programmes en cours sur les sites pilotes, en les poussant à assumer des responsabilités spécifiques est une stratégie rentable qui améliore les chances de succès. Par exemple, l'OMT a appliqué les expériences de son initiative ST-EP pour la composante écotourisme; comme on le voit à Watamu, le Projet COAST a engagé la Watamu Marine Association (WMA) ainsi que d'autres organisations de la société civile, et s'est aidé des bases qui étaient déjà en place, ce qui a contribué à la réussite exceptionnelle du projet pilote sur ce site. De plus, la durabilité des résultats du Projet pourrait être améliorée en intégrant les résultats du Projet COAST dans les programmes en cours de ces organisations. (Par. 61, 136, 137, 154).

6. Partenariats et engagement des parties prenantes: L'établissement de partenariats et l'engagement avec les principales parties prenantes est essentiel dans des Projets dans lesquels la réalisation de l'impact prévu à long terme est fortement tributaire de leur collaboration et actions mutuelles. Dans le secteur du tourisme, les acteurs clés comprennent les ministères du Tourisme et de l'Environnement, l'industrie hôtelière, les tour-opérateurs, les membres des communautés locales impliquées dans des activités de tourisme et les ONG et organisations communautaires agissant dans la conservation de l'environnement. Le Projet COAST a engagé un vaste échantillon de ces parties prenantes dans le Projet, par exemple, en tant que DPC ou membres des DSMC mais également comme bénéficiaires des formations professionnelles et du renforcement des capacités. Le Projet a favorisé les partenariats public-privé pour le tourisme durable, en étroite collaboration avec le secteur privé ce qui a démontré des avantages concrets. Ceux ci ont contribué à la réalisation des objectifs du Projet et faciliteraient, dans le plus long terme, l'adoption à plus grande échelle des résultats du Projet. D'autre part, le Projet COAST a été exécuté en partenariat avec des agences dans leurs domaines d'expertise respectifs (OMT et EcoAfrica). (Para. 61, 72, 177-182).

7. Participation des femmes: Les femmes jouent des rôles variés et importants dans le secteur du tourisme et sont un groupe important de parties prenantes dont la contribution ne peut être négligée. Alors que de nombreuses femmes ont participé et bénéficié du Projet, l'égalité des sexes a été prise en compte principalement dans la théorie (par exemple, dans les aide-mémoires des Projets pilotes, dans les critères de sélection des membres du DSMC et dans les projets ST-EP). Mais dans la pratique, les femmes étaient beaucoup moins nombreuses que les hommes dans le Projet COAST. Dans les projets dans les sociétés dominées par les hommes, les activités ciblant spécifiquement les femmes sont nécessaires pour assurer une plus grande participation des femmes. (Par. 219-222).

8. Démonstration des avantages concrets: Démontrer que le tourisme durable pouvait avoir des avantages concrets à la fois pour les opérateurs de tourisme et pour l'environnement augmente considérablement l'adhésion des parties prenantes lors de la mise en œuvre. Cela augmente ainsi les perspectives d'une transposition à plus grande échelle et la durabilité des résultats après la fin du Projet. Par exemple, le Projet a démontré l'amélioration des revenus et des moyens de subsistance pour les communautés locales grâce à l'écotourisme d'une part et de l'autre des économies aux hôtels à travers l'installation d'équipements pour traiter les déchets organiques permettant à la fois de produire du compost pour la vente et du gaz de méthane pour son utilisation en cuisine. Ces résultats étaient parmi les plus impressionnant et qui semblent avoir motivé les parties prenantes à l'adoption des approches de tourisme durable à plus grande échelle. (Para 129, 130, 181).

9. Valeur de l'EMP: Une EMP qui jette un regard dur et critique sur un Projet et fait des recommandations pour des adaptations nécessaires, aussi drastiques qu'elles puissent être, peut redresser un projet en échec, si les ressources et les recommandations sont mises en œuvre en temps opportun. Les dispositions de suivi-évaluation du Projet COAST prévoyaient une EMP indépendante, menée en 2011. Cette évaluation très complète et constructive a servi de prise de conscience pour l'équipe de Projet. La mise en œuvre des recommandations de l'EMP a provoqué un tournant majeur permettant ainsi au Projet de livrer ce qui était attendu de lui. Des provisions devraient toujours être prévues dans le développement du plan de suivi-évaluation d'un Projet pour permettre un examen ou une évaluation à mi-parcours indépendante. Pour leur part, les agences de mise en œuvre et d'exécution doivent s'assurer que l'évaluation est réalisée en temps opportun et que les recommandations soient mises en œuvre. (Para 27, 212, et le rapport d'ET).

Recommandations

Les recommandations suivantes regardent vers l'avenir, au développement et à la mise en œuvre d'autres Projets similaires mais aussi au soutient des résultats du Projet COAST. Les recommandations sont soumises pour examen par le FEM, l'ONUDI, le PNUE, les Ministères du tourisme et de l'environnement des pays participants ainsi que par l'OMT et EcoAfrica.

1. Comme souligné lors de l'EMP, il est recommandé que le FEM envisage de renforcer le processus d'examen des projets pour les Projets soumis. En plus des processus d'examen du Secrétariat du FEM (GEFSec en anglais) et du Comité Consultatif Scientifique et Technique (STAP en anglais) (qui se concentrent sur les aspects scientifiques et techniques), le FEM devrait envisager de créer un mécanisme indépendant chargé d'examiner les propositions visant à déterminer si elles sont réalisables d'un point de vu opérationnel, administratif et de la gestion. En outre, au stade de la conception (plutôt qu'à l'EMP ou à l'ET) il est utile de procéder à une analyse de type ROtI (Review of Outcomes to Impact). Les agences de mise en œuvre et d'exécution doivent également prévoir des provisions pour un examen indépendant de la conception du Projet dès la phase de lancement. (Para 27, 28, 159 160, rapport de l'EMP).

2. Les Ministères du tourisme et de l'environnement dans les pays partenaires devraient continuer de collaborer pour le renforcement des capacités et faciliter la reproduction des MTD/MPD qui ont été révélées à travers le transfert de connaissances et le partage des expériences et des leçons. A cet égard les visites d'échange et les voyages d'études sur les sites pilotes les plus avancés seraient d'une grande utilité. Un soutien financier serait nécessaire pour ces visites et des options de mobilisations de ses ressources devraient être explorées (par exemple, les budgets gouvernementaux, d'autres Projets financés par des bailleurs de fonds pertinents, l'investissement par le secteur privé). (Para 107, 140, 148-150).

3. Les Ministères du tourisme et de l'environnement devraient encourager la reproduction et l'adaptation à grande échelle des résultats du Projet dans d'autres établissements et lieux touristiques, à travers, par exemple, des incitations au secteur privé pour l'absorption des MTD/MPD et à travers d'autres Projets financés par des donateurs pertinents. Dans le même temps, ils doivent redoubler d'efforts pour intégrer et généraliser les résultats du Projet COAST dans les politiques et processus décisionnels environnementaux et touristiques. Cela devrait inclure le développement et la mise en œuvre d'un programme de surveillance environnementale appropriée sur les sites touristiques afin d'évaluer l'impact des pratiques touristiques durables et de prendre les mesures de gestion adaptatives nécessaires. (Para 118, 124, 132, 149).

4. L'ONUDI, le PNUE, l'OMT et EcoAfrica et les Ministères du Tourisme et de l'Environnement devraient s'assurer que les résultats des Projets soient plus largement diffusées dans les langues et formats appropriées à toutes les parties prenantes (employés du gouvernement, hôtels et autres établissements touristiques, ONG et organisations communautaires concernées, collectivités locales). Les communautés locales en particulier bénéficieraient grandement d'avoir un accès plus facile à l'information dans leurs propres langues. Il sera nécessaire d'identifier les outils et modes de diffusion appropriés aux différents groupes de parties prenantes. L'ONUDI devrait également s'assurer que le livre grand format, pour lequel des fonds du Projet ont été attribués, soit terminé dès que possible en collaboration avec l'OMT et EcoAfrica. Ce livre devra être largement promu et diffusé à travers les Ministères ainsi que leurs différents réseaux. (Para 78-79, 90, 133, 149).

5. Il est recommandé que les Ministères du tourisme et de l'environnement poursuivent leurs efforts pour identifier d'autres sources de pressions du tourisme côtier sur l'environnement marin afin d'identifier les MTD/MPD appropriés pour répondre à ces pressions. En outre, la capacité de charge des sites touristiques devrait être déterminée et des mesures prises pour s'assurer que celle ci n'est pas dépassée. Le soutien à ces efforts pourrait être recherché dans d'autre projets et programmes financés par le gouvernement ou par les donateurs. (Para 119, 134, 143).

6. Pour les futurs projets, l'agence d'exécution (ONUDI) devrait envisager d'acheminer les fonds du Projet destinés aux activités au niveau des pays par le biais d'ONG/organisations communautaires reconnues par le gouvernement et bien établies. Les fonds correspondant aux activités spécifiques relevant de la responsabilité des Gouvernements, seraient alloués à ces derniers. On peut supposer que les organismes de la société civile ne sont pas confrontés aux mêmes contraintes bureaucratiques qui provoquent les retards dans la libération des fonds et qui entravent la mise en œuvre. En outre, des modalités de gestion de projet plus efficaces doivent être envisagées pour les futurs projets et les bureaux de pays de l'ONUDI devraient obtenir un rôle de soutien plus important. (Para 196).

RESUMO

Introdução

1. O projeto "Demonstrar e capturar as melhores práticas e tecnologias para a redução de impactos nos recursos da terra, resultantes do turismo costeiro" (COAST) foi implementado pelo Programa de Meio Ambiente das Nações Unidas (UNEP) e executado pela Organização de Desenvolvimento Industrial das Nações Unidas (UNIDO), de Novembro de 2008 a Junho de 2014. O apoio financeiro de US $5,388,200 foi fornecido pelo Global Environment Facility (GEF) e cerca de US $23,5 milhões pelo co-financiamento por parte dos países participantes. O objectivo original do projecto era "Apoiar e melhorar a conservação dos ecossistemas costeiros e marinhos de importância global e da biodiversidade associada, na África sub-saariana, através da redução dos impactos ambientais negativos que recebem como resultado do turismo costeiro."

2. Oito países da África Subsaariana participaram no projeto: Camarões, Gâmbia, Gana, Quénia, Moçambique, Nigéria, Senegal e Tanzânia, com as Seychelles contribuindo como o nono país através de um Projeto do GEF semelhante. Os Ministérios responsáveis pelo Ambiente e Turismo nos países parceiros foram sub-contratados pelo UNIDO para realizar actividades nacionais. Em cada país, cada ministério indicou um Ponto Focal nacional (FP), e um Coordenador de Projeto de Demonstração (DPC) e um Comité Local de Gestão de Demonstração (DSMC) foram nomeados a nível local. Outros grupos-alvo foram o sector privado de turismo e as comunidades locais envolvidas no turismo, ONGs relevantes e os CBOs. Os principais parceiros executores a nível do projeto foram a Organização Mundial do Turismo das Nações Unidas (UNWTO), que geriu a componente de Administração e Gestão de um Turismo Sustentável (STG& M), bem como a componente de Ecoturismo, através da sua Iniciativa Turismo Sustentável-Eliminando a Pobreza (ST-EP); e EcoAfrica, que geriu a componente de Gestão de Recifes e Recreação Marinha (RMRM). O UNIDO também foi responsável pela implementação da componente Sistemas de Gestão Ambiental (EMS). Além disso, as ONGs, os CBOs e as comunidades locais estiveram envolvidos em projectos de demonstração, que foram implementados em zonas populares, em cada um dos oito países, para se adaptar e demonstrar as melhores tecnologias (BATS) e as melhores práticas disponíveis (BAPs) para abordar os impactos de turismo costeiro. O COAST também teve como objectivo contribuir para as subsistências costeiras sustentáveis e redução da pobreza nas comunidades locais através do turismo sustentável.

3. A avaliação de meio termo (MTE) foi realizada de Julho a Dezembro de 2011. A avaliação geral do MTE foi Moderadamente Insatisfatório, com uma classificação de Insatisfatório em ´'Realização dos objectivos e dos resultados planejados do projeto" reflectindo a baixa eficiência do Projeto devido aos atrasos significativos desde o início da implementação. As conclusões sugerem que era altamente improvável que o Projecto COAST alcançasse plenamente o seu objectivo e os resultados devido a uma série de desafios que afectaram o seu desempenho. Entre estes estavam um projecto original que era muito grande, confuso e com falta de coerência, com um vasto leque de países em todo o Ocidente e o Oriente de África; muitas actividades e locais de demonstração; um projecto de gestão complexa e estrutura de administração envolvendo a participação dos órgãos de tomada de decisão globais, regionais, nacionais e locais e três agências da ONU interligados; e um orçamento relativamente pequeno do GEF. A opção de fechar o projecto foi considerada, mas o MTE concluiu que havia potencial para melhorar a classificação para um nível satisfatório até ao final do projecto, se algumas mudanças importantes fossem efectuadas.

4. A este respeito, o MTE fez uma série de recomendações, incluindo a revisão da estratégia e do desenho do projecto e a concessão de uma extensão sem custos, de 6 a 12 meses. As recomendações foram aprovadas pelo Comité Gestor do Projecto, em Abril de 2012 e a ser implementado pelo UNIDO no tempo restante. O objectivo original do projecto foi reafirmado como "Demonstrar e Apoiar a adopção das abordagens das melhores práticas para o turismo sustentável,

que reduzam a degradação dos ambientes marinhos e costeiros de importância trans-fronteiriça", e reduzir o número de produtos e resultados. Além disso, o projecto foi simplificado com alguns locais e actividades retirados do plano de actividades e foi concedida uma extensão sem custos de 7 meses. O projeto COAST terminou em 30 de Junho de 2014.

5. A avaliação final (TE) foi realizada por um consultor independente entre Junho e Novembro de 2014, sob a responsabilidade e gestão geral do Gabinete de Avaliação da UNEP (Nairobi) e em consulta com o UNIDO. O TE focalizou um conjunto de questões-chave com base em resultados (revistos) pretendidos do projecto, e avaliou a importância do período de extensão sem custos. Na condução do TE foi usado o quadro lógico revisto. Enquanto o TE, centrou-se no período pós- MTE, teve uma visão holística de todo o projecto, desde o início da implementação e também considerou as conclusões do MTE.

Resultados da Avaliação Final

6. O TE considera que as recomendações do MTE foram cruciais na dinamização do projecto, para trazê-lo de volta aos trilhos, permitindo assim que o projecto tivesse a oportunidade de realizar os seus objectivos e resultados esperados revistos. Além de simplificar a concepção e a estratégia do projecto, outros factores que contribuíram para o sucesso na realização do mesmo foram o reforço da Unidade de Coordenação Regional para aumentar o apoio aos países no período pós-MTE, com base nos programas em curso e ferramentas como o programa ST-EP do UNWTO e a metodologia TEST do UNIDO, envolvendo as ONGs estabelecidas localmente e os CBOs na execução das actividades do projecto, reforçando a capacidade das equipas dos países e envolvendo mais de perto com sector privado do turismo.

7. No geral, o projeto COAST atingiu os seus resultados e obteve os seus produtos e objectivos. Foi bem sucedido ao conseguir identificar e demonstrar uma gama de BATs/BAPs em três áreas temáticas (EMS, eco-turismo e RMRM) que poderiam ser adaptadas e implementadas pelos diferentes grupos de interessados. Estas abordagens incluiam tecnologias, tais como biodigestor e compostor instalados em hotéis participantes para lidar com os resíduos orgânicos (sob a componente EMS dirigida pelo UNIDO, através da aplicação da sua metodologia de TEST; iniciativas de ecoturismo empreendidas pelas comunidades locais que contribuíram para a adopção de abordagens mais amigas do ambiente, ao mesmo tempo que melhoraram os meios de subsistência (sob a componente de ecoturismo dirigida pelo UNWTO) para o mapeamento de áreas de recifes sensíveis de modo a orientar a tomada de decisões e desenvolvimento de códigos de conduta para os operadores de turismo de recife (sob a componente de RMRM, dirigida pela EcoAfrica) e o turismo sustentável de rotulagem. O TE considera que foi uma mistura estratégica de abordagens que resultaram em uma série de modelos, lições e experiências de apoio ao turismo sustentável no contexto Africano. No entanto, outras pressões importantes do turismo costeiro deveriam ter sido identificadas e usadas para orientar a selecção de adequadas BATs/BAPs para os endossar. Além disso, a ameaça representada pelo turismo costeiro aos ecossistemas marinhos transfronteiriços e pela biodiversidade podiam ser ofuscadas por ameaças de outros sectores e actividades, tais como o transporte marítimo, a pesca e o desenvolvimento urbano costeiro.

8. UNWTO foi fundamental para a entrega de muitos dos produtos e resultados do projecto. O componente de ecoturismo foi a única realizada na maior parte dos países e a única componente nos Camarões, Gana, Nigéria e Gâmbia. Muitas das actividades sob a iniciativa ST-EP foram inicialmente concebidas para responder às preocupações de pobreza e de subsistência, mas foram feitas tentativas para integrar considerações ambientais e de biodiversidade nestas actividades, de acordo com o MTE. Esta abordagem foi baseada no cenceito de que criando oportunidades para as comunidades locais gerarem rendimento através do turismo, pode ser um incentivo para as motivar

para a protecção do ambiente e da biodiversidade. Sob a componente de ecoturismo, o UNWTO também desenvolveu um novo seminário de formação para tornar os trabalhadores de turismo, em "campeões da biodiversidade" que foram efectuados na Gâmbia, no Gana e na Tanzânia onde um número de campeões da biodiversidade foram indicados. O UNWTO também dirigiu a componente transversal de STG & M na qual todos os países projecto participaram. As actividades sob esta componente incluiam estudos de STG & M nos países e a elaboração de um relatório regional ('Administração e Gestão de um Turismo Sustentável nas áreas costeiras de África') e seminários regionais de capacitação no Kénia, Gana e Senegal.

9. Os resultados e as lições foram documentados em vários relatórios e uma variedade de produtos de informação. Um livro de Mesa de Centro, que seria uma ferramenta eficaz para comercializar os resultados do COAST, está sendo preparado. Através da Gestão Compreensiva do Conhecimento e da Estratégia de Comunicação, a informação sobre o projecto bem como dos seus resultados foi divulgada por várias avenidas, incluindo apresentações na reunião final do PSC em Junho de 2014, na página da net do COAST e na mídia social. No entanto, os resultados do projecto deveriam ter sido mais amplamente divulgados a nível nacional e regional e nas línguas adequadas, incluindo nas línguas locais.

10. Uma das maiores conquistas do projecto foi a sensibilização e capacitação para apoiar o turismo sustentável. Os quadros relevantes de política, as estruturas de governação de nível nacional e local e os mecanismos relacionados com o turismo, o meio ambiente e o desenvolvimento sustentável, foram identificados e alguns deles reforçados, o que ajudaria a facilitar a compreensão rápida dos BATs/BAPs na política de turismo e processos de gestão. Uma ampla secção transversal de interessados de governos locais e de estado, do sector privado e das comunidades locais (mais de 3.000 pessoas) beneficiaram de capacitação, formação profissional (comunidades locais) e de sensibilização. Manter essa capacidade dentro dos departamentos governamentais e dos estabelecimentos de turismo pode ser um desafio, contudo, devido à alta rotatividade de pessoal; isto tem de ser resolvido. Em teoria, as questões de género foram consideradas em um número de elementos do projecto, mas, na realidade, os homens eram em maior número que as mulheres entre os beneficiários e executantes do projecto. Maior esforço deveria ter sido feito para envolver mais mulheres no COAST. O projecto também ajudou a fortalecer as parcerias público-privadas e promover o diálogo sobre o turismo sustentável entre as partes interessadas. O TE observou um significativo nível de engajamento das partes interessadas e o apoio ao COAST através de todos os principais grupos de interessados, bem como uma alta apropriação e impulsividade pelo país.

11.   Há perspectivas razoáveis para a sustentabilidade baseada em factores financeiros, socio-políticos e institucionais. A sustentabilidade ecológica poderá ser ameçada por factores tais como a mudança climática e o uso dos recursos para os conflitos, que poderiam minar o êxito dos impactos de longo termo do projecto. Alguma repercusão já está tendo lugar em alguns dos países parceiros e os resultados do COAST têm sido usados nas políticas de turismo e processos de gestão em muitos deles. A demonstração de casos concretos do projecto, os resultados no terreno e os benefícios sócio-económicos, que serão cruciais na estimulação de outros interessados se abastecerem para o turismo sustentável e adesão aos BATs/BAPs. Mas os resultados do COAST deveriam ter uma integração mais alargada e predominante nas politicas de turismo, nos processos de tomada de decisão e nas práticas e tecnologias reproduzidas e melhoradas. A geminação e trocas de visitas entre os países durante a vida do projecto deveria ter ajudado a promover a compreensão e a adesão aos BATs e BAPs. Isso poderia ser considerado para o futuro, possivelmente com o apoio dos governos e do sector privado. Baseado na análise de ROtI, a probabilidade geral de que o impacto pretendido do projecto seja atingida é apresentada numa escala de seis pontos como 'provável'. Contudo, os impactos vindos de outros sectores económicos precisam ser considerados de uma maneira integrada e as capacidades de carga dos locais turísticos devem ser determinadas e os

passos dados para assegurar que não se exceda, pois de outro modo, o êxito do impacto esperado de longa duração poderia ser comprometido.

12. Alguns dos desafios identificados pelo MTE persistiram até ao final do projecto (embora fossem menos severos devido às acções atenuantes efectuadas pelo grupo de gestão do COAST, por exemplo, fraca capacidade e coordenação pobre em algumas das localidades de demonstração; ineficiência e demoras; estrutura complexa de gestão; e um planeamento e gestão financeira pobres e fraca monitoria e avaliação a nível nacional. Demoras inclusivamente no desembolso dos fundos a partir das agências nacionais continuaram em certos países, o que afectou a conclusão de actividades específicas e levou a que os contratos do desmbolso final nesses países fossem cancelados e redizidos em eficiência. Um número de indivíduos entrevistados foi de opinião que teria sido mais eficiente se os fundos do projecto fossem transferidos directamente para uma ONG ou CBO reconhecida pelo governo (com um certo montante dos fundos para os governos, para tarefas específicas, tais como monitoria dos locais de demonstração). Embora a capacidade das equipas dos países tenha melhorado no periodo pós-MTE, a limitação nas capacidades continuou a afectar a execussão em alguns países e apoio adicional teve que ser facultado.

13. Dados financeiros fornecidos pelo Gestor do Fundo da UNEP mostram que a partir de Maio de 2014, as despesas efectuadas com os fundos GEF foram de US$ 5,205,035.83 correspondentes a cerca de 97% do financiamento do GEF. Apesar dos esforços da equipa de gestão do UNIDO, o projecto ainda permaneceu abaixo do programado em 2013, e um esforço colectivo para assegurar a execussão técnica e financeira necessitava de ser mantido no ano do fim do projecto. A extensão sem custos foi vital ao facilitar a execussão dos produtos e resultados do projecto e o alcance dos seus objectivos.

14. O UNIDO e o UNEP bem como o UNWTO, a EcoAfrica e outros parceiros de execussão são elogiados pela sua diligência, compromisso e acções de gestão adaptáveis levadas a cabo no período pós MTE, para assegurar que as recomendações fossem efectivamente implementadas, o que largamente resultou no alcance dos produtos, resultados e objectivos do projecto justificando desse modo, a extensão sem custos. Os critérios de classificação para a avaliação individual são dadas na tabela abaixo. Apesar das classificações baixas em certos critérios, no geral o projecto atingiu satisfatòriamente os seus produtos, resultados e objectivos. Para quase todos os critérios, houve um melhoramento nas avaliações do MTE e na avaliação geral do MTE, conforme espelhado na tabela abaixo. A classificação geral do TE para o Projecto COAST é **SATISFATÓRIO**.

Resumo avaliações e classificação por critério de avaliação
Altamente Satisfatório (HS); Satisfatório (S); Moderadamente Satisfatório (MS); Moderadamente Insatisfatório (MU); Insatisfatório (U); Altamente Insatisfatório (HU).

A Sustentabilidade é classificada de Altamente Provável (HL) até altamente improvável (HU) .

Critério	Resumo das Avaliações	Avaliação do TE	Avaliação do MTE
A. Relevância Estratégica	O projecto é relevante para os desafios enfrentados pelos países em matéria de luta contra a degradação do seu ambiente marinho e costeiro das actividades de desenvolvimento, e os resultados ajudariam os países a atingir os ODM sobre a redução da pobreza e sustentabilidade ambiental. No entanto, pode haver ameaças mais importantes de outras actividades como o transporte marítimo, indústrias pesadas e conversão de ecossistemas costeiros para o desenvolvimento urbano. O projecto é relevante	MS	MS

	para os objectivos programáticos do UNEP e as realizações esperadas sob a Gestão de Ecossistemas e prioridades transversais de Governação da sua Estratégia de Meio termo 2010-2013 e do Plano Estratégico de Bali para Apoio Tecnológico e Capacitação.		
B. Realização dos produtos	Todos os sete produtos foram alcançados de forma satisfatória. Uma variedade de diferentes BATs/BAPs foram demonstrados e documentados em três áreas temáticas, os estudos de governação e de gestão concluídos e a capacidade reforçada para o turismo sustentável nos países. Algumas das abordagens, no entanto, tiveram pouca relevância para os objectivos do projecto.	S	MU
C. Eficácia: Realização dos objectivos e resultados do projecto	Os resultados e os objectivos pretendidos do projecto foram alcançados, e representam os condutores-chave para o estado intermediário. Mas os BBATs/BAPs devem ser suficientemente reproduzidos, melhorados e outros identificados, para tratar outras pressões do turismo costeiro.	MS	U
D. Sustentabilidade e reprodução		ML	MU
Factores financeiros	Há boas perspectivas para a continuação do apoio financeiro para a adopção de práticas de turismo sustentável, por exemplo, pelos governos através dos seus orçamentos nacionais, aceitação dos resultados em outros programas e projectos financiados por doadores, e por meio de investimentos em hotéis e operadores locais em BATs/ BAPs embora muitos deles não tenham o capital financeiro para os investimentos iniciais.	ML	ML
Factores sócio – políticos	Ao demonstrar os benefícios socio-económicos, bem como os ambientais concretos e sua relevância, que poderiam ser derivados do turismo sustentável para as prioridades nacionais de desenvolvimento, o projecto recebeu considerável apoio social e político a todos os níveis, desde o regional e nacional ao local. A sustentabilidade sócio-política poderia ser dificultada pela barreira da língua e as pressões de outros sectores da economia.	L	MU
Factores institucionais	Em todos os países participantes, o quadro institucional para o turismo sustentável é bastante forte e inclui o Ministérios do Turismo e do Ambiente, agências de nível nacional, CBOs,	L	ML

	ONGs e associações do sector privado. A capacidade de um número desses órgãos foi reforçada com o projecto, mas ainda mais capacitação e retenção de pessoal qualificado são necessários. As organizações tais como os secretarias das Convenções de Abidjan e Nairobi, UNWTO, EcoAfrica, UNEP ea UNIDO estão bem colocados para ajudar a sustentar os resultados do projecto.		
Factores ambiental	Espera-se que os resultados do projecto promovam a sustentabilidade ambiental, mas os BATs/BAPs precisam de ser compreendidos e melhorados e outros identificados para terem algum efeito significativo sobre ecossistemas costeiros e marinhos transfronteiriços. A mudança climática pode diminuir os ganhos ecológicos derivados do turismo sustentável. O ecoturismo poderia resultar em impactos ambientais negativos, se a capacidade de carga ecológica dos lugares de turismo for excedida.	ML	ML
Reprodução e melhoramento	Os BAPs /BATs demonstraram capacidade, lições, demonstração de aumento de benefícios concretos e capacidade encorajariam a reprodução, alguns dos quais já são evidentes. São necessários um maior apoio e recursos financeiros para a reprodução e melhoramento.	MS	
E. Eficiência	Atrasos significativos, elevados custos de gestão e baixa taxa de despesas, especialmente no primeiro semestre do projecto. Estes atrasos resultaram na necessidade de uma extensão sem custo do projecto. Foram adotadas uma série de medidas de redução de custos durante a implementação.	MU	U
F. Factores que afectam o desempenho			
Preparação e prontidão	A preparação e prontidão foram afectadas pela concepção do projecto original complexo, falta de clareza sobre os objectivos do projecto, a capacidade limitada das equipas nacionais e um RCU fraco. No período pós - MTE, a equipa de gestão implementou diversas medidas para resolver estas questões.	MS	MU
Abordagem de Implementação e	Embora tenha havido algumas melhorias, a complexa gestão de projecto e a estrutura de	MU	U

gestão	administração causaram atrasos operacionais significativos. A falta de compensação dos membros do CMSD e dos FPs que já estavam sobrecarregados e em alguns casos desinteressados, levou a problemas operacionais.		
Participação dos interessados e conhecimento público	Uma vasta gama de partes interessadas desde as comunidades locais aos governos e sector privado, participaram no projecto em diferentes capacidades. Um esforço considerável foi para a sensibilização do público e houve um alto nível de consciência sobre o turismo sustentável entre as partes interessadas.	HS	MS
Apropriação do País e impulsividade	Houve um elevado nível de apropriação do país e impulsividade entre os sectores público e privado e as comunidades locais que estavam envolvidos no projecto.	S	U
Planejamento e gestão financeira	Embora tenham sido tomadas medidas para melhorar o planeamento e gestão financeira, os problemas persistiram, como atrasos na liberação de recursos, fracos relatórios financeiros e despesa baixa.	MU	MU
Supervisão e apoio adicional do UNEP	O UNEP forneceu supervisão e apoio adicional eficaz, embora isso pudesse ter sido melhor no período pré-MTE.	S	MS
Monitoria e Avaliação	A avaliação geral sobre a M&A é baseada na classificação para a implementação da M&A.	MS	U
- Desenho de M & A	Havia deficiências nos quadros originais e revistos de registro do projecto (por exemplo, indicadores que não eram SMART (inteligentes), metas irreAis).	MU	HU
Implementação de M&A	- A Monitoria e os relatórios eram pobres devido devido à fraca capacidade a nível do local de demonstração, embora tenham sido feitos alguns esforços para fortalecer a capacidade. O MTE foi realizado conforme o planeado e foi muito crucial na alteração da avaliação global de insatisfatória do projecto para satisfatória.	MU	HU
CLASSIFICAÇÃO GERAL		S	MU

Lições aprendidas

As seguintes lições fundamentais surgiram na implementação do projecto (não organizados em qualquer ordem de prioridade) e incorporam algumas das lições do MTE. Espera-se que estas lições sejam muito valiosas para o desenvolvimento e implementação de novos projectos:

1.   A concepção do projecto: A concepção pobre do projecto, com muitos e pouco claros objectivos e actividades, um grande número de países e locais de demonstração, bem como orçamento inadequado leva a problemas operacionais durante a implementação e uma alta probabilidade de falha na execussão. O Projecto COAST era excessivamente ambicioso em termos do tamanho do seu orçamento, o número de países envolvidos e grande número de actividades planejadas, que contribuíram para o mau desempenho e baixo nível de realização, na primeira metade do projecto. A viabilidade do desenho do projecto original deveria ter sido avaliada pelo UNIDO, o UNEP e GEF durante a fase PDF-B ou até mesmo no início da fase de iniciação, e quaisquer modificações feitas antes da implementação real estar em curso. Esta é uma lição importante para o desenvolvimento de novos projectos. Medidas como a simplificação do quadro lógico e redução do número de locias e actividades de demonstração no período pós-MTE ajudaram a racionalizar e concentrar-se no projecto e permitir-lhe atingir o seu objectivo e resultados. (Para 27, 28, 159,160) .

2.   Capacidade das equipas do RCU e equipa do país: capacidade gerencial e técnica inadequada dificulta o progresso da implementação e coloca pesadas exigências sobre a equipa de gestão do projecto para construir a capacidade necessária de executantes do projecto e, em alguns casos, compensar as suas próprias capacidades limitadas. Capacidade inadequada nos países foi um grande desafio em toda a implementação do projecto, especialmente no período anterior ao MTE, e grandes esforços foram necessários para apoiar as equipas do país e reforçar a sua capacidade. Além disso, o RCU foi bastante fraco para um projecto desta natureza e complexidade, que foram somados aos desafios enfrentados no início do projecto. O RCU teve de ser consideràvelmente reforçado através de pessoal adicional com habilidades técnicas e de gestão de projectos no período pós-MTE. Necessidades de capacidade deveriam ter sido identificadas durante a fase PDF-B e medidas deveriam ter sido tomadas na fase de iniciação para garantir que os conjuntos de capacidades e habilidades necessárias estivessem no devido lugar. (Para 161-163 , 171) .

3.   Modalidades de Gestão: mecanismos de gestão complexos com múltiplos órgãos e níveis criam problemas gerenciais e operacionais que colocam o projecto em risco. A estrutura de gestão do COAST foi disseminada entre os níveis global (UNEP, UNIDO), nacional (Ministérios do Turismo e Meio Ambiente) e local (DPC, DSMC), o que, por vezes, resultou em atrasos na execução, em desafios de comunicação, confusão e tensões entre os participantes. Isto exigiu intervenções quase contínuas por parte do UNIDO, para resolver os problemas que surgiram. (Para 166-168).

4.   Envolvimento do governo: As estruturas governamentais e a burocracia nem sempre são favoráveis para a implementação atempada das componentes do projecto, levando a grandes atrasos que poderiam finalmente colocar o projecto em risco. Por exemplo, em alguns países houve grandes atrasos na liberação de recursos e na tomada de decisões, que foram atribuídos a estruturas governamentais complexas e à burocracia. Além disso, era esperado que os Pontos Focais do governo e dos DSMCs assumissem responsabilidades do COAST no topo das suas funções normais e sem provisões para a compensação (pelo menos a partir de recursos do GEF), o que serviu para desmotivar alguns deles. No período pós-MTO, eminentes autoridades com poder de decisão tiveram de ser cedidas à DPC e as agências governamentais foram convidadas a autorizar todos os DPCs a aumentarem o seu tempo previsto para o projecto para 50%, para permitir uma melhor supervisão e coordenação. Os escritórios nacionais do UNIDO e seus balcões também se envolveram na monitorização das actividades nacionais do projecto e o diálogo entre os Pontos Focais do GEF e

os dos dois ministérios foi melhorado. A canalização de fundos do projecto através dos escritórios nacionais do UNIDO, como foi feito no Gana e na Nigéria, deveria ter sido explorada por todos os países parceiros. (Para 169, 195, 196).

5.	Utilização de organizações existentes: A utilização de organizações e os CBOs e ONGs estabelecidos com experiência relevante, projectos em curso e programas nos locais de demonstração para assumir responsabilidades específicas é custo-efectivo e aumenta muito a probabilidade de sucesso. Por exemplo, o UNWTO usou as experiências ganhas na sua iniciativa ST-EP para a componente de ecoturismo; como visto em Watamu, o COAST contratou a WMA e outras organizações da sociedade civil, e construíram nos alicerces que já existiam, o que contribuiu para o sucesso excepcional do projecto de demonstração neste local. Além disso, a integração dos resultados do COAST nos programas em curso dessas organizações iria contribuir para a sustentabilidade dos resultados do projecto. (Para 61, 136, 137, 154).

6.	Parcerias e envolvimento das partes interessadas: Estabelecer parcerias e o envolvimento com os principais interessados é crítico em projectos em que a realização do impacto de longo prazo pretendido é altamente dependente da colaboração daqueles e de acções mútuas. No sector do turismo, os actores-chave incluem os Ministérios do Turismo e Meio Ambiente, a indústria hoteleira, operadoras de turismo, membros das comunidades locais envolvidas em actividades de turismo e as ONGs e os CBOs de conservação. O COAST contratou um amplo leque destes intervenientes no projecto, por exemplo, como DPCs e os membros das DSMCs e também como beneficiários de capacitação e formação profissional. O projecto promoveu parcerias público-privadas para o turismo sustentável, envolvidas mais de perto com o sector privado e demonstrou benefícios concretos, o que contribuiu para a consecução dos objetivos do projecto e facilitará a longo prazo, a aceitação dos resultados do projecto. O COAST também foi executado em parceria com as agências em suas respectivas áreas de especialização (UNWTO e EcoAfrica). (Para 61, 72, 177-182) .

7.	A participação das mulheres : As mulheres desempenham papéis diferentes e importantes no sector do turismo e são um grupo chave de partes interessadas cuja contribuição não pode ser negligenciada. Enquanto muitas mulheres participaram e se beneficiaram do projecto, a igualdade de género foi tida em conta (por exemplo, nas snopes de projectos de demonstração, nos critérios de selecção dos membros do DSMC e nos projetos ST-EP) as mulheres foram superadas em número pelos homens no projecto COAST. Nos projetos em sociedades dominadas por homens, são necessárias atividades que visam especificamente as mulheres para garantir uma maior participação das mulheres (Para 219-222).

8.	Demonstração de benefícios concretos: Demonstrar que os benefícios concretos para os operadores de turismo e meio ambiente poderiam ser derivados de abordagens sustentáveis de turismo aumenta muito a aquisição por parte dos interessados durante a execução e aumenta as perspectivas para a absorção e sustentabilidade dos resultados depois que o projecto termina. Por exemplo, o projecto demonstrou melhora na renda e subsistência para as comunidades locais através do ecoturismo e redução de custos para os hotéis por meio de instalação de equipamentos para lidar com os resíduos orgânicos que, ao mesmo tempo produziu composto para venda e gás metano para uso na culinária. Estes foram alguns dos resultados mais impressionantes que apareceram para motivar as partes interessadas para a captação das abordagens de turismo sustentável. (Para 129, 130, 181).

9.	Valor do MTE: Não há nada que demonstre isso, mas um MTE que tem um pesado e critico olhar num projeto e faz recomendações para modificações necessárias, drásticas mas que podem tornar um projecto falhado em êxitoso se recursos forem postos à disposição e as recomendações sejam implementadas atempadamente. O plano de M&A do projecto COAST fez provisões para um

MTE independente, que foi conduzido em 2011. Esta foi uma muito abrangente e construtiva avaliação que serviu como um 'chamada de alerta' para a equipa do projecto. A Implementação das recomendações do MTE trouxe uma maior viravolta e possibilitou que o projecto cumprisse as suas expectativas. Provisões deveriam sempre ser efectuadas ao se desenvolver um plano de M&A para uma revisão ou avaliação independente de meio termo, e as agências de implementação e de execussão deveriam assegurar que isto fosse levado a cabo de uma maneira atempada e as recomendações implementadas. (Para 27, 212, e em todo o relatório do TE).

Recomendações

As seguintes recomendações olham em frente para o desenvolvimento e implementação de outros projectos semelhantes e sustentam os resultados do projecto COAST. As recomendações são apresentadas para consideração do GEF, do UNIDO, do UNEP, do UNWTO, do EcoAfrica e dos Ministérios do Turismo e do Ambiente, dos países participantes.

1.   Como levantado pelo MTE, recomenda-se que o GEF considere o fortalecimento do processo de revisão do projecto, para os projectos submetidos. Para além do processo de revisão do GEFSec e STAP (que focaliza aspectos científicos e técnicos), o GEF deveria considerar o estabelecimento de um mecanismo independente para rever as propostas para avaliar se eles são passíveis de implementação nos aspectos operacional, de gestão e administrativos. Além do mais, há uma mais valia ao conduzir uma Revisão dos Resultados (ROtl) para impactar a análise na fase do desenho (em vez de ser na fase do MTE ou do TE). As agências de implementação e de excussão deveriam também fazer provisões para uma revisão independente do desenho do projecto no começo do periodo inicial. (Para 27, 28, 159,160, relatório do MTE).

2.   Os Ministérios do Turismo e do Ambiente nos países parceiros deveriam continuar a colaborar na construção de capacidade e facilitar a reprodução dos BATs/BAPs que foram demonstrados, através da transferência de conhecimento e troca de experiênias e lições. A este respeito, com particular valor seria a troca de visitas de estudo aos mais avançados lugares de demonstração. Apoio financeiro seria necessário para estas visitas e opções de alcançar este apoio deveriam ser exploradas (e.g., orçamentos do governo, outros projectos relevantes financiados por doadores, investimentos pelo sector privado). (Para 107, 140, 148-150).

3.   Os Ministérios do Turismo e do Ambiente deve incentivar a reprodução e melhoramento dos resultados do projecto em outros estabelecimentos e locais turísticos através de, por exemplo, a oferta de incentivos ao sector privado, para a captação de BATs/BAPs e através de outros projectos financiados por doadores relevantes. Ao mesmo tempo, devem aumentar os esforços para integrar os resultados do COAST nas políticas de turismo e do ambiente e nos processos de tomada de decisão. Isto deve incluir o desenvolvimento e implementação de um programa apropriado de monitoria ambiental nos locais de turismo, a fim de avaliar o impacto da adopção de práticas de turismo sustentável e tomar as necessárias medidas de gestão adaptativa. (Para 117, 124).

4.   O UNIDO, UNEP, UNWTO, EcoAfrica e os Ministérios do Turismo e do Ambiente devem assegurar que os resultados do projecto sejam mais amplamente divulgados a todos os grupos relevantes interessados (funcionários do governo, hotéis e outros estabelecimentos turísticos, ONGs relevantes e organizações comunitárias, comunidades locais) nas línguas e formatos adequadas. As comunidades locais em particular, iriam beneficiar muito por terem um acesso mais fácil à informação e nas suas próprias línguas. Ferramentas e abordagens para a divulgação que são apropriadas aos diferentes grupos de interessados devem ser identificadas. O UNIDO também deve garantir que o Livro de Mesa de Centro, para o qual foram alocados recursos do projecto, seja concluído logo que possível, em colaboração com a OUNWTO e a EcoAfrica, promovido e

amplamente divulgado através dos ministérios, bem como através de suas várias redes. (Para 78-79 , 90, 133, 149).

5.   Recomenda-se que os Ministérios do Turismo e Ambiente continuem os esforços para identificar outras fontes de pressões sobre o ambiente marinho do turismo costeiro e identificar BATs/BAPs adequados para lidar com essas pressões. Além disso, a capacidade de carga dos sites de turismo deve ser determinada e as medidas tomadas para garantir que esta não seja excedida. Apoios a esses esforços poderiam ser procurados através de projectos do governo ou projectos e programas financiados por doadores. (Para 119, 134, 143).

6.   Para projectos futuros, a agência executora (UNIDO) deve considerar a canalização de fundos de projectos para actividades de âmbito nacional através de ONGs/CBOs bem estabelecidas, reconhecidas pelo governo, com recursos alocados aos governos para actividades específicas pelos quais eles (os governos) seriam responsáveis. Presumivelmente, estes organismos da sociedade civil não enfrentam tantos obstáculos burocráticos e atrasos que se seguiram na liberação dos recursos que dificultam a implementação. Além disso, os arranjos mais eficientes de gestão de projectos devem ser considerados para futuros projectos e aos escritórios nacionais do UNIDO deve ser dado um papel de maior apoio. (Para 196).

I.   INTRODUCTION

1.   The project "Demonstrating and capturing best practices and technologies for the reduction of land sourced impacts resulting from coastal tourism", or "COAST" (GEF Project Id: 2129; IMS No. GFL/2328-2732-4987) was implemented by the United Nations Environment Programme (UNEP) and executed by the United Nations Industrial Development Organization (UNIDO). The original objective of the project was "*To support and enhance the conservation of globally significant coastal and marine ecosystems and associated biodiversity in sub-Saharan Africa, through the reduction of the negative environmental impacts which they receive as a result of coastal tourism*." Following the *mid-term evaluation (MTE), the objective was re-stated as "To demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance*."

2.   Financial support of USD $5,388,200 was provided by the Global Environment Facility (GEF). The Governments of eight Sub-Saharan African countries participated in the project: Cameroon, The Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, and Tanzania, with Seychelles contributing as the ninth country through a parallel GEF Project[1]. Demonstration projects were carried out at one demonstration site in each of the eight countries. Key executing partner agencies were the UN World Tourism Organization (UNWTO) and EcoAfrica.

3.   The project was conducted from November 2008 to June 2014 (including a no-cost extension of seven months), with the MTE undertaken in 2011.

II.   THE EVALUATION

Purpose

4.   In line with the UNEP Evaluation Policy[2], the UNEP Programme Manual and the UNEP Evaluation Manual[3] the terminal evaluation (TE) of the project is undertaken after its completion to assess project performance (in terms of relevance, effectiveness and efficiency) and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. Key evaluation principles and criteria are given in the evaluation Terms of Reference (ToRs) in Annex 1.

Objectives

5.   The main objectives of the terminal evaluation are:

   i.   To provide evidence of results to meet accountability requirements; and
   ii.   To promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP and the executing partners. In this regard, the evaluation will identify lessons of operational relevance for future project formulation and implementation.

6.   In line with the TORs, the project was assessed with respect to a minimum set of evaluation criteria grouped into four categories:

   i.   <u>Attainment of objectives and planned results</u>, which comprises the assessment of outputs achieved, relevance, effectiveness and efficiency and the review of outcomes towards impacts;

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[1] UNDP-GEF Mainstreaming Biodiversity Project

[2] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx
[3] http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationManual/tabid/2314/language/en-US/Default.aspx

ii. <u>Sustainability and catalytic role</u>, which focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes, and also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices;

iii. <u>Processes affecting attainment of project results</u>, which covers project preparation and readiness, implementation approach and management, stakeholder participation and public awareness, country ownership/driven-ness, project finance, UNEP supervision and backstopping, and project monitoring and evaluation systems; and

iv. <u>Complementarity with the UNEP strategies and programmes</u>, which covers linkage to UNEP's Expected Accomplishments and POW 2010-2011, Alignment with the Bali Strategic Plan, gender, and South-South Cooperation.

7.   In addition to the above, the quality of project design was assessed in the inception phase of the evaluation and is provided in Annex 2. All evaluation criteria (except iv above) were rated on a six-point scale in accordance with standard UNEP assessment guidelines, which are given in the evaluation ToRs. The evaluation was guided by a set of key questions, based on the project's intended outcomes:

- To what extent has the project succeeded in identifying and demonstrating sustainable tourism approaches in the region?
- To what extent have national and local mechanisms to support sustainable tourism been identified and developed.
- To what extent has the project been able to demonstrate models for replication and upscaling occurred and what is the likelihood of further replication after the project life?
- To what extent has replication and upscaling occurred and what is the likelihood of further replication after the project life?
- What was the value of the no cost extension period.

8.   These questions were expanded by the evaluation consultants during the evaluation inception phase and given in the TE Inception Report).

Evaluation approach

9.   The evaluation was conducted by an independent consultant between June-October 2014, under the overall responsibility and management of the UNEP Evaluation Office (Nairobi), and in consultation with UNIDO. Annex 3 gives the evaluation timeline and itinerary. An inception mission was undertaken by the consultant from 2 - 4 June in Nairobi, during which she met with the UNEP Evaluation Office, the COAST Task Managers (current and former) as well as with the UNIDO Regional Project Coordinator (RPC) and other members of the COAST Regional Coordinating Unit (RCU). Both quantitative and qualitative methods were used to evaluate project achievements against the expected outputs, outcomes and impacts, and consisted of:

- A desk review of key project documentation, reports produced by the project, and information on relevant websites, among others (Annex 4).

- Interviews: Face to face interviews were held with representatives of each group of key stakeholders, and included the UNIDO Project Manager and others from the UNIDO team, UNEP/GEF Task Manager (current and former), UNEP Fund Management Officer, executing partners, country teams, hotel staff, local community members and

government officials of the participating countries. The consultant also participated in the final Project Steering Committee (PSC) meeting that was held in the Seychelles from 11-14 June 2014. This meeting presented the opportunity for the consultant to interview persons from UNIDO, all the project countries, and executing partners. Over 110 individuals were interviewed during the course of the TE (Annex 5).

- Country visits: The consultant visited six of the participating countries (Cameroon, Ghana, Kenya, Nigeria, Tanzania, and Seychelles) to interview key stakeholders and observe project interventions and achievements at the demonstration sites.

Limitations

10.	No major limitations were encountered that affected the quality of the evaluation results. However, it was not possible for the consultant to visit all of the project countries (six of the nine countries were visited) due to budget constraints. Because of the conduct of the evaluation immediately following the close of the project in June 2014, sustainability of results and project impacts on the longer term could not be definitively assessed. Inquiries sent by the consultant to the target countries (except Ghana, Cameroon and Nigeria, which were recently visited by the consultant) and partners regarding the continuation of project activities received responses from the Watamu Marine Association (WMA), UNWTO, EcoAfrica and Tanzania.

III.   THE PROJECT

A.   Context

11.   The COAST Project was developed in response to growing concerns about uncontrolled and destructive tourism development along the 32 coastal states of Sub-Saharan Africa. These countries are bordered by five distinct transboundary Large Marine Ecosystems (LMEs), all of which are recognized as important for their globally significant marine diversity and high productivity, with rich fishery resources, oil and gas reserves, precious minerals, and their potential for tourism. A large proportion of the region's combined population of over 465 million people is directly dependent on marine and coastal resources for food and livelihoods.

12.   Tourism is one of the most dynamic and fastest economic growth sectors around the world, and countries within sub-Saharan Africa are increasingly turning to tourism as a viable option to accelerate their economic growth and meet poverty reduction goals. Unfortunately, much of the tourism development in the coastal environments of these countries over the last few decades has been driven by short-term economic gains at the expense of the living marine resources and the environment. This has been exacerbated in the absence of careful planning, regulation, and environmental management practices. For instance, while the sustainability of the tourism industry itself depends on a clean and attractive environment, there is a tendency for many hotel developers to ignore environmental concerns and focus on short-term profitability, particularly in the absence of legally enforceable environmental standards and consumer pressure, and there are particular concerns about pollution and contamination originating from tourism-related sources with related high volumes of waste and litter. The expansion of coastal tourism has also often resulted in uncontrolled migration adding to increased density of human coastal populations as well as to dislocations in the social fabric of many communities.

13.   Coastal tourism in these countries has developed at different rates, but typically development has progressed in an *ad hoc,* un-planned, and uncontrolled manner. In addition to lack of, or inadequate, solid and liquid waste treatment infrastructure and management, uncontrolled water consumption, the location of tourism developments in close proximity to sensitive biological areas, control of visitor numbers and activities in environmentally sensitive areas and the regulation and/or control of other tourism-related activities based on the coastal and marine environment, such as diving, snorkelling, fishing and yachting (e.g., anchor damage and physical breakages by divers/snorkellers) have been also highlighted as threats for these countries.

14.   Prior to the Project, all nine countries had recognized the need to plan and sustainably manage their coastal and marine environment and resources, and were Parties to relevant regional and international Conventions (notably the Abidjan[4] and Nairobi[5] Conventions on the development and protection of the coastal and marine environment), but the line ministries (Ministries of Environment and Tourism) responsible for addressing these issues lacked the required tools, capacity and financial resources.

15.   The Project Document lists the principal barriers to the adoption of a more sustainable approach to tourism that would mitigate land-based impacts and contaminants as:
- Inadequate institutional arrangements and poor sectoral coordination;
- Fragmented and uncoordinated legislation, policy and management approaches;
- Absence of comprehensive baselines data on which to form policy and management decisions;
- Inadequately trained and insufficient human resources;
- Limited access to information and case studies on best available practices and technologies for sustainable tourism;
- Limited or absent awareness of value of ecosystem functions and services to tourism and to all

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[4] Convention for Cooperation in the Protection, Management and Development of the Marine and Coastal Environment of the Atlantic Coast of the West, Central and Southern Africa Region, covering the marine area from Mauritania to South Africa.
[5] Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region.

sectors of governance and society;

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

16.   The COAST Project aimed to address these threats and overcome these barriers through identifying, testing and adapting various Best Available Technologies (BATs) and Best Available Practices (BAPs), specifically Environmental Management Systems (EMS), ecotourism and reef recreation management approaches/technologies that are recognized as 'best practice' internationally, to the sub-Saharan Africa context and show how tourism development can be done in such a way as to benefit not only local communities and the private sector but also marine biodiversity and the environment.

17.   Although the original design was changed following the MTE (see below), there was no change in the project context since the design. Increasing tourism development along the coast in the project countries has strengthened the case for adopting sustainable tourism practices. Indeed, conserving coastal and marine ecosystems and building their resilience to external perturbations is increasingly becoming more of an imperative in view of increasing pressures, including from growing human populations and development pressures along the coast as well as climate change impacts. A 2013 World Bank report[6] states that Sub-Saharan Africa is outpacing other regions in tourism growth. Further, according to this report, the region's tourism industry is set to drive economic growth on the continent and directly employ nearly 7 million people by 2021. Additionally, recent developments related to international terrorism in Africa serve to discourage tourists, therefore all efforts and measures are needed to attract tourists, including providing top class destinations with pristine natural environments.

B.   Objectives and components

18.   The overall Goal of the COAST Project (To support and enhance the conservation of globally significant coastal and marine ecosystems and associated biodiversity in sub-Saharan Africa, through the reduction of the negative environmental impacts which they receive as a result of coastal tourism) remained unchanged. Following the MTE, the objective was modified and the number of outcomes and outputs reduced (Table 1). Nevertheless, this revised strategy remained consistent with the original intent of the project. The revised project strategy and log frame were used in the terminal evaluation.

19.   The project centred around three thematic areas, each led by a specific partner with the relevant expertise: Ecotourism, Environmental Management System (EMS), and Reef and Marine Recreation Management (RMRM). In addition, there was a cross-cutting component on Sustainable Tourism Governance and Management (STG&M). Activities were conducted at the project level and the national level, with demonstration projects in each of the eight countries (see below).

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[6] Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods.

Table 1. Components and expected outcomes and outputs of the COAST Project (revised)

Project Objective (revised): To demonstrate <u>and support adoption of</u> best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance	
OUTCOMES	**INDICATORS**
Outcome 1 *Sustainable tourism approaches for reducing pollution, contamination and environmental degradation from coastal tourism demonstrated in the sub-Sahara African context*	• Report on appropriate BAPs/BATs • Integration of BAP/BAT approaches into national and local tourism policy and management processes (e.g. national tourism strategies, ICZM strategies) • Adoption of EMS elements by private sector coastal tourism industry at demonstration sites • Replication of COAST Project demonstration site models at other sites along coast
Output 1.1: Globally recognized Best Available Practices (BAPs) and Best Available Technologies (BATs) for sustainable tourism identified.	
Output 1.2: Environmental Management Systems (EMS) and voluntary eco-certification and labeling approaches that promote environmental sustainability tested at selected sites and results documented and disseminated.	
Output 1.3: Ecotourism initiatives that benefit both local communities, through alleviating poverty, and the coastal environment (through reducing impact on biodiversity) tested at selected sites and results documented and disseminated.	
Output 1.4: Reef and marine recreation management approaches that promote the conservation of coastal and marine biodiversity tested at selected sites and results documented and disseminated.	
Outcome 2 *National and local mechanisms supporting sustainable tourism governance and management identified and enhanced to facilitate uptake of BAPs/BATs*	• National policies, programmes and plans adopting BAPs/BATs (with at least two examples in each country by end of project); • Report on financial costs-benefits of uptake of EMS by hotels promoted by Ministry of Tourism; • Number training workshops and individuals trained in EMS, ecotourism, reef recreation management and other relevant training events (e.g. ICZM)

Output: 2.1: National assessments of policy, legislation, financial incentives, sector plans and programmes, and institutional arrangements to identify needs and opportunities for uptake of BAPs/BATs completed.	
Output 2.2: National and local capacity to support uptake of BAPs/BATs is built and reinforced.	
Output 2.3: Models, guidelines and briefs for BAPs/BATs that support sustainable tourism in African context (based on Outputs from Outcome 1) developed and promoted in relevant national and local decision-making processes and fora and to the general public.	

C.   Target area/groups

20.   The project targeted eight Sub-Saharan countries (Cameroon, The Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, and Tanzania), with Seychelles involved as the ninth country through the UNDP-GEF mainstreaming biodiversity project. The project document identified the following primary stakeholders: National tourism administrations; Tourism marketing authorities; Ministries of Environment; Ministries of Tourism; Ministries of Land Use / Planning; Town and country planning authorities; Ministries of Industry; Ministries of Culture and Heritage; Ministries of Local Government; National Parks Authorities; Marine Parks Authorities; Non-governmental organizations (NGOs); Local Communities and Community-based organizations (CBOs); Hotel Associations; Tour operators; and Chambers of Commerce and Industry. The various roles of some of these stakeholders are shown in Table 3.

D.   Milestones/dates in project design and implementation

21.   The major milestones and dates in project design and implementation are given in Table 2.

Table 2. Milestones and dates in project design and implementation

Year/Month	Milestone
Aug –Sept 2002	Initial conceptualization of a project arose during a Thematic group discussion at the Johannesburg World Summit on Sustainable Development
July 2004- Dec 2006	The design of the project utilizing GEF project design phase funding and executed by UNIDO. This included a number of regional and sub-regional workshops held in Kenya, The Gambia, Seychelles and Nigeria
Jan – Sept 2007	GEF CEO Endorsement and agreement for UNIDO to execute a regional demonstration project involving 9 Sub-Saharan African countries
Oct 2007- Dec 2008	Selection of UNIDO Project Manager based in Vienna HQ, Regional Technical Coordinator and Regional office location (latter both based in Nairobi, Kenya)
Jan 2009-Jul 2009	Inception phase
July 2009-Dec 2011	Main implementation phase 1
July-Dec 2011	MTE and subsequent project reformulation
Jan 2012- Nov 2013	Main implementation phase 2
Dec 2013-June 2014	No Cost 7 month extension phase (continuation of activities and reporting on main implementation phase 2)
End of March 2014	End of activity implementation across the project and beginning of results reporting
30 June 2014	Project closure
June – December 2014	Terminal evaluation

E.   Implementation arrangements and partners

22.   The COAST Project was a collaborative initiative between a number of UN organizations and participating countries' Ministries of Environment and of Tourism. UNEP was the GEF-designated Implementing Agency responsible for overall oversight and budget disbursement, while UNIDO was the GEF Executing Agency responsible for direct project management, implementation and reporting (to UNEP). Executing partner agencies were UNWTO, which was reponsible for the Ecotourism and the STG & M components; and EcoAfrca, which was responsible for the RMRM component.

23.   In each Partner Country the lead agencies were the Tourism and Environment Ministries, with the latter the lead agency sub-contracted by UNIDO to carry out national activities. Two national Focal Points (FP) were designated, one each from the Ministry of Environment and Ministry of Tourism (or their appropriately designated representatives); a Demonstration Project Coordinator (DPC) responsible for a number of specific tasks within their demonstration site; and Demonstration Site Management Committee (DSMC) comprising representatives of local community groups, private sector and government (they differed markedly in composition, dependent on the local situation), which was responsible for overseeing the implementation of project activities at the demonstration site.

24.   The PSC, which was responsible for project oversight, was composed of the FPs, representatives of UNEP, UNIDO, UNWTO, as well as invited technical experts. Key partners and their respective roles are shown in Table 3.

25.   The demonstration sites and components by countries are shown in Table 4.

Table 3. Partners and roles in project implementation and execution

Regional Level			
Partner	**Role**	**Scope**	**Project Technical scope**
GEF	Funds provision	25% of overall project funds	Whole project
UNEP	Oversight on implementation	Covering all partner countries and regional level	Whole project
UNIDO	Overall project management	Covering all partner countries and regional level	Whole project and post MTE additional specific focus on EMS through the UNIDO TEST methodology
UNWTO	Lead the Ecotourism and STG & M components	Covering all partner countries (both components)	Ecotourism component, through its Sustainable Tourism-Eliminating Poverty (ST-EP) Initiative; Sustainable Tourism Governance & Management
EcoAfrica	Lead the RMRM component	Covering selected partner countries	Reef & Marine Recreation Management component
Country Level			
Ministry of Tourism	National Focal Point for uptake of lessons and results in the tourism sector	Demonstration, national and occasional regional level events and activities	Ecotourism, Sustainable Tourism Governance & Management
Ministry of Environment	National Focal Point for uptake of lessons and results in the environment sector	Demonstration, national and occasional regional level events and activities	EMS/TEST, Reef & Marine Recreation Management
Demo Site Liaison Officers (Ghana and Nigeria only)	To assist the DPCs, particularly with stakeholder liaison work and communications		
Civil Society Organizations	Member of local Demonstration site Management Committee (DSMC)	Demonstration site level	Ecotourism, Sustainable Tourism Governance & Management, RMRM
Private Sector	Member of DSMC	Demonstration site level	EMS/TEST, Reef & Marine Recreation Management
Local Communities	DSMC	Demonstration site level	Ecotourism, Sustainable Tourism Governance & Management, RMRM

Table 4. COAST countries, demonstration sites and components in each country (X)

Country	Demonstration site	Components			
		Ecotourism (UNWTO)	STG & M (UNWTO)	EMS (UNIDO)	RMRM (EcoAfrica)
Cameroon	Kribi	X	X		
Ghana	Ada	X	X		
Kenya	Watamu	X	X	X	X
Mozambique	Inhambane, Tofo-Barra-Tofinho (TBT)	X	X	X	X
Nigeria	Badagry	X	X		
Senegal	Saly		X	X	
Tanzania	Bagamoyo	X	X	X	X
The Gambia	Kartong	X	X		

F. Financing

26. The overall project budget that was submitted to GEF was US$29,417,416. This was comprised of a GEF grant of US$5,388,200 plus US$626,400 of a project development facility phase B (PDF-B) funds, giving a total of US$6,014,600 of GEF financing. Total co-financing amounted to US$24,006,816 (co-financing of US$23,456,816 plus PDF-B funds). Almost all of the co-financing was 'in kind', including where this was identified as partner country co-finance and not leveraged funding. Expenditure on the GEF funds as of May 2014 was US$5,205,035.83.

G. Changes in design during implementation

27. An important change occurred in project design during implementation. The MTE was undertaken from July to December 2011 and gave an overall rating of *Moderately Unsatisfactory*, as a result of a number of challenges faced by the project. A major challenge that handicapped delivery of the project was the poor original project design, with objectives and outcomes that were overly complex and unrealistic. The MTE considered closing the project but recognized that there were significant elements within it that could still deliver useful and valuable results and outcomes. Subsequently, the MTE put forward nine major recommendations to bring the project back on track:

1. Revise project strategy, objective, outcomes and log frame and M&E system.
2. Reduce the scope and ambition of COAST Project to fit with reality.
3. Strengthen review of BAPs/BATs and linkage with activities at demo sites.
4. Improve ownership, delivery and sustainability of project activities at demo sites.
5. Improve communication and facilitate mainstreaming of project results.
6. Provide and build capacity to enable stakeholders to fully participate in COAST Project.
7. Clarify and document all co-financing and leveraged funds.
8. Strengthen management, administration and project oversight.
9. Approve project extension of 6-12 months.

28. Among the MTE recommendations was that the project strategy be reviewed and revised to produce a single, more coherent project logical framework (log frame), with a reworded Project Objective to include initial mainstreaming activities as set out in the Project Document, and a set of 'SMART'[7] indicators and realistic targets, and a redesigned project monitoring and evaluation (M&E)

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[7] Specific, Measurable, Achievable and attributable, Relevant and realistic, Time-bound, timely, trackable and targeted

system. The recommendations were endorsed by the PSC in April 2012 and implemented in the remaining time. The project was subsequently 'downsized' with some sites and activities removed from the workplan. A 7-month no-cost extension was also granted.

29.   The reformulated project strategy and log frame is given in Table 1 (Section B above). According to the MTE, the original Project Objective (To demonstrate best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance) did not reflect many of the activities proposed in the Project Document and was restricted to simply demonstrating best practices and technologies; it did not seek to mainstream the implementation of these strategies. Based on the MTE recommendation, the objective was revised to reflect mainstreaming through strengthening of mechanisms for uptake of the BATs/BAPs. The objective was re-stated as "To demonstrate and <u>support adoption of</u> best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance." In addition, the original outcomes were re-stated and reduced from four to two, with seven outputs.

30.   Changes in the design of the three thematic areas included linking the identified BATs/BAPs in the global review to the demonstration site activities and adapting them to the local realities; integrating biodiversity and environmental conservation into the ecotourism ST-EP activities; focusing on defining and promoting the financial benefits of adopting pollution control, waste treatment and management and other EMS measures; and expansion of the reef recreation management theme to reef and marine recreation management. In addition, there was a reduction in the Integrated Coastal Zone Management (ICZM) activities and removal of activities related to HIV/AIDS awareness and eco-certification.

H.   Reconstructed theory of change

31.   UNEP evaluations require a Theory of Change (TOC) analysis and Review of Outcomes to Impacts (ROtI) in order to identify the sequence of conditions and factors deemed necessary for project-specified outcomes to yield impact and to assess the current status of and future prospects for results. The methodology is presented in Annex 6 of the TORs.

32.   The exercise identifies what are termed "intermediate states", which are the transitional changes between the project's immediate outcomes and the intended impact and are necessary for the achievement of the intended impacts. UNEP defines 'impact' as changes in environmental benefits and how these affect human living conditions. For the COAST Project, the long term impact (Global Environmental Benefit or GEB) is considered to be 'Improvement in ecosystem health and biodiversity, leading to increase in ecosystem services (that support tourism) and in benefits to stakeholders from sustainable tourism.'

33.   The TOC analysis also determines the Impact Drivers (the significant external factors that if present are expected to contribute to the realization of the intended impact and can be influenced by the project and its partners) and the Assumptions (the significant external factors that if valid are expected to contribute to – or at least not to hamper – the realization of the intended impacts but are largely beyond the control of the project). By measuring the direct outcomes and impact drivers, and verifying the validity of the assumptions, it should be possible to estimate the likelihood that the project will bring about the intended, long term changes and have a lasting impact.

34.   The preliminary TOC for the project uses the revised project strategy (post MTE) and is presented in Figure 1. The project strategy is based on three main mutually supportive components to promote sustainable tourism in the coastal areas of the project countries: (i) demonstrating sustainable tourism approaches and technologies to reduce pollution and degradation of the coastal and marine environment from unsustainable tourism and that also benefit local communities; (ii) strengthening national and local mechanisms supporting sustainable tourism governance and management to facilitate uptake of these practices and technologies; and (iii) strengthening capacity, providing information and raising awareness.

35.   The project-specified outcomes and outputs are achievable within the project's timeframe, but these in themselves are not sufficient to attain the long term impact. As shown in Figure 1, a number of assumptions must be met to move towards the achievement of impact. Two critical assumptions are that other human pressures on marine and coastal ecosystems are addressed and that these ecosystems are resilient to climate change impacts.

36.   Unintended effects along other causal pathways are likely to occur. For example, improvement of livelihoods and successful tourism enterprises could encourage more stakeholders to become involved in the tourism sector, who may not all adopt sustainable practices. In addition, there is a danger that the carrying capacity of tourism sites could be exceeded, to the detriment of the environment. These pathways could undermine the achievement of the project and sustainability of its results.

37.   The ROtI analysis is given in Part IV.C.

Figure 1: Theory of Change diagram for the COAST project
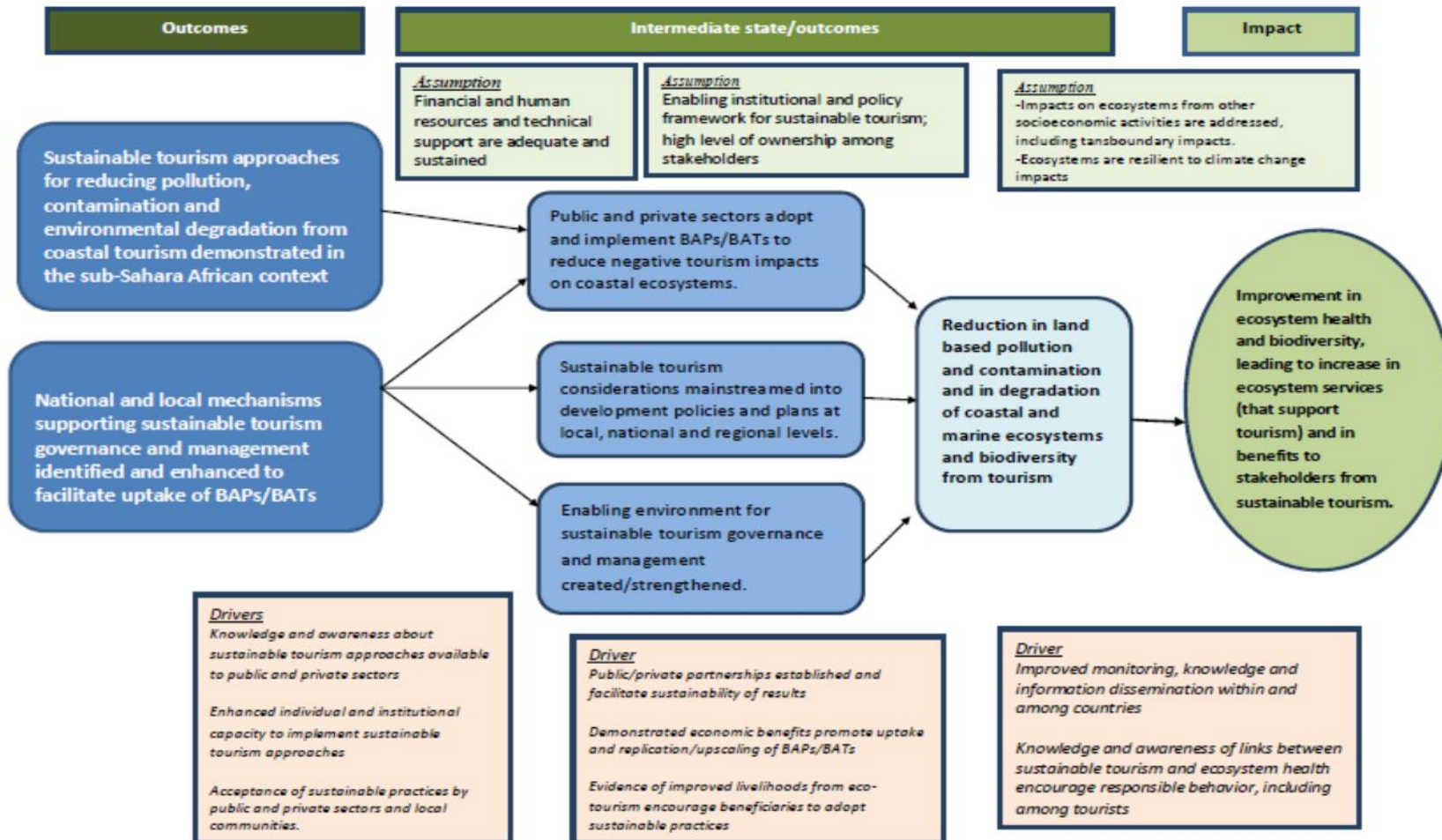
IV. EVALUATION FINDINGS

A.   Strategic relevance

38.   The COAST Project is highly relevant to the challenges faced by the Sub-Saharan countries regarding threats to the coastal and marine environments from development-related activities. All the project countries have recognized the need to plan and sustainably manage their coastal and marine environment and resources, and are Parties to relevant regional and international environmental conventions and programmes, for example, the Abidjan and Nairobi Conventions on the development and protection of the coastal and marine environment, the Convention on Biological Diversity (CBD) and the UNEP Global Program of Action for the Protection of the Marine Environment from Land Based Activities (GPA/LBA). Based on the identified issues and proposals at the Ministerial and Heads of State meeting in Johannesburg at the World Summit on Sustainable Development (WSSD) and the New Partnership for Africa's Development (NEPAD) thematic group on coastal, marine and freshwater ecosystems, the project was developed to demonstrate best practices and strategies to reduce the degradation of marine and coastal environments of transboundary significance resulting from pollution, contaminants and associated impacts from the tourism sector.

39.   While coastal tourism contributes to the threats to marine ecosystems and biodiversity (through tourism-related pollution and contamination and ecological degradation), there are other sectors and activities that may add to or pose even greater threats, such as fishing, shipping, urban development and industrial activities. This was acknowledged by a number of respondents during the conduct of the TE, and was also reported in the findings of RMRM research in Bagamoyo and Watamu. The MTE gave a rating of moderately satisfactory for this criterion largely because of the relatively low contribution of coastal tourism to ecosystem degradation compared to other sectors and activities.

40.   In terms of relevance to poverty and livelihoods, which is of concern in the Sub-Saharan countries, coastal tourism is often considered the 'environmentally friendly' alternative to more exploitative livelihood options. Therefore, implementing the project results would assist the countries in achieving the Millennium Development Goal (MDG) 1 on poverty alleviation in addition to Goal 7 on environmental sustainability.

41.   The Project's focus on coastal/marine pollution is consistent with GEF International Waters (IW) Strategic Priority IW3 (*Innovative demonstrations for reducing contaminants and addressing water scarcity issues*). It is also relevant to the GEF Biodiversity Focal Area, for instance, through activities on ecotourism to alleviate poverty and conserve biodiversity. COAST also conforms to the GEF Contaminant-Based Operational Programme (OP 10) long-term[8] and short-term[9] objectives. Although the project was designed well before UNEP's current thematic Subprogrammes, its intended results are consistent with UNEP's programmatic objectives and expected accomplishments under its Ecosystem Management and Governance cross-cutting priorities of the Medium-term Strategy 2010–2013 as well as with the objectives of UNEP strategy for sustainable tourism development and with the UNEP GPA/LBA. Complementarities with UNEP's strategies and work programme are discussed further in Part IV. G.

42.   The overall rating on relevance is **moderately satisfactory**.

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[8] To "demonstrate ways of overcoming barriers to the use of best practices for limiting releases of contaminants causing priority concerns in the International Waters focal area, and to involve the private sector in utilizing technological advances for resolving these transboundary priority concerns.

[9] To "demonstrate strategies for addressing land-based activities that degrade marine waters…"

B.   Achievement of outputs and outcomes

The COAST Project included seven expected outputs arranged under two outcomes (revised project design), as shown in Table 1:

Outcome 1: Sustainable tourism approaches for reducing pollution, contamination and environmental degradation from coastal tourism demonstrated in the sub-Sahara African context (4 outputs); and

Outcome 2: National and local mechanisms supporting sustainable tourism governance and management identified and enhanced to facilitate uptake of BAPs/BATs (3 outputs).

OUTPUT 1 .1

Globally recognized Best Available Practices (BAPs) and Best Available Technologies (BATs) for sustainable tourism identified.

43.   The main activities consisted of reviewing and assessing international BAPs/BATs to reduce pollution, contamination and environmental degradation in relation to the COAST Project's three thematic areas (EMS, Ecotourism and RMRM) that might be applicable within the sub-Saharan Africa context. This review, which was completed in 2009 by UNIDO, was intended to be used to guide the selection of the demonstration projects and activities.

44.   According to the MTE, the review was weak and of limited value as it did not give adequate direction on what specific BAPs/BATs should be piloted at individual demonstration sites. Further, the review did not appear to have fed directly into the design and selection of EMS, ecotourism and RMRM activities at the demonstration sites, which was the original intent – there had been little if any linkage even though the sites were supposed to demonstrate the best practices identified in the review. The MTE recommended strengthening the review and enhancing linkage with demonstration site activities, to provide more specific guidance for the demonstration sites. Subsequently, UNWTO carried out a new review on ecotourism based on the experiences gained in its ST-EP Initiative and through identifying additional good practices that demonstrate how ecotourism can contribute to biodiversity conservation. The report was disseminated at the COAST steering committee meetings in Tanzania and the Seychelles, and at selected COAST seminars. Unfortunately, project funds were not available to make the report an official publication.

45.   In response to the MTE recommendation, the project team also analyzed additional international published sources on the definition and use of the terms "Best Available Practices and Technology". Subsequently, a customized operational definition of BAPs/BATs was developed and criteria established to meet the COAST Project objective: The COAST Project's Best Available Practices and Technologies are *'outstanding contributions to improve the coastal living environment'*. Using this definition, a number of BAPs/BATs were identified and implemented, and were linked to the control of Land Based Pollution, diversification of the local economy and Public-Private-Community-Partnerships to ensure efficient use of resources.

46.   The TE is of the opinion that specific environmental issues of key concern related to coastal tourism in the partner countries (e.g., sewage and nutrient inputs to coastal areas from tourism establishments) should have also been identified early in the project (during the inception period), and used to guide the selection of BATs/BAPs for adaptation and implementation in the demonstration sites. Even if this was considered in the post-MTE period, time and resources might not have been adequate at that stage.

47.   While the project demonstrated a number of BATs/BAPs (as described below), efforts should be continued by the countries to identify approaches to address other major environmental pressures from coastal tourism.

OUTPUT 1.2

Environmental Management Systems (EMS) and voluntary eco-certification and labeling approaches that promote environmental sustainability tested at selected sites and results documented and disseminated.

48.   One of the MTE recommendations was that the project should focus on identification and demonstration of appropriate EMS measures by defining and promoting the financial benefits of pollution control and waste treatment and management. Based on this, UNIDO determined that the implementation of the UNIDO Transfer of Environmentally Sound Technology methodology (TEST) was the most suitable best available practice approach to achieve tangible impacts. TEST has at its core the introduction of green practices that yield both economic and environmental benefits. The five TEST management tools applied in combination in an integrated framework are: Cleaner Production Assessment (CPA); Environmental Management Accounting (EMA); Environmental Management Systems (EMS); Environmental Sustainable Technology (EST); and Corporate Social Responsibility (CSR).

49.   One of the MTE's recommendations was that an assessment be conducted of the demonstration sites, and activities identified that could be cut in those sites that had not been performing and others that were considered unlikely to deliver results before the project end put under review. Based on this assessment, at the 4th PSC meeting, it was agreed that the TEST/EMS component was to be implemented in only four countries and TEST/EMS training programmes conducted at the regional level in these countries. Where funds were available, additional TEST training was conducted. The four sites selected for the TEST methodology, which was led by UNIDO, were: Saly, Senegal; Watamu, Kenya; Bagamoyo, Tanzania; and Inhambane, Mozambique (Annex 6). Adaptations were made in each of the countries to suit local realities and, in the longer term, to leave in place improved partnership models, cooperation mechanisms and embedded knowledge and expertise. In three of the countries (Kenya, Mozambique and Tanzania) partnerships were fostered and cooperation agreements were signed between the Environment Ministry and the respective National Cleaner Production Centers (NCPCs) to implement the CPA, EMS and CSR tools under the guidance of the UNIDO TEST team. The NCPCs carried out cleaner production assessments and CPA reports were produced, which included recommendations to the selected hotels of BAPs/BATs options. In Senegal, a national EMS consultant was contracted and trained to carry out the activities in this country. Project briefs were produced using EMS proposals from the hotels and other tourism enterprises and updated with recommendations based on the NCPC's CPAs and the EMS consultant's inputs. These briefs, however, were thought to be too technical by persons interviewed at the demonstration sites.

50.   In 2012, TEST training was provided to local EMS experts, owners / management of hotels and lodges, NCPCs, the DPCs and DSMCs in all four EMS countries. This training, however, was conducted during the course of only half a day in Senegal and according to respondents, did not allow them to acquire an adequate level of knowledge and understanding about the methodology.

51.   For the EST Tool, the countries were asked to submit project proposals for environmentally sound technology equipment that would address a pertinent environmental issue in the demonstration site, and that included a partnership model of the private sector, local government and local community. Only Kenya and Tanzania were able to fulfil the requirements for an EST project in the remaining time of the COAST Project.

52.   In Kenya and Tanzania environmentally sound technology equipment was procured by the country (with COAST funds) in cooperation with the private sector partners and local stakeholders. In the Watamu demonstration site in Kenya, a partnership was established between the local government, the private sector (participating hotels Hemingways and Turtle Bay Beach Club), two NGOs- the WMA and Local Ocean Trust, and the local community. Each EST directly contributes to reducing land-based pollution and to demonstrating the application of BAPs and BATs. Local

communities would also directly benefit through the CSR agenda of the partner hotels and NGOs (e.g., availability of compost and organic farming training as an output of the EST). Commissioning events for the installed ESTs were held at the end of May and early June across the demonstration sites.

53.   The evaluation consultant visited the Watamu demonstration site and held interviews with partners. This visit also provided an opportunity for the consultant to witness the operation of the EST tools and attend the commissioning of the biodigester at Turtle Bay hotel. Progress at this site was impressive and the high level of enthusiasm and interest among the partners and stakeholders, including at high political levels, was very notable. In 2013 Turtle Bay hotel received an Ecotourism Kenya Gold Award for its high standard of EMS and CSR.

54.   In Tanzania, two hotels (Oceanic and Millennium) started to introduce measures such as water and energy saving, re-use of waste water and collection of plastic bottles for recycling. But because of the long delay (9 months) in release of funds from the Vice President's Office (VPO), it was not possible to acquire a biodigester for Tanzania within the available time. Instead, a Memorandum of Understanding (MOU) was signed in January 2014 between the VPO, Bagamoyo District Council and the selected supplier for 20 solar street lamps. These lamps were installed in the historic part of Bagamoyo to provide additional security to increase tourist activity in the area. The evaluation consultant visited Bagamoyo and held interviews with partners at this site. According to the respondents, the solar lights have greatly improved the lives and livelihoods of the local communities (e.g., improved security and longer hours to engage in productive activities) and could potentially contribute to the development of ecotourism in Bagamoyo.

55.   In Saly, the TEST tool was implemented in five participating hotels in order to improve their environmental and economic performance through the introduction of a set of best practices and technological improvements. Specific approaches implemented included plastic recycling, soap production from used cooking oil and reducing energy and water consumption. For EST, a proposal was prepared for acquisition of equipment to transform organic waste into bio-fertilizer, but the provision of suitable internationally procured technology quotations and identification of suitable international suppliers and their commitment to deliver the equipment by early 2014 was not possible in the remaining project timeframe.

56.   Similarly, in Mozambique the Ministry for the Coordination of Environmental Affairs (MICOA) was unable to submit an EST project proposal within the available timeframe due to the complex negotiations amongst the local partners to reach a consensus in a timely manner. As a consequence, the last tranche of the country contract was cancelled in December 2013. Four private sector enterprises were to be involved, but these pulled out for different reasons (e.g., hotel threatened by coastal erosion issues, change in management and lack of interest by the new management). Nevertheless, an MOU was signed between MICOA and one of the private sector partners (Dinos Bar) whose owner had expertise in artisanal glass cutting. Under this MOU, an initiative was undertaken to convert the glass waste generated by tourism establishments in the demonstration site into artisanal glass products that could be sold and thereby over the longer term contribute to reducing the large volumes of glass in the Demonstration site. The target beneficiaries were to be the unemployed youth from the local community, who received training in artisanal glass manufacturing and sales at a newly-established glass recycling and training center. This represented a cooperation model involving the private sector (which led the initiative), the local community and local government.

57.   In addition to the EST tool, EMA was also attempted with some of the hotels in the four countries, but some challenges were encountered. Among these were the high turnover of trained hotel staff throughout the TEST implementation period, with new staff having to be introduced to the methodology and thereby delaying or sometimes stopping the implementation; and unwillingness of hotel management to share confidential information with the EMA consultant. Hence, in Kenya and Tanzania, the initial training to introduce the methodology was done

individually in each hotel as per their requests, and not collectively. Limited staff and financial resources in the hotels also affected the uptake of the TEST methodology.

58.   Using the UNIDO TEST methodology, the COAST Project demonstrated the feasibility and application of BAPs/BATs involving private-public-community partnerships at the local level to reduce pressures on the local biodiversity and ecosystems. Hotel staff interviewed by the TE expressed a high level of satisfaction with COAST and interest in uptake of the TEST results. However, many of them were constrained by limited financial resources and were giving priority to implementing the no- or low-cost approaches and technologies. The four demonstration sites, particularly Watamu, have been left with well-developed demonstration projects that can be replicated and up-scaled. The success of the EST tools particularly in Watamu was a key achievement in demonstrating BAPs/BATs.

59.   Participants from the other countries expressed to the TE consultant their desire for the TEST tools to have also been implemented in their countries and felt that they had 'lost out' on this opportunity. But as previously explained (para 49), the TEST activities were omitted from these countries as it was unlikely that results could have been delivered before the end of the project. They were also of the opinion that exchange visits should have been organized during the project, but according to the UNIDO project manager, this was not possible because of limited funds. However, project team members from Bagamoyo briefly visited Watamu, but the other project countries could have also benefitted from visits to the TEST demonstration sites. The evaluator learned that at the Watamu site in particular, there has been further progress at this site since the project closed. Countries are urged to arrange exchange visits to this and other sites in order to learn and evaluate lessons and best practices for adaptation and transfer to their own countries, and to continue to identify other BATs/BAPs for sustainable tourism.

60.   With respect to eco-labelling, COAST partnered with the Seychelles, which has adopted a local voluntary eco-labelling award scheme for its hotels - the Seychelles Sustainable Tourism Label (SSTL). The COAST project adopted the label as a useful BAT that could be replicated within the project countries. The SSTL experience and profile were shared with other COAST Project partner countries and included in the project final report. In addition, during the final SCM in the Seychelles, two SSTL accredited hotel establishments were visited by the COAST country teams to see the practical applications and to obtain more information on the eco-labelling scheme.

OUTPUT 1.3

Ecotourism initiatives that benefit both local communities, through alleviating poverty, and the coastal environment (through reducing impact on biodiversity) tested at selected sites and results documented and disseminated.

61.   This output was led by the executing partner UNWTO, based on the experiences gained in its 'Sustainable Tourism - Eliminating Poverty' (ST-EP) Initiative, which was chosen as the 'best available practice' for demonstrating sustainable ecotourism at these sites. Prior to the MTE, a number of sites were selected but following the MTE recommendations, the number of sites was reduced to one per country across seven countries (Cameroon, The Gambia, Ghana, Kenya, Mozambique and Nigeria, and Tanzania) while projects in Cameroon and Mozambique were supported through other donor-funded projects (see below). During 2010/2011 most of the ecotourism work focused on regional capacity building and project design. Ecotourism projects were launched in 2011 (Cameroon, Ghana and Kenya) and 2012 (Gambia, Nigeria and Tanzania), based on detailed workplans prepared by the COAST country teams. In the Mozambique demonstration site, a ST-EP project was supported with funds mobilized by UNWTO from external sources (see below).

62.   It must be noted that the ecotourism component was implemented in the highest number of countries (7) compared with the other two components (Table 4). Moreover, in four of these countries (Cameroon, Ghana, Nigeria and The Gambia), ecotourism was the only component

implemented. Therefore, this component was very critical for the overall achievement of the project outcomes and objective. Through this component, a considerable level of co-financing was also brought to the COAST project (see below).

63.   Between 2009 and 2014, 11 missions were undertaken by UNWTO staff to five countries (Ghana, Kenya, Senegal, Tanzania and The Gambia) for the ecotourism and STG&M components as well as for induction training. Where possible, topics related to the ecotourism thematic area were also addressed during the STG&M missions, and vice versa. Three ST-EP seminars were organized in 2010 in Senegal, Ghana and Kenya, following which six participating countries carried out tourism value chain analyses for the demonstration sites.

64.   The COAST ecotourism demonstration projects built on UNWTO's ST-EP Initiative, which has a focus on eliminating poverty by promoting 'sustainable tourism'. If well managed, livelihood development through tourism can serve as a key incentive for local people to protect biodiversity and the environment. However, the MTE found that environmental benefits of the ST-EP projects were less clear and it was not certain that these projects would generate revenues for conservation of biodiversity, one of the aims of the ecotourism component. According to the MTE, the project needed to demonstrate that the ST-EP projects funded by GEF could lead to reduced environmental degradation or benefit biodiversity conservation. One of the MTE recommendations was that these linkages be made more explicit. Subsequently, following the MTE, UNWTO developed an innovative new seminar to transform tourism employees into champions for biodiversity conservation and environmental protection in their enterprise and community. This approach, which has good potential for replication elsewhere, was successfully delivered in the Gambia (where 25 champions were designated), Ghana and Tanzania. In addition, a training manual on tourism and biodiversity conservation was also published. In the TE consultant's view, this manual is an excellent knowlwdge product, with valuable information, well laid out and very user friendly. But being in English has limited its utility in the non-English speaking countries and among local communities. Translating this manual into other languages (French, Portuguese and major local languages) should be considered by UNWTO and/or the respective countries.

65.   Limited capacity to develop and implement the ecotourism projects was encountered in some of the countries, and the project had to take certain measures to address this issue. In The Gambia and Tanzania where there were difficulties in finalizing the project briefs, UNWTO identified national consultants (funded by the COAST regional budget) to assist with the preparation of a detailed work plan in consultation with local stakeholders and communities. Cameroon received the support of a UNWTO volunteer who assisted the national implementation team in the development of project activities between March and December 2011. The Cameroon local team expressed deep appreciation for the assistance of this volunteer and felt that the success of the Kribi demonstration project was due in large part to his presence on the ground for an extended period of time. A tourism officer was appointed in Bagamoyo with support from COAST, and the Tanzanian Government made a commitment to continue this support following the end of the project (the TE has since verified that the officer is still in place with government support).

66.   Based on the MTE recommendations, additional environmental activities were incorporated in the ecotourism projects. From late 2011/early 2012 onwards, a range of concrete on-the-ground ecotourism activities was implemented across all the demonstration sites and mechanisms demonstrated to support environmental and biodiversity protection and generate livelihoods. Activities included vocational training, awareness raising campaigns, beach clean ups, mangrove replanting, preparation of enhanced visitor information, production of handicraft from solid waste, introduction of conservation fee for turtle excursions, provision of local transportation (e.g., bicycles and canoes for rental to tourists) and improved tourism service provision and management (through various training and awareness raising events).

67.   It must be noted that the ecotourism component benefitted from a substantial amount of co-financing. This included:

- Cameroon: USD60,000 from the UNWTO Themis Foundation for restoration activities and development of community based tourism and USD 20,000 for the payment of a volunteer (for 10 months) to carry out a value chain analysis, assist the DSMC team in the drafting of the Project Brief and sensitization and capacity building of local stakeholders.
- The Gambia: UNWTO was able to secure 21,000 Euros from the Europa Mundo Foundation to improve ecotourism facilities and provide additional training to local communities and Associations (e.g., in bird watching and strengthening the marketing of the site).
- Mozambique: The first phase of a ST-EP Project in Inhambane was carried out between 2009 and 2011 in collaboration with the Netherlands Development Organization (SNV) who provided capacity building support to the local project team. The funding allocated was USD 100,000. In mid-2011, a second phase of the ST-EP project began with a budget of USD 258,000 (USD150,000 from the Flemish Government and the Government of Macau S.A.R., and USD108,000 through an EU funded vocational training project, executed by SNV with UNWTO as an associate agency).

68.   The TE learned that projects for which UNWTO has managed to obtain co-funding will continue beyond the COAST Project, with direct support and supervision from UNWTO.

69.   All the demonstration projects contribute to the conservation of biodiversity in a variety of ways and could effectively contribute to reducing poverty through the creation of new ecotourism products and through improvement in the supply chain connections with local communities. These projects also tested and provided field evidence for the feasibility of a set of primary and secondary BAPs and BATs that the COAST Project had selected. With respect to *benefits to local communities through alleviating poverty*, the ecotourism component provided training and other support that resulted in improvement or generation of livelihoods for many persons in a range of activities such as tour guiding, bicycle rentals and handicraft production and sales. It was not possible to get information on the precise number of persons who benefitted in all the countries, but a rough estimate from the Country Fact Sheets put this at nearly 1,000 individuals.

70.   The TE consultant visited the demonstration sites in five countries (Cameroon, Ghana, Kenya, Nigeria and Tanzania) in June and August 2014, and interviewed key stakeholders including members of the DSMCs, local community members (beneficiaries) and government representatives. It was quite evident that the project had achieved major successes in promoting and supporting ecotourism initiatives at the demonstration sites. In addition to the tangible benefits such as physical infrastructure and beach clean ups, a high level of awareness about the link between tourism and the environment was created and capacity for ecotourism developed. In fact, persons interviewed were of the view that awareness raising and capacity strengthening were major achievements of the project. Some of the local community members who were beneficiaries (such as tour guides in several of the countries and individuals trained to produce seaweed soap in Tanzania) had already seen an increase in their income, which they attributed to the training they received through COAST. On the other hand, some respondents in Cameroon were of the opinion that COAST should have achieved more tangible benefits at the demonstration site. Another major success was development of partnerships among the local communities and public and private sectors (in most cases this was the first time that this was experienced) and strengthening local ecotourism associations.

71.   Overall, there is no doubt that the demonstration projects met with major successes under the ecotourism theme, and would contribute to reducing the impacts of tourism on marine ecosystems and biodiversity through changes in behaviour and adoption of more sustainable tourism practices, while at the same time improving livelihoods from ecotourism.

OUTPUT 1.4

Reef and marine recreation management approaches that promote the conservation of coastal and marine biodiversity tested at selected sites and results documented and disseminated.

72.   Between May 2011 and May 2014, the COAST Project, through EcoAfrica, implemented reef and marine recreation management projects in three demonstration sites: Watamu (Kenya), Bagamoyo (Tanzania), and Inhambane/Tofo-Barra-Tofinho (TBT) (Mozambique). In Bagamoyo, reef tourism was not well-developed, which raised the question about why this site was chosen for RMRM. Based on MTE recommendations, the scope of this thematic area was revised, changing the focus from Reef Conservation Management to Reef and Marine Recreation Management. Key changes included limiting the project implementation to three countries, instead of four (with Seychelles excluded) and modifying the project components to allow for additional activities including development of a Project Brief for each site and facilitation of the process with the DSMC to identify BAPs/BATs for this thematic area. These changes required adjustment of the original work plan that was approved in August 2011 and associated budget. After an extended process of revision and negotiation, the workplan and budget were approved by UNIDO in December 2012. These changes significantly reduced the time available for implementation of activities to about 18 months before the project was to end.

73.   The revised RMRM project activities included data collection, development of project briefs, surveys and GIS mapping of sensitive areas and damaged sites, ecosystem vulnerability assessments, demarcation of reefs as part of a reef management strategy, sustainability/management plan development and awareness and capacity building on reef conservation. The approach to identifying training, awareness raising and capacity building needs was participative, collaborative and iterative, involving local stakeholders. It was also based on the outcomes of the Training Needs Assessment (TNA) conducted by the project in early 2010. During the course of the RMRM demonstration project, EcoAfrica staff made 52 trips to the sites, most of which were field visits but others were for planning meetings. Attempts were made to set up DSMC Technical Teams (Tec Teams) at the three sites, but this initially met with some difficulties in Mozambique and Tanzania because of the unavailability of appropriate experts. However, this was addressed in Mozambique by identifying suitable persons from the research sector.

74.   Various partnerships were formed to support training and capacity development, awareness raising as well as marine tourism assessment and monitoring. For example, in Bagamoyo, preliminary data was obtained from the Coastal Management Partnership; in the Tofo-Barra-Tofinho (TBT) site, the Hotel and Tourism College in Inhambane (Escola Superior de Hotelaria e Turismo de Inhambane) provided training for baseline survey research, and researchers from the Eduardo Mondlane University provided mapping data; the Watamu Marine Association provided boat operator training; Coral Reef Degradation in the Indian Ocean (CORDIO)-East Africa was engaged in reef monitoring; and GeoMaestro Consult Africa in GIS training.

75.   TE interviews were conducted with EcoAfrica personnel in the Seychelles during the Steering Committee meeting and in Watamu. Among the challenges encountered during the RMRM demonstration were limited technical capacity especially in Bagamoyo and TBT; conflicts among certain team members; lack of trust between the private sector and government; data and information gaps; initial lack of understanding among local stakeholders about the role of EcoAfrica, which led to some tensions over money issues; lack of cohesion among the local team; heavy reporting requirements by UNIDO; and unavailability of diving equipment in Bagamoyo.

76.   Despite these challenges, the RMRM demonstration project made significant achievements that contributed to the successful delivery of this output. The BAPs that emerged from the RMRM thematic area that are relevant across all three demonstration sites include: Participatory mapping involving stakeholders; development of codes of conduct for tourism operators; strengthening of partnerships between local stakeholders; and sustainability management planning by local stakeholders. Two maps were produced for each site (Sensitive Marine Tourism Elements and Marine Tourism Areas), and were translated into Portuguese and Gitonga languages for the TBT site and into Kiswahili for Bagamoyo and Watamu. Fifty sets of these maps were distributed at each of the sites. For each site, two reports with the RMRM results were also produced. In addition, a sustainability management plan (Marine Tourism Management Operational Strategy) was prepared

for each site and awareness raising videos on reef and marine tourism were prepared. In the final three months of implementation each of the sustainability plans was presented and discussed with local stakeholders and additional training provided to enhance longer term management process in each demonstration site. Other achievements included fostering of dialogue between the local communities and the government for the first time, empowering of the local communities and helping them to better organize themselves.

77. The evaluation consultant visited the Bagamoyo and Watamu sites in June 2014 and held interviews with stakeholders at these sites (local community and government officials). In general, respondents were very pleased with the project and felt that they had benefitted, for instance, through capacity building, awareness raising, access to information on the ecosystems (through the maps) and promotion of sustainable marine recreation and tourism practices through the Marine Tourism Management Operational Strategies. Changes in behaviour of the tourism operators (e.g., tour guides) and tourists alike were also cited as among the project's contribution (e.g., greater attention paid to conserving the environment and marine ecosystems).

Documentation and dissemination of results

78. The project's Knowledge Management and Communications (KM&C) Strategy was developed to maximize capturing and sharing of results and lessons. Results and lessons have been documented in reports produced by each partner responsible for each output, country fact sheets, the final project report, COAST newsletters, posters and videos (see Annex 4 on documents reviewed). A Coffee Table book is being prepared, which would be an effective tool to market the COAST results to a wider, more general audience.

79. Results were disseminated through various avenues, including presentations given at the final PSC meeting in June 2014, the COAST website and social media (Facebook, Twitter and a YouTube channel). A dissemination plan for the COAST final legacy publications was prepared by UNIDO, but it was evident during country visits by the TE consultant that the project results were not as widely disseminated and as accessible as they should be. A number of project executants and stakeholders interviewed in the TE revealed that they had not received the final reports and it was evident that persons who were aware of the existence of the reports were mainly those who participated in the PSC meeting in the Seychelles in June 2014. It could be that it was too early at the time of the country visits for the final documents to have been distributed. Nevertheless, UNIDO and UNEP are urged to have these important documents widely disseminated and the Coffee Table book completed as soon as possible in collaboration with UNWTO and EcoAfrica. Lessons arising from the COAST project demonstration sites remain the intellectual property of the partner countries that are also urged to disseminate the results to other national and local stakeholders. Translation of key documents into the appropriate languages should also be considered in order to facilitate their wider use in replicating and sustaining the COAST results.

OUTPUT 2.1

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

80. UNWTO was also responsible for this output, which consisted of sustainable tourism governance and management (STG&M) studies in all the nine countries. These studies were used to prepare a regional level assessment. The purpose of the studies were to:
- determine whether the nine countries' policies facilitate the long term sustainability of tourism and identify gaps, needs and options for sustainable tourism governance and management;

- provide a vision and recommendations for the most appropriate type of mechanisms for sustainable tourism governance and management, generally for coastal areas and specifically for each country and demonstration site; and
- provide guidance for key stakeholders in the nine countries on the reform of sustainable tourism governance and management as it relates to coastal tourism.

81. The studies were based primarily on consultations in each of the nine COAST partner countries in 2011, 2012 and 2013 with government and other stakeholders at the demonstration sites as well as review of policy documents, legislative frameworks and other background material. Additional missions were also undertaken in Ghana and Tanzania to particularly address the use of economic incentives for sustainable tourism governance and management.

82. An individual report was prepared for each of the nine countries by local consultants, with an assessment of the policy context, governance structures and management processes relating to coastal tourism and the experiences and needs in the demonstration sites. These country reports contain recommendations for the country as a whole and for the demonstration sites.

83. Following completion of the country reports, an overall regional report was produced by UNWTO entitled *Sustainable Tourism Governance and Management in Coastal Areas of Africa* (UNWTO 2013)[10]. This report presented findings and recommendations for governance and management in a number of subject areas including policy frameworks, governance structures, coastal zone planning, influencing tourism development and operations, managing coastal environments and supporting community livelihoods. Detailed recommendations are provided to strengthen governance and management to ensure that tourism serves as a positive force in coastal areas, and help to conserve biodiversity, minimize environmental impacts and contribute to the wellbeing of local communities. The report has been also translated and published in French. Based on the STG&M study, UNWTO prepared an article ("Tourism development in coastal areas: promoting sustainability through governance and management mechanisms, Africa"), which was included in a UNDESA e-publication on Oceans and Sustainable Development. The latter was widely disseminated in June 2014 on World Oceans Day and hard and digital copies shared with participants at the 2014 COAST SCM in the Seychelles.

84. Regional capacity building seminars on Sustainable Tourism Governance and Management in Coastal Areas were organized in Nairobi, Kenya (May 2013), in Ghana (October 2013) and in Senegal (November 2013). Participants included professionals from the countries who were involved at the national or destination level in issues related to sustainable tourism governance and management. At these workshops, findings of the STG&M study were disseminated and options and scenarios appropriate for the countries were evaluated and refined based on the demonstration project lessons, and action plans that promote and support reforms for sustainable tourism governance and management in coastal areas in each country and demonstration site were prepared. Feedback received from the participants was very positive.

85. The MTE concluded that the Governance and Management national studies were comprehensive, useful and of high quality. The TE consultant reviewed the regional report that was produced in the post MTE period and found this to also be very comprehensive and of excellent quality. The regional and country reports are of great utility to draw attention to the need for a more integrated coastal zone management strategy together with coordinated attention to both environmental and tourism sector requirements in each partner country.

86. The MTE also recommended that the project addressed in greater detail the use of economic incentives, recognizing its potential to influence the mainstreaming of project results and their adoption by the private sector. Subsequently, another study on the role of economic incentives in the governance and management of sustainable tourism in coastal areas was conducted. Key findings were integrated in the report "Sustainable Tourism Governance and Management in Coastal

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[10] It also builds on the UNWTO and UNEP publication 'Making Tourism More Sustainable – A Guide for Policy Makers', by assessing how to apply sustainability principles and policy instruments for coastal tourism development in Africa.

Areas of Africa" and a report prepared by UNWTO. This report examined the application of economic incentives as instruments to stimulate the uptake of sustainability policies and actions and their potential application in the context of coastal tourism in Africa. It was reviewed by the TE consultant and found to be also comprehensive and very useful, particularly for uptake and sustainability of project results. These reports have been disemminated to all the countries and to participants at the 2013 and 2014 COAST SCM as well as the STG & M regional seminars in 2013. They are also available on the COAST website.

OUTPUT 2.2.

National and local capacity to support uptake of BAPs/BATs is built and reinforced.

87.   This output focused on developing capacity at the local and national level in the three thematic areas (EMS, ecotourism and RMRM) as well as in sustainable tourism governance and management. A training needs assessment was conducted in 2010 (and updated following the MTE) and used in the different thematic areas to guide capacity building efforts. The MTE found that low capacity across the Project had negatively impacted delivery and recommended that the capacity building efforts be streamlined and focused on key target groups, particularly at the demonstration site level. Considerable efforts were made in delivering this output through training workshops (or funding participants to training events organized by others) as well as hands-on experience in implementation of specific components. The project conducted 136 separate training events with over 3,000 participants benefitting, including DSMC members, local community members (tour guides, etc), hotels and lodges, government personnel, NGOs, among others. These training events covered a range of topics, including reef and marine conservation, ecotourism (ST-EP Initiative), monitoring and evaluation, and ICZM. This represented a major capacity building effort and one of the most valuable contributions of the COAST Project. Training was provided by the main COAST partners (UNIDO, UNWTO and EcoAfrica) as well as through partnerships with other agencies.
88.   Through TE visits to the countries and interviews, it was clear that the project had succeeded in substantially increasing national and local capacity to support uptake of the BATs/BAPs that were demonstrated. Judging from the feedback from project beneficiaries and other stakeholders interviewed, capacity building for sustainable tourism was one of the COAST Project's major achievements. Some respondents reported that members of other local communities have expressed interest in acquiring the training that was provided by COAST.

OUTPUT 2.3

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

89.   Through the COAST KM & C strategy, models, guidelines and briefs on the BATs/BAPs that were demonstrated in the three thematic areas were produced by the respective partners. The range of products (legacy documents) includes reports on BATs/BAPs in each thematic area; country reports and a regional report on STG &M; a fact sheet for each country with highlights of the results of the demonstration project, lessons and experiences; quarterly newsletters (five were published); PowerPoint presentations; and a final project report. The latter is very comprehensive and presents all the COAST results in a well laid out format. In addition to details on the BATs/BAPs in each thematic area and the cross-cutting components, the final report also includes a number of case studies with results, lessons and experiences from each of the partner countries. The TE consultant reviewed this report and commends the COAST management team for producing an excellent report that represents an invaluable contribution to guide the development of sustainable coastal tourism in Sub-Saharan Africa and beyond.

90.   That said, the TE found that this report is in general very technical, which could limit its utility in promoting the uptake of the project's results in developing and implementing sustainable tourism practices. In this regard, the publication of the 'Coffee Table' book (which the TE understands is in preparation), in simpler language and geared to a wider audience, would greatly enhance the promotion of sustainable tourism approaches and increase the potential for uptake of the results by the private and public sectors.

91.   As previously mentioned, all the knowledge products should be more widely disseminated, including on the COAST website. Since the project has ended dissemination would likely be more difficult especially if no funds are available for this purpose. Nevertheless, UNEP and UNIDO are urged to ensure that the Coffee Table book is completed in collaboration with UNWTO and EcoAfrica, and this and the other products are disseminated among the partner countries and regional stakeholders such as the Abidjan and Nairobi Conventions Secretariats and NEPAD, among others.

92.   Through the KM & C Strategy, the COAST Project and its results have been promoted at a number of awareness raising and capacity building forums and other events within the countries. At the 6th and final SCM held in the Seychelles in June 2014, the COAST results were presented to participants among whom were representatives from each partner country (Tourism and Environment Ministries), the DPCs as well as representatives from EcoAfrica, Nairobi Convention, UNWTO, UNEP, UNIDO and national officers from the Seychelles.

93.   Achievement of outputs is rated as **satisfactory**.

C.   **Effectiveness**

94.   Assessment of Effectiveness is based on the level of attainment of objectives and planned results by examining the achievement of the two (revised) project outcomes using the log frame indicators as well as the assessment of the likelihood of impact using the ROtI analysis. At the time of the MTE, there was relatively little progress towards meeting the Project's objective and outcomes, and, as mentioned in Section IIIH, the MTE made a number of recommendations to address the major challenges that were found to be impeding progress. Further, the MTE suggested a revised objective and two outcomes with indicators, which were subsequently approved by the PSC and used to produce the revised project strategy. The revised objective was 'To demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance'. Details of achievement of Outcomes are given in Annex 7.

OUTCOME 1

Sustainable tourism approaches for reducing pollution, contamination and environmental degradation from coastal tourism demonstrated in the Sub-Sahara African context.

95.   In the revised log frame, four indicators are given for Outcome 1:

   1. Report on appropriate BAPs/BATs;
   2. Integration of BAP/BAT approaches into national and local tourism policy and management processes (e.g. national tourism strategies, ICZM strategies);
   3. Adoption of EMS elements by private sector coastal tourism industry at demonstration sites;
   4. Replication of COAST Project demonstration site models at other sites along coast.

96.   The TE considers that this Outcome was satisfactorily achieved. As discussed in Section IVB, sustainable tourism approaches (BAPs/BAPs) for reducing pollution, contamination and environmental degradation from coastal tourism were identified, adapted to local realities and demonstrated in each participating country. Furthermore, these approaches could be adapted to

specific circumstances and applied in other countries in Sub-Saharan Africa and elsewhere. The revised log frame available to the TE did not include details of the indicators and targets, but these were included in the Project Implementation Review (PIR) reports for the post-MTE period. In the PIR, the end of project target was one report completed per theme per demonstration site. This target was successfully achieved, with reports on BAPs and BATs produced for each thematic area by the responsible partner (UNIDO for EMS; UNWTO for ecotourism; and EcoAfrica for RMRM). In addition, fact sheets were prepared for each country with highlights of achievements and lessons at each demonstration site. Results of the BAPs and BATs demonstrations are also presented in the project final report, including as country case studies.

97.   These legacy documents represent a very valuable information resource that would contribute to the achievement of the project objective, particularly in supporting the adoption of best practice approaches for sustainable tourism in the participating countries as well as in other African countries and beyond. The RMRM reports were translated into Portuguese and local language and the STG & M report into French.

98.   Regarding the second indicator, countries have started to integrate BAP/BAT approaches into national and local tourism policy and management processes. For example, in Ghana, the STG & M action plan is being used in projects under the National Tourism Development Plan (2012); in Kenya, the Tourism Act of 2011 advocates for sustainable tourism and the Head of the Tourism Regulatory Authority informed the TE consultant that BAPs/BATs identified by COAST are to be taken up in the regulations under this Act. In Cameroon, the national Tourism Plan incorporates lessons from COAST. Mozambique has utilized the STG & M action plans as inputs into the revision of the National Tourism Plan and the TE consultant learned that the Divers Association of Mozambique (Associação dos Mergulhadores Activos para os Recursos Marinhos or AMAR in collaboration with the German Cooperation (GIZ) is planning a multi-stakeholders conference to consider the recommendations in the COAST RMRM report, among other objectives. The conference outcomes are expected to contribute to formulating a strategic plan for the TBT area. In The Gambia the Tourism Development Area policy has been revised based on COAST results. The TE considers it highly commendable that results were already being integrated into national policy and management at such an early stage as this usually requires a longer time frame.

99.   The COAST project also successfully achieved the third indicator on adoption of EMS elements by the private sector coastal tourism industry at the demonstration sites. As discussed in Section IVB (Output 1.2), EMS to reduce land based impacts from tourism were successfully tested and demonstrated in the four countries (Kenya, Mozambique, Senegal and Tanzania). The end of project target was at least one adoption of a 'localized BAPs/BATs' EMS element at each relevant demonstration site. In this case, these sites were Watamu in Kenya and TBT in Mozambique where hotels were directly involved in adopting EMS approaches. As discussed in Section IVB, in Watamu two hotels installed EMS technologies (biodigester and composter) and in TBT one local bar owner initiated glass cutting initiative to create artisanal products from glass. All of these technologies have been integrated with private-public-local community partnerships revolving around a CSR approach.

100.   Replication of COAST demonstration site models at other sites along coast in the eight countries was not realistic within the remaining time following the MTE (which was when implementation of most of the activities at the demonstration sites began in earnest). COAST has, however, laid a solid foundation for replication of the models or specific elements of them. In September 2014 and May 2015, the TE consultant sent an email to project executants in all the countries (except Cameroon, Ghana and Nigeria, which she had recently visited in August 2014) requesting information on any follow up activities, replication and evidence of project impacts since project closure. Responses were received from WMA, EcoAfrica, UNWTO and the Bagamoyo tourism officer.

101.   While models were not replicated in their entirety, certain smaller elements were being replicated. In Watamu, another hotel (Garoda Resort) has set up an EMS team, developed environmental and CSR policies and invested in a waste management and recycling system and

fitted the resort with energy saving light bulbs. Also in Watamu, the 'Sea through the Looking Glass' promotional and educational materials (RMRM component) was used by the Kenya Wildlife Service to train 30 more boat operators. This is also being used by the WMA to provide training at two tour operators workshops organized by the Kilifi County. In Bagamoyo, different institutions such as the Ministry of Natural Resources and Tourism, Tanzania Cultural Tourism Programme and Bagamoyo District Council collaborated in a number of activities such as training of additional tour guides in environmental conservation and awareness raising on ecotourism as an economic activity to other villages in Bagamoyo. The District Council of Bagamoyo has also set aside a budget for installing solar street lamps in 10 other areas. In Ghana, plans are underway for replication in 25 other sites, some of which are along the coast. Since the close of the project, a number of activities have been carried out or are planned by UNWTO, including continuation of the construction of tourism facilities in Kribi, Cameroon; launching of the next phase of the ecotourism project in Kartong (the Gambia); and launching of a new ST-EP project in Maputo, which will build on some of the lessons learned in the ST-EP project in Inhambane.

OUTCOME 2

National and local mechanisms supporting sustainable tourism governance and management identified and enhanced to facilitate uptake of BAPs/BATs.

102.   The three indicators for this Outcome are:

1. National policies, programmes and plans adopting BAPs/BATs (with at least two examples in each country by end of project);
2. Report on financial costs-benefits of uptake of EMS by hotels promoted by Ministry of Tourism;
3. Number training workshops and individuals trained in EMS, ecotourism, reef recreation management and other relevant training events (e.g., ICZM).

103.   This Outcome was satisfactorily achieved by the project. As discussed in Section IVB (Output 2.1), a review of sustainable tourism governance and management (STG & M) mechanisms was conducted in each country and the findings compiled into a regional report. These reviews identified relevant policy frameworks and national and local level governance structures and mechanisms related to tourism, the environment and sustainable development. Among the national governance structures are Ministries of Tourism and of Environment (all countries), Tourism Councils, and National Tourism Authorities/Boards, National Environment Council, or equivalent body. At the local level, local authorities operating at county or district level. Some of these mechanisms were strengthened through the training and awareness raising efforts undertaken by the project in each of the thematic areas. Further, the lessons and experiences from the demonstration of BATs/BAPs have contributed knowledge and information that also serve to enhance capacity. Mechanisms were also strengthened through facilitation of dialogue between private and public sectors and local communities and establishing or supporting stakeholder associations for sustainable tourism in some of the countries.

104.   The first indicator appears similar to indicator 2 of Outcome 1, but based on the PIR, it was apparent that this indicator for Outcome 2 referred in part to the STG & M Action Plans that were prepared for each country. In order to facilitate mainstreaming of the recommendations from the STG & M reviews, follow-up action plans were prepared by the demonstration project teams. Subsequently, two action plans (national and local) were prepared for each country under the leadership of UNWTO, and discussed and endorsed by local stakeholders and the Ministries of Environment and Tourism.

105.   These action plans were judged by the TE to be very comprehensive and included guidance on BAPs/BATs that were pertinent to each country and demonstration site. The challenge is to

ensure that stakeholders actively use the STG&M publication, the national studies and the national action plans in planning, developing and managing tourism in coastal areas.

106. With respect to the second indicator, analysis of costs/benefits (Cleaner Production Assessment, as discussed in Section IVB) was conducted in all four EMS Demonstration sites and the results presented in the final project report. The CPAs focused on systematically identifying measures and techniques for controlling pollution sources while also reducing operational costs. Based on the CPA recommendations, different technologies in three categories ranging from no cost to low cost solutions to high investment were identified.

107. The cost/ benefit results were used to identify cleaner production options for participating hotels, some of which implemented simple measures such as energy and water conservation while in Watamu, a biodigester and composter were installed in two hotels. Certain hotels in Kenya have already re-invested profits obtained into new environmental measures and hiring full time EMS staff.

108. The third indicator is an indicator for an output rather than an outcome (an outcome indicator should look for evidence of change in behaviour as a result of training). During the project a total of 136 training events in EMS, ecotourism, RMRM as well as STG & M and other topics were conducted, targeting over 3,200 participants. It is clear that one of the most important legacies of the project is the substantial level of capacity left in place in the countries, both at the national and local levels and among the private and public sectors and the local community. This is a very impressive achievement, and the TE as well as partners and stakeholders interviewed have judged this to be one of COAST's major successes. Beneficiaries from hotels and local communities who were interviewed by the TE claimed that the training (and awareness-raising) has led them to adopt more responsible behaviour and sustainable tourism practices. For example, some of the participating hotels have implemented waste management as well as water and energy conservation measures and their staff were also taking it upon themselves to enforce some of these measures among other staff members and guests. Local tour guides and boat operators were paying more attention to protecting the natural environment when they exercised their activities, and were encouraging tourists to do the same. These changes were corroborated by members of the DSMCs and other respondents. The high turnover of personnel within the hotels and government agencies, as was experienced during project implementation, could jeopardize the sustainability of the capacity built within them, unless measures are taken to retain personnel and train others.

109. Achievement of outcomes is considered **satisfactory**.

Direct outcomes from reconstructed TOC

110. The project has laid a solid foundation for supporting sustainable tourism in the participating countries through:
- Successfully demonstrating BATs/BAPs for reducing pollution, contamination and environmental degradation from coastal tourism and generating lessons and experiences for replication and upscaling;
- Strengthening individual and institutional capacity at national and local levels and across a wide cross-section of stakeholders as well as tourism governance and management structures;
- Improving the knowledge and information base required to develop and implement sustainable tourism practices;
- Creating awareness at all levels about sustainable tourism and the dependence of tourism on the environment;
- Demonstrating options for improved livelihoods within local communities that at the same time benefit the environment;
- Promoting partnerships between the public and private sectors and local communities.

111. These achievements are among the drivers that can potentially catalyze change towards the intended impact (Section III I). But realization of the project impact requires, among others, substantial replication and up-scaling of the BAPs/BATs by other tourism establishments and local

communities engaged in tourism operations, wide promotion and dissemination of project results, sustaining the practices on the longer term, improvement in monitoring of the impacts of tourism on the marine environment, and expansion of capacity building to other stakeholders. A critical underlying requirement that cuts across these factors is mainstreaming sustainable tourism into tourism sector policy and planning and creating an enabling environment for uptake of sustainable approaches (e.g., through providing economic incentives for implementation of sustainable practices by the tourism private sector). These conditions were also identified as of major importance by project executants and respondents during the conduct of the TE.

112.   While many of these conditions are within some degree of control by the project partners and stakeholders, achievement of impact also depends on a number of assumptions or factors that are largely beyond the control of the project and its partners (see TOC, Part III I).

Likelihood of impact

113.   The likelihood of achievement of project impact (Improvement in the health and biodiversity of marine ecosystems, and consequent increase in ecosystem services- that support tourism- and benefits to stakeholders from sustainable tourism) is examined using the ROtI analysis and TOC. A summary of the results and ratings of the ROtI are given in Table 5.

114.   The overall likelihood that the long term impact will be achieved is rated by the TE on a six-point scale as 'Likely' (**BB**). This rating is based on the following observations:

(i). The project's intended outcomes were achieved and were designed to feed into continuing processes (such as national sustainable tourism policy development and planning, tourism strategies and action plans). The Tourism and Environment Ministries (both at the national level and district/provincial level), who were involved in the project, are well placed to facilitate uptake of project outcomes into these processes. In addition, it is expected that the tourism private sector (hotels and local operators) would themselves integrate environmental sustainability considerations into their operations, because of the financial benefits on the longer term as well as their appreciation of the link between the environment and tourism. An important achievement of COAST is the establishment or strengthening of partnerships between the public sector, private sector and local communities. While there was no prior specific allocation of responsibilities after project funding, it was obvious that responsibilities would rest with the Tourism and Environment Ministries. (Outcome Rating B);

(ii). Measures designed to move towards intermediate states and eventual impact are evident in the momentum that the project has created for implementing sustainable tourism practices. In fact, as noted during the interviews and site visits, partners are continuing with certain initiatives started or strengthened by the project (Annex 7) and there is increasing interest among other stakeholders who have learned about the benefits that could be derived from adopting sustainable tourism practices. The measures have started, and are beginning to produce results (e.g., reduction in waste entering the natural environment from hotels that implemented certain BATs, cleaner beaches, improvement in livelihoods of local communities). However, whether these measures would progress towards the longterm impacts is uncertain as this is dependent on various factors and assumptions. Furthermore, it is not realistic to expect progress towards intermediate states and impacts at this early stage as the emphasis has been on small-scale demonstrations, capacity building and awareness-raising. Replication and substantial upscaling on a sustained basis as well as addressing other impacts on coastal ecosystems are needed, otherwise the project impacts would remain rather localized and with minimal benefit to transboundary ecosystems and biodiversity. (Outcome Rating B).

115.   The MTE assigned a rating of 'Unlikely' for the overall likelihood of impact achievement, but indicated that there was the potential for an AB rating at the end of the project if the outcomes were to be achieved.

Table 5. Results and ratings of Review of Outcome to Impact Analysis

Outputs	Outcomes	Rating	Intermediary	Rating	Impact	Rating (+)	Overall
Project objective (post MTE): To demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance							
Output 1.1: Globally recognized Best Available Practices (BAPs) and Best Available Technologies (BATs) for sustainable tourism identified. Output 1.2: Environmental Management Systems (EMS) and voluntary eco-certification and labeling approaches that promote environmental sustainability tested at selected sites and results documented and disseminated. Output 1.3: Ecotourism initiatives that benefit both local communities, through alleviating poverty, and the coastal environment (through reducing impact on biodiversity) tested at selected sites and results documented and	1. Sustainable tourism approaches for reducing pollution, contamination and environmental degradation from coastal tourism demonstrated in the sub-Sahara African context.	B	- Public and private sectors replicate and upscale the implementation of sustainable tourism BAPs/BATs to reduce tourism impacts on coastal ecosystems. - Sustainable tourism policies and strategies mainstreamed at local, national and regional levels. - Enabling environment for sustainable tourism governance and management created/strengthened. - Reduction in landbased pollution and in the degradation of coastal and marine ecosystems and biodiversity from coastal tourism.	B	Improvement in the health and biodiversity of marine ecosystems, leading to increase in ecosystem services- that support tourism- and benefits to stakeholders from sustainable tourism		BB

disseminated. Output 1.4: Reef and marine recreation management approaches that promote the conservation of coastal and marine biodiversity tested at selected sites and results documented and disseminated.							
Output 2.1: National assessments of policy, legislation, financial incentives, sector plans and programmes, and institutional arrangements to identify needs and opportunities for uptake of BAPs/BATs completed. Output 2.2: National and local capacity to support uptake of BAPs/BATs is built and reinforced. Output 2.3: Models, guidelines and briefs for BAPs/BATs that support sustainable tourism in African context (based on Outputs from Outcome 1) developed and promoted in	2. National and local mechanisms supporting sustainable tourism governance and management identified and enhanced to facilitate uptake of BAPs/BATs						

relevant national and local decision-making processes and fora and to the general public.							
			Rating justification: The **B** rating reflects that the project's intended outcomes were achieved, and were designed to feed into a continuing process, but with no prior allocation of responsibilities after project funding.		**Rating justification:** The **BB** rating corresponds to 'Likely' that the impacts will be achieved.		

Achievement of project goal and planned objective

116. The objective to "demonstrate and support adoption of best practice approaches for sustainable tourism that reduce the degradation of marine and coastal environments of trans-boundary significance" was achieved by the project. COAST has successfully demonstrated a number of best practice approaches and technologies within the three thematic areas (EMS, ecotourism and RMRM) that would serve to reduce the degradation of marine and coastal environments (Section IVB), but these BATs/BAPs need to be widely replicated and upscaled. COAST has also supported the adoption of these practices by, for example, practical demonstrations, building individual and institutional capacity, raising awareness, providing an immense volume of information and knowledge products, showing the cost benefits of adopting sustainable technologies, and supporting the development of partnerships between the public and private sectors and local communities.

117. The global environmental goal of the project was to support and enhance the conservation of globally significant coastal and marine ecosystems and associated biodiversity in sub-Saharan Africa, through the reduction of the negative environmental impacts that they receive as a result of coastal tourism. COAST activities and results would contribute to supporting and enhancing conservation on the longer term if the sustainable tourism BATs/BAPs are sufficiently replicated and upscaled.

118. No provisions were made, however, for regular monitoring of the state of the environment in order to evaluate any future changes that could be expected from implementation of stress reduction measures and to implement adaptive management measures. Monitoring should be the overall responsibility of the national governments, some of whom may already have environmental monitoring programmes in place that could facilitate the required monitoring of the impacts of coastal tourism.

119. It must be recognized that the BATs/BAPs demonstrated by COAST would address only some of the pressures from coastal tourism and that there are other pressures (e.g., sewage and nutrient inputs to coastal areas from tourism establishments, which could have major impacts on marine ecosystems and biodiversity) that require different approaches and technologies to be addressed. Therefore, the countries should make efforts to identify other major sources of impacts from coastal tourism and suitable practices and technologies to address them.

120. The overall rating on Effectiveness is **moderately satisfactory**.

D. Sustainability and replication

121. Sustainability focuses on financial, socio-political, institutional and ecological factors conditioning sustainability of project outcomes. It also assesses efforts and achievements in terms of replication and up-scaling of project lessons and good practices. It must be recognized, however, that the level of sustainability and replication would not be homogenous across all the partner countries, because each country has its own specific conditions that would determine its ability to sustain and replicate the project outcomes. Based on the ratings for the four factors below, the overall rating for Sustainability and replication is **moderately likely**.

Financial factors

122. Financial resources are required for implementation of the BATs/BAPs demonstrated by COAST, and as noted in the MTE, implementation is more likely if it is shown that adopting sustainable practices by the public and private sectors would yield clear direct or indirect financial, economic and environmental benefits. CPA analyses carried out by COAST produced recommendations and projected economic and environmental benefits of cleaner production options for participating hotels in Kenya, Mozambique, Senegal and Tanzania. The project has also concretely demonstrated the financial and environmental benefits of the technologies installed at

some of the participating hotels and the potential and actual improvement in local livelihoods from ecotourism across all the countries. Interviews with participating hotels and local communities indicated a high level of interest in investing in the BAPs/BATs, although this might be more feasible for the bigger establishments, as smaller hotels and local communities usually do not have the financial capital required. Interviews with staff of participating hotels revealed that most of them are considering an incremental approach to switching to more sustainable practices and are planning to or have already started to implement the no- and low cost technologies.

123.   The ecotourism approaches once implemented should be financially self-sustainable as a result of revenues derived from ecotourism. However, some members of the local communities emphasized their need for additional financial assistance to adopt some of the approaches, and expressed interest in another phase of the project.

124.   Financial sustainability also depends to a large extent on measures taken by the public sector. Interviews with government representatives revealed that some of the countries are already taking certain steps, with the Tourism Ministries in some of the countries allocating budgets for sustainable tourism. For example, in Nigeria, during the site visit the evaluator was informed that USD50,000 has been allocated in the 2015 budget for replication of COAST activities in Lekki and in Cameroon the Environment Ministry has allocated 20 million francs (about USD40,000) to continue COAST activities in Kribi. Other measures to improve financial sustainability include the use of economic incentives, which should be considered by the national and local governments where these do not already exist. COAST results could also potentially be taken up in other donor-funded projects in the partner countries (e.g., second phase of COAST or the WIOLAB project), which would also help to improve financial sustainability. UNWTO has continued to support activities in some of the countries with funds made available through the UNWTO ST-EP Foundation and other donors. In addition, UNWTO has developed several new project proposals on sustainable tourism development in coastal areas in Africa, which have been submitted to potential donors. This offers good possibilities for replicating/up-scaling the COAST experiences. The training seminar on Turning tourism employees into champions for environmental protection and biodiversity conservation has been included in new UNWTO proposals for tourism capacity building programmes in Africa, which have also been submitted to potential donors. Annex 7 provides additional examples of efforts to sustain and replicate the COAST's results.

125.   It is important that the project results are widely showcased to encourage investments. During the project (through the COAST KM & C Strategy) awareness raising and publicity materials were produced and disseminated to all partner countries. Nevertheless, greater efforts are needed to disseminate the project results and lessons.

126.   The prospects for financial sustainability are considered **moderately likely**.

Socio-political factors

127.   The MTE judged socio-political sustainability as poor, which was attributed to generally low stakeholder ownership of the project especially at the demonstration site level, and weak commitment and low enthusiasm on the part of some national Focal Points due to a variety of reasons (please refer to the MTE report for details). While some of these issues persisted in the post-MTE period, the TE noted significant improvement in the socio-political situation due to measures taken by the COAST team. For example, efforts were strengthened to more closely engage with stakeholders at all levels within the public and private sectors as well as local communities, capacity was strengthened within a wide cross-section of stakeholders, and dialogue was fostered between these different groups. The project has created awareness at all levels about sustainable tourism and catalyzed action to integrate sustainable practices into tourism operation within the private sector and into public sector policies and strategies.

128.   Importantly, the project activities took into consideration specific needs and concerns of the governments and local communities regarding addressing the environmental impacts of tourism and

improving livelihoods and reducing poverty (see Section IVA on Relevance). This helped to promote buy-in and ownership of the project at all levels, which, based on interviews and the TE consultant's own observations, were very high among all major groups of stakeholders. The TE noted, however, that some misconception existed about the overall goal of the project at the high political level as well as the local level, with a number of persons interviewed believing that COAST was about reducing poverty and were not aware of the environmental aspects of the project. Some believed that environmental impact of tourism was only about littering of beaches.

129.   At the local level, reducing poverty and improving livelihoods through ecotourism are important sustainability factors. Through the demonstration activities, the project showed concrete benefits to local communities in terms of increase in employment opportunities and income that was already being experienced by some individuals. During the site visits and interviews with local beneficiaries, it was clear that the project had made a significant impact on the local communities regarding improved livelihoods as well as building capacity and increasing awareness. According to several persons from the local communities, the COAST Project empowered them to improve their livelihoods and living conditions. In Ghana, 35 participants out of 57 surveyed by the project reported more than 50% increase in their level of income. Some of these beneficiaries were also passing on their knowledge or were approached for training by individuals from other communities, but additional resources and support are needed to extend and sustain capacity building efforts started by the project. The biodiversity champions identified within the local communities also have a major role to play in promoting socio-political sustainability, and it is hoped that these champions would continue to function and others would be designated.

130.   Participating hotels also experienced concrete benefits through COAST, such as the installation of equipment to process organic waste while at the same time producing compost for use in their gardens and for sale to the local community and methane gas for use in cooking. Nevertheless, a challenge encountered during project implementation–low level of inhouse expertise and high turnover of trained staff–would affect sustainability if it persists.

131.   Based on interviews and observations during the site visits, the potential for political sustainability is also high. Among the political factors contributing to sustainability was the involvement in COAST of the Ministries of Tourism and Environment in the participating countries. Both these Ministries had high visibility in the project (e.g., logos on knowledge products, participation of high political levels in COAST events such as launch of the biodigester in Watamu). In some countries visited particularly Ghana, Kenya, Nigeria and Cameroon, engagement of individuals at high political level was very notable. As previously mentioned, in Ghana, the Minister of Tourism had been deeply engaged in the project during its implementation and the Ministry of Tourism also financially supported some of the COAST activities in Ada, and COAST was referred to in various speeches given by high-level government officials. A National Steering Committee was set up in The Gambia on the country's own initiative.

132.   Ultimately, long-term impact and socio-political sustainability of results would only be achieved if project results (e.g. BAPs/BATs recommendations coming out of the demonstration sites) are integrated into key tourism sector policy and regulatory instruments and initiatives, which was the original aim of Outcome 2. As previously discussed, this is already happening in many of the countries. In Ghana, Kenya and Mozambique the governments have undertaken a revision of their Tourism Sector Strategy Plans, and have borrowed extensively from the COAST Project STG&M national reports and the 2013 Action Planning Frameworks. Further, sustainable tourism action plans developed under the project are being implemented and updated in the some of the partner countries. These plans were endorsed by local stakeholders and the Environment and Tourism Ministries in the countries, which would increase the chances of their being implemented and sustained. The TE learned that certain hotels in Watamu were setting up environmental teams/programmes because of the influence of COAST.

133.   Among the factors that could hamper socio-political sustainability is the language barrier. COAST was conducted mainly in English and almost all the project documentation is in English, which

placed Cameroon, Mozambique and Senegal at a disadvantage. In Cameroon a French-speaking UNWTO volunteer was based in Kribi for an extended period and following the MTE a Portuguese/French speaker was contracted and was based at UNIDO in Vienna, but to the Senegalese respondents the predominant use of English was a major problem, which could have contributed to the apparent low level of buy-in and ownership in this country.

134.   Pressures from other economic sectors could severely undermine sustainability. In fact, the environmental impact of tourism is often overshadowed by impacts from other sectors such as industries and urban development. In certain demonstration areas (Kribi in Cameroon, Badagry in Nigeria and Bagamoyo in Tanzania), land use conflict between tourism and activities such as road and port construction and uncontrolled private land development/construction threaten sensitive natural areas and tourism sites. Project beneficiaries interviewed by the TE consultant expressed a great deal of concern about the impacts of these activities on the sustainability of COAST results. As discussed in the ROtI analysis, one of the assumptions for attainment of the GEB is that other pressures on coastal ecosystems are addressed. The integration of environmental sustainability into the tourism sector policy and planning and at the broader level into national development processes should serve to minimize the potential environmental impacts of development pressures, but would require serious commitment from the relevant authorities.

135.   Socio-political sustainability is rated as **likely.**

Institutional factors

136.   All the participating countries have government ministries (state and local levels) responsible for tourism and the environment, and are well placed to ensure that the project outcomes are sustained. In addition, in each country there is a diversity of bodies that provide a strong institutional setting for sustainable tourism. These range from CBOs and NGOs at the local level (e.g., WMA and Mida Creek in Watamu, Kartong Association for Sustainable Tourism or KART in the Gambia) to national level agencies such as the National Cleaner Production Centres and agencies with similar mandates and private sector associations.

137.   In nearly all demonstration sites, there are active stakeholder associations or networks that have evolved or have been strengthened through COAST. For example, in Nigeria, the Small Scale Hotel Association of Tourism Enterprises (SCATE) was formed to sustain project outcomes and the former DSMC members are now integrated into SCATE. In Watamu and Kartong, existing NGOs and CBOs were strengthened (WMA, Mida Creek, KART). These were already well established before COAST, and they have integrated COAST activities and results into their programmes and projects (e.g., construction of a community arts centre in the glass and plastic recycling facility operated by the WMA). In Cameroon, the COAST Project collaborated with a World Bank funded project (Competitive Value Chains) to establish an inter-council tourism office to promote tourism and ecotourism in the Kribi region and a community group (Londji Ecotourism) was formed to organize community based tourism activities and beach clean ups. In Bagamoyo, a tourism office was set up and a tourism officer appointed with funds from the project. The TE consultant learned that in Mozambique, AMAR (an implementing stakeholder in COAST) is planning a multi-stakeholders conference (November 2014) in collaboration with GIZ to consider the recommendations that were formulated in the EcoAfrica COAST report for the TBT demonstration site. One of the expected outcomes of the conference is the first draft of a strategic plan for the TBT area.

138.   At the time of the TE, the DSMCs continued to function in Ghana, Nigeria and Kenya, although financial support is needed as the associated opportunity costs are high (e.g., lost income when self-employed members have to attend meetings). The evaluator received poor response to an email inquiry about continuation of DSMC activities in the countries, and so was unable to verify if the DSMCs were still functioning in the other countries.

139.   At the regional level, the Abidjan Convention, Nairobi Convention and Benguela Current Commission have all expressed interest in uptaking the COAST results. Such regional level actions

are vital with respect to protection of transboundary ecosystems and biodiversity, and UNEP and UNIDO have an important role to play in advocacy and ensuring that COAST results are easily accessible to interested parties. UNEP Division of Technology, Industry and Economics could also integrate COAST results in its tourism programme. UNWTO and EcoAfrica are two established organizations that are well-positioned to help sustain COAST's results. For example, as previously described, UNWTO is already using COAST's results and experiences in its planned and ongoing projects in Africa.

140. Despite the large number of existing institutions and excellent work being done, the institutional framework needs further strengthening, including with respect to adequate human and financial resources, availability of technical expertise, and clear definition of roles and mandates. As previously mentioned, one of the difficulties faced by the project was the high turnover of trained government and hotel staff in almost all the countries. If this situation continues, sustainability would be affected unless measures are taken to retain staff or to ensure that training is passed on to incoming staff.

141. Institutional sustainability is rated as **likely**.

Environmental factors

142. Environmental sustainability underpins the project's overall goal and is essential in progressing towards achievement of project impact. In the long term, and as illustrated by the ROtl analysis, the project outputs and outcomes are expected to promote environmental sustainability. The BATs/BAPs demonstrated need to be replicated and upscaled to have any significant effect on transboundary coastal and marine ecosystems, otherwise the impact is likely to be only at a very localized level.

143. Tourism itself could result in negative environmental impacts in coastal areas if too many tourists are allowed at any one time, that is, if the ecological carrying capacity is exceeded (as discussed in the ROtl analysis). As noted by the MTE and confirmed by the TE, there is sparse concrete data on the ecological impact of tourists and on the 'ecological carrying capacity' of the demonstration site areas. The MTE suggested that COAST should try to include and promote the adoption of BAPs/BATs for ecological carrying capacity assessments so they could be fed into revisions of legislation and regulations related to environmental protection and environmental impact assessments. But this was not undertaken by the project, possibly due to the limited time and resources available following the MTE.

144. Marine and coastal ecosystems are particularly vulnerable to climate change impacts such as sea level rise and coral bleaching, which could potentially obliterate any ecological gains derived from sustainable tourism. These processes are beyond the control of COAST but sustainable tourism could help build the resilience of marine and coastal ecosystems to climate change, for example, by protecting them from degradation by human pressures and thereby maintaining them in a healthy state.

145. The rating on ecological sustainability is **moderately likely**.

Replication and upscaling

146. In the context of GEF projects, replication is defined as lessons and experiences coming out of the project that are replicated (experiences are repeated and lessons applied in different geographic areas) or scaled up (experiences are repeated and lessons applied in the same geographic area but on a much larger scale and funded by other sources). There are good prospects for replication of COAST results. The BAPs/BATs for sustainable tourism identified and successfully demonstrated and the wealth of information and lessons produced would facilitate replication within target countries and beyond. Further, demonstration of potential (e.g., through cost-benefit analysis) and concrete benefits (both to tourism operators and the environment) as well as capacity

left in place by the project would also influence stakeholders to adopt and replicate sustainable approaches. In fact, stakeholders interviewed by the TE consultant were all unanimous in their desire to replicate and upscale the project's results.

147. Although the time period during the life of the project and between project closure and the TE was too short for any major replication to have taken place, there was evidence already of replication, albeit at a limited scale, in the target countries (see discussion of Outcome 1 in Section IVC and Annex 7).

148. Twinning of partner countries should have been considered under the project (especially for the EMS component that was implemented in only four countries) although project executants from Bagamoyo did make one visit to Watamu. Local partners from the non-EMS countries expressed disappointment that twinning was not arranged under the project and felt 'left out' from this component. The TE recommends that such twinning activities be undertaken with support from the national/local governments and the private sector. For instance, visits could be arranged to Watamu where a range of BATs/BAPs has been implemented and others planned.

149. Replication also requires financial support, and as previously mentioned, smaller tourism establishments and local community operators encounter difficulty in implementing some of the approaches and technologies because of financial constraints, and measures such as economic incentives are needed. In addition, national policies related to tourism need to be developed or revised to create enabling conditions for replication and upscaling. As well, greater effort is required to promote and more widely disseminate project results, including to local communities in their own languages, and capacity building extended to other stakeholders.

150. Replication of COAST results are also being supported through other planned and ongoing projects. For instance, in Kenya, active discussions are on-going with two other donor funded programmes (UNDP/GEF Small Grants Programme, and the World Bank Kenya Coastal Development Programme). Both of these operate in several places along the Kenya coastline and offer potential for BAPs/BATs replication. UNWTO is also continuing ecotourism activities in some of the countries using COAST results and experiences, which they have also incorporated into project proposals submitted to potential donors. If approved, these will offer good possibilities for replicating/up-scaling COAST experiences. The TE was informed that UNWTO is also trying to make arrangements to carry out the STG & M assessment in other coastal destinations using the STG & M methodology developed in the COAST project. Section C (Outcome 1) and Annex 7 provide additional examples of replication of COAST's best practices and experiences.

151. The rating on replication and upscaling is **moderately satisfactory.**

E.   Efficiency

152. Efficiency was rated as unsatisfactory by the MTE because of significant delays, continued spending and the high management costs in the first half of the project. The MTE found that only 33% of project funds had been disbursed by UNIDO nearly three years after the arrival of the RPC in Nairobi in November 2008 and expenditures given in country reports were even lower, indicating very limited progress on activities on the ground. Financial data available at the time of the TE shows that as of 31 May 2014, expenditure on the GEF funds was USD5,205,035.83 or around 97%.

153. As part of UNIDO's risk management strategy, final disbursements under the country contracts for Cameroon and Mozambique were cancelled in December 2013 and the funds (USD 36,286 and USD32,549, respectively) returned to the regional budget by mutual agreement with UNIDO. This situation came about as these countries did not meet the mutually agreed deliverables and deadlines set during the fifth SCM due to considerable disbursement delays in the countries. The funds from the cancelled country contract tranches were used for UNWTO to conduct another Biodiversity Champions workshop in Tanzania with participants from this country, Kenya and Mozambique and for increased technical support to the project countries. Delays in release of funds from the national FP agencies in some of the countries, which was flagged in the MTE as a major

factor impeding progress, persisted in the post-MTE period. Also, UNEP withheld a certain amount of funds from UNIDO, to ensure that all financial reporting requirements were met.

154.   A number of measures to promote efficiency were adopted:

- Harnessing the comparative advantages of the respective implementing and executing partners who already had a strong track record in the various project components;
- Involvement of established local NGOs and CBOs in execution of demo activities;
- Building on the past and ongoing projects and programmes of partners and utilization of existing information and experiences. For example, UNIDO TEST methodology; UNWTO ST-EP Initiative; Seychelles Sustainable Tourism Label programme and GEF mainstreaming biodiversity project in the Seychelles;
- Demonstration approaches focusing on major issues at the key hotspots and sensitive, to provide real on-the-ground delivery and lessons that can be transferred and replicated;
- Demonstrating 'localized' BAPs/BATs and capturing experiences and lessons for replication;
- Establishment of strategic partnerships between the public/private sectors and local communities;

155.   It was not possible to carry out a systematic comparison in terms of cost and time over results ratios with other projects, although it is similar in some respects to the GEF WIO LAB project (UNEP/DGEF project GF/6030-04-11 (4792)[11] of which the primary focus was on addressing the degradation of the marine and coastal environment from land-based activities. The WIO LAB project, however, was largely focused on regional processes and outputs (Transboundary Diagnostic Analysis, Strategic Action Programme and Land-based Sources Protocol).

Timeliness of Execution

156.   The initial expected duration of the project was five years. It was initiated through an agreement between UNEP and UNIDO in November 2007, and the first disbursement made to UNIDO in December 2007. However, owing to delays in the recruitment of the Regional Project Coordinator, the project only got underway one year later, with the 17th November 2008 considered the actual start date. The inception phase lasted 8 months leading up to an inception workshop that was held from the 13-14th July 2009 in Mozambique. The long inception period not only reduced efficiency but resulted in stakeholders losing interest in the project.

157.   From the start, the project encountered significant delays due to a number of factors, which threatened the successful delivery of the project (discussed in detail in the MTE report). Recommendations were made by the MTE to bring the project back on track and to enable it to deliver concrete results within the remaining timeframe (including the no-cost extension). Subsequently, in the post-MTE period the COAST team diligently implemented these recommendations (as described in the 2012, 2013 and 2014 PIRs and half yearly progress report for June-December 2013). Despite these efforts, however, as at 30 June 2013 the project still remained significantly behind schedule on most fronts (as recorded in the 2013 PIR), and a final and collective effort to ensure timely technical and financial delivery of project outputs (at both project and local levels) needed to be sustained in the final year of the project. It was within this final year that most of the (revised) expected outputs were delivered, a fact that was acknowledged by UNEP and UNIDO. The no-cost extension was vital in facilitating the delivery of these outputs and outcomes and achievement of the project objective.

158.   The overall TE rating on efficiency is **moderately unsatisfactory**, in view of persistent delays in implementation and low rate of expenditure.

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[11] This 4-year project received USD4.51 million from GEF and was conducted in eight countries (Comoros, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, South Africa, and Tanzania).

F.   Factors affecting performance

Preparation and readiness

159.   As reported by the MTE, the COAST Project was too ambitious and impracticable to be deliverable within the Project's original timeframe and budget, and its implementation was particularly handicapped by the complexity of its design and its execution set-up, especially at the country level. The MTE rating for preparation and readiness was moderately unsatisfactory, which is retained here. The TE concurs with this assessment for the first half of the project. For future projects, GEF agencies should consider strengthening the project review process to assess their design and whether they are implementable from the operational, management and administrative aspects.

160.   The MTE recommended some significant changes to simplify the project design to target two major outcomes and seven outputs. The project was also 'downsized' with reduction in the number of demonstration sites (leaving only one site per country) and some activities removed from the workplan. This revised design and strategy, which were approved by the PSC in April 2012, allowed for faster delivery and sharper focus on key results and outcomes in the remaining timeframe of the project.

161.   The MTE noted that there was a lack of clarity about the aims of the COAST project, even among key project personnel including many national FPs- most people interviewed by the MTE believed the COAST Project was a tourism or poverty alleviation project. This perception remained among a number of persons interviewed in the TE. Challenges were magnified due to the weak capacity of each partner organization, including the UN agencies, to support the timely execution of project activities. Implementation of the demonstration projects was also constrained by the weak internal management and administrative capacity of most of the DSMCs and DSCs in each partner country and considerable variation in capacity across the different countries. This situation was exacerbated by the high turnover of personnel at the demonstration sites. As a consequence, the countries needed much coaching by UNIDO and the thematic partners. Failure to address this capacity weakness at the start was a major oversight on the part of the project management (although a training needs assessment was conducted in 2010 and capacity building was increased following the MTE).

162.   Although the capacity of the country teams improved, limited capacity continued to affect delivery (as reported in the 2013 and 2014 PIRs and revealed in interviews with UNIDO and UNEP). It was revealed to the TE that in one country, despite the training, the capacity of the DPC remained weak and coordination and leadership was still poor. This, added to persistent delays in release of funds, created a lot of frustration for the DSMC and negatively impacted on the project (which, in the opinion of some respondents, could have achieved a lot more). What helped to save the project at this demonstration site was the involvement of committed individuals from strong CBOs and NGOs in this site and ongoing projects and programmes that COAST was able to build upon. Project implementation was also hindered in some demonstration sites because of internal wrangling and the complexity of government structures and bureaucracy. In Nigeria, for instance, the contract with UNIDO was not signed until after the MTE owing largely to the bureaucracy associated with a 3-tiered government structure (federal, state and local).

163.   Another major challenge encountered that affected performance (particularly in the period before the MTE) was the weak RCU. Following the MTE, the RCU was subsequently strengthened through the hiring of additional personnel in the post-MTE period (see Implementation approach and management section below for details).

164.   The rating on preparation and readiness is **moderately unsatisfactory**.

Implementation approach and management

165.   The COAST partnership and management arrangements are described in the project document and summarized in Section IIIE of this report. Roles and responsibilities, including counterpart resources (covering co-funding, staff, and facilities) and GEF funding, between UNIDO and project partners were set out in the various contracts issued by UNIDO, including those between UNIDO and the national lead focal agencies and with UNWTO and EcoAfrica. For most countries these contracts were active over a period of three or more years.

166.   Decision-making was distributed across three inter-connected levels: global (UNIDO, UNEP), national (Ministries of Tourism and Environment, FPs) and local levels (DSMCs, DPCs). At the country level, counterpart partners representing the Ministries of Environment and Tourism (through the two FPs) had divided responsibility. In the post MTE period, it was agreed that UNWTO and the Ministry of Tourism would take the lead on mainstreaming activities (revised Outcome 2) and UNIDO and the Ministry of Environment on delivery of the demonstration projects (revised Outcome 1) through their DPC.

167.   At the local level, a locally based DPC was appointed (seconded from the Ministry of Tourism or Environment) and a *pro bono* DSMC of about 10 members drawn from local stakeholders (local government, NGOs and the private sector) was formed to provide technical guidance and implementation support. At the project level, the UNIDO project manager was based in Vienna and the RPC in Nairobi.

168.   The complex project management and administration structure was found by the MTE to have caused significant operational delays over contracts and payments as well as tensions amongst many actors. Dissatisfaction with the COAST's unwieldy management and administrative arrangement was expressed by almost all of the key project actors (national partners, RCU, UNIDO, UNWTO, UNEP) during the MTE and again during the TE. Further, UNWTO should have been a Co-Executing Agency with UNIDO (which seemed to have been the earlier expectation) and should have been given more resources. This should have been the case, as in some of the project countries ecotourism was the only COAST activity implemented, which meant that the project delivery in these countries rested solely on UNWTO. Further, UNWTO also led the STG&M activities, which covered all the project countries. UNIDO decided to use the funds to recruit a technical coordinator and for other demo activities. This strained the relationship between UNWTO and UNIDO, which required a lot of mediation by UNEP. Based on interviews with the concerned parties and email correspondence, it was obvious that some concerns persisted until the end of the project.

169.   Implementation of the demonstration projects in the first half of the project was also negatively affected by the participation of the DSMCs as *pro-bono,* and the MTE was particularly concerned about whether this approach would be sustainable and successful in delivering project activities at the demonstration sites. The PSC subsequently agreed that a stipend should be provided to the DSMCs. The members interviewed in the TE confirmed that they received funds, which covered the cost of travel to the meetings and incidentals but did not compensate for lost income resulting from them being absent from their regular jobs. It must be noted that GEF's rules usually do not allow compensation of national teams, the inputs of which constituted a large part of the counterpart co-financing from the countries. The issue of support to the national teams was also raised with the TE consultant in relation to sustainability (discussed in Section D). Further, the TE learned that the FPs were generally overstretched with other responsibilities in addition to COAST, some of them were not very interested in the project, some did not 'get along' with each other and communication within the government was often quite poor.

170.   Use of international consultants instead of local consultants (due to limited availability of the latter with the required level of knowledge and expertise) appeared to have been a sore point with national teams. Respondents at the local level were displeased by the use of many international consultants over local consultants in some countries. But data provided in the project final report indicated that overall 34 international and 33 local consultants were used. However, the level of

remuneration was higher for international consultants (as is usually the case), which could have underpinned the objection by country teams to the use of international consultants.

171. In the post-MTE period, the UNIDO COAST team took increased adaptive management measures to enhance its management capacity and performance and to provide an increased level of technical support to the countries. The project team was strengthened through the hiring of a multi-lingual technical coordinator (based in Vienna, which was helpful as there was now someone to 'push things' at UNIDO HQ) and of the former Voluntary Service Overseas (VSO) volunteer as a technical consultant (based in Nairobi) to support particularly the East African partner countries; the recruitment of a fulltime KM & C consultant (based in Nairobi); the relocation of the ecotourism technical consultant from Cameroon to Nairobi; the recruitment of a new VSO volunteer attached to the Mozambique demonstration site; and the recruitment of locally based liaison officers for the Ghana and Nigeria demonstration sites.

172. The effect of these additions to the team was a significant improvement in both project quality and delivery. Additional technical capacity from UNIDO provided much-needed technical back stopping support and capacity building. Having teams support the countries and making available a main contact for the countries to talk with was helpful, but at the same time, having part of the team in Nairobi and part in Vienna created some difficulty –several local project executants indicated that this created confusion with respect to lines of communication and reporting. Also, certain partners felt that there was micro-management from UNIDO HQ following the MTE and lack of clarity in the roles between the RPC and technical coordinator, which only served to increase the confusion and tensions.

173. Capacity assessments were included in the project briefs developed for each demonstration site so that training events could be implemented as part of the demonstration activities. An additional US$5,000 per year was made available for each demonstration site for training and capacity building and it was up to each DPC and their respective DSMCs to prioritize their training needs and to submit these to the RCU in order to benefit from these funds in a timely manner. Nevertheless, limited capacity at the demonstration site level remained a substantial risk throughout the project, as recorded in the 2013 and 2014 PIRs. Building the capacity of the FPs in understanding UN inter-agency administration procedures in order to improve the flow of project funds and implementation of demonstration workplans also remained a challenge (as noted in the 2014 PIR and during interviews with UNIDO and UNEP).

174. The project also requested the partner governments to authorize all DPCs to allocate additional time (increased from 20% to 50% of their time) to allow for improved oversight and coordination functions at each demonstration site. The TORs for both the DPC and DSMCs were amended to give greater decision-making authority to the DSMCs, notably to be able to approve the project activities, annual work plan and budget for the demonstration site. The revised TORs were included as part of the annex to the new Revised Project Summary and approved at the 4th PSC meeting. Project briefs were prepared and used as the technical reference for FPs, DPCs, DSMCs to facilitate their participation in the demonstration activities. However, based on TE interviews, executants from the demonstration sites felt that the briefs were too technical and in some cases of little utility.

175. The overall PIR rating improved from moderately unsatisfactory in 2012, to moderately satisfactory in 2013, and to satisfactory in 2014.

176. The TE rating on implementation approach and management is **moderately unsatisfactory.**

Stakeholder participation and public awareness

177. Stakeholders were identified at the project document, and included governments and parastatal agencies (including public utilities bodies), participating hotels and other tourism establishments, environmental and other NGOs, local government authorities and host communities. At the demonstration project site level stakeholders were represented by three groups – local government, private business and entrepreneurs, and, community groups and associations. A

diverse range of stakeholders were involved in the development of the project and agreed to participate in the project when implemented. The project document included a Stakeholder Involvement Plan, which identified the stakeholder groups to be involved in the various activities and the roles and responsibilities of each partner organization, their financial commitments, and coordination arrangements. Participation of stakeholders from the public and private sectors as well as local communities was a key aspect of project implementation.

178.   The MTE found that stakeholder participation up to the MTE was mixed and rated stakeholder involvement as Moderately Satisfactory, reflecting the generally 'top down' approach in both design, implementation and decision-making of the Project with a poor input from local communities into the choice of relevant activities at the demonstration sites, and limited awareness of the aims of the COAST Project among stakeholders generally. Furthermore, the original project design did not sufficiently take into account the importance of the direct involvement of the private sector, which was an oversight in the design process highlighted in the MTE results. Limited engagement from private sector interests was also due to the lack of trust in the national governments from businesses. One of the TE respondents from Senegal revealed to the TE evaluator that in this country, the hotels did not take COAST seriously and lost interest in the project mainly because of the long delay in starting the activities at this demonstration site.

179.   One of the factors that could have hampered stakeholder involvement and public awareness was the language barrier. English was the primary language of COAST but there were stakeholders whose first language was French, Portuguese and Swahili. Project partners from Senegal who were interviewed by the TE highlighted the challenges they faced due to the language issue. During the Bagamoyo site visit by the TE consultant, it was noted that most of the DSMC members were more comfortable speaking Swahili and some of them did not speak any English (the tourism officer acted as translator).

180.   In 2013, the project prepared and implemented a revised Stakeholder Engagement Strategy linked to the KM & C Strategy. Measures taken following the MTE helped to greatly improve stakeholder participation. For example, capacity building to enable stakeholders to better contribute and assume their respective roles, increased technical support to demonstration site teams, training to local communities in various topics and skills, preparation of project briefs for the demonstration sites using a participatory approach, revision of TORs of the DSMCs, cleaner production assessments and recommendations for participating hotels on EMS, fostering of public-private partnerships for sustainable tourism, closer engagement with the private sector, demonstration of concrete benefits to both stakeholders and the environment, and improved communication. The project conducted over 130 workshops, trainings and meetings across the nine partner countries, including training needs assessments, awareness creation events, capacity building in various subject areas (including KM & C and web-raising) and regional workshops in tourism and sustainable environment development. The project was also able to secure public and private sector as well as local community representatives on the DSMCs.

181.   Benefits derived by the main stakeholder groups from COAST, as evident during TE site visits and interviews and recorded in the various project documentation include:

- Governments of target countries: Strengthened capacity and improved information and guidelines (BATs/BAPs, STG&M, cost-benefit analysis, etc) for guiding development of policy and management in the tourism sector, improved partnership with the private sector;
- Private sector (hotels, etc): Strengthened capacity of hotel staff, demonstration of BATs/BAPs for implementation, guidelines on cost-benefit of different EMS options, increased awareness; improved partnership with the public sector and local communities;
- Local communities: Strengthened capacity and skills for developing livelihoods from sustainable tourism; improvement in income; increased awareness; strengthened CBOs and NGOs; improved partnership with the public and private sectors.

182.	These benefits as well as measures taken in the post-MTE period have contributed to a very high level of stakeholder support for COAST across all main stakeholder groups- national/local governments, local communities and the private sector participants. With respect to the latter, feedback from hotel staff interviewed by the TE was very positive about COAST and there was considerable interest in uptake of the EMS results. But many respondents indicated that financial constraints precluded the implementation of the more costly technologies.

183.	Regarding public awareness, the MTE reported that public awareness of the project's aims was low, even among most key stakeholders and recommended that a detailed Project Communication and Mainstreaming Strategy and Plan be developed. Subsequently, significant effort was devoted to improving public awareness (including in schools) and communication. A KM&C consultant was recruited in May 2012 to the RCU in Nairobi, and spearheaded the development and implementation of the KM & C Strategy. The KM&C Strategy was implemented using five specific tools: capacity building workshops (on advocacy, knowledge management and communication), quarterly newsletters (5 were produced), COAST website (http://coast.iwlearn.org/en), social media (Face Book: www.facebook.com/TheCoastProject; a Twitter Account @TheCOASTProject found at twitter.com/TheCOASTProject; and a YouTube Channel at: www.youtube.com/channel/UC7YNeibmz89zMx8SVrvKu_A?feature=watch).

184.	Awareness-raising activities and events were carried out at both the regional and local levels (documented in the 2013 and 2014 PIRs, 2014 half yearly progress report and final project report). In addition, a range of COAST products were prepared and distributed (USB sticks, banners, stickers, etc), videos produced, and COAST signage installed at the demonstration sites. In the countries visited by the TE evaluator, COAST signage was very visible at the demonstration sites. In TE interviews, respondents cited changes in stakeholder behaviour as among the major achievements of the project within the demonstration site areas. But not all persons interviewed by the TE were aware of the project's aims - a few individuals within government as well as local communities from some of the ecotourism countries believed that the focus of COAST was on poverty alleviation and others thought that it was only about littering of tourism sites. It was obvious to the TE that in these countries there was need for more awareness-raising about the links between the environment, sustainable tourism and livelihoods.

185.	At the local level, implementation of the KM & C Strategy helped to increase the visibility of the COAST Project, fostered partnerships and the capacity building workshops empowered the local stakeholders in supporting the work of the COAST Project. At the regional level, the Strategy increased the visibility of the COAST Project, rejuvenated the project implementation, and developed KM&C materials to document the project's activities and results. The COAST legacy documents are valuable in raising awareness in the post-project period, and should be more widely disseminated.

186.	The overall rating for stakeholder participation and public awareness is **highly satisfactory**.

Country Ownership and Drivenness

187.	During the design phase of the COAST Project, the nine countries voted through NEPAD to become project partners, with each country responsible for identifying a number of potential demonstration sites for testing and introduction of BAPs/BATs for sustainable tourism. All the countries were heavily involved in the design of the Project, which helped to ensure ownership of the project. Subsequently, all nine governments signed the Project Document, thereby making a commitment to participate and deliver project activities in their respective countries and contribute co-financing. As described in Section IIIE, national and local government agencies had a crucial role in supporting the implementation of the project at the demonstration sites.

188.	However, the MTE encountered a mixed level of interest towards the COAST Project among the national FPs, and assigned a rating of unsatisfactory to this criterion. This was attributed to a number of factors including limited understanding of the project's aim, lack of communication

between the Tourism and Environmental focal points, high demands on their time and their view of the project as a relatively small project that had long delays and achieved very little up until that time. In addition, the Tourism Ministries were probably not as familiar as the Environment Ministries with GEF projects and the way they operate, which could have impacted ownership and communication at the national level. Resolving these issues was identified by the MTE as a priority for project management. The MTE also recommended a greater role in decision-making for the DSMCs to encourage greater ownership at the local level and getting more local private sector buy in.

189.   Measures were taken by COAST to address the ownership issues raised by the MTE. These included greater involvement of the FPs, DPC and DSMC in decision-making, addressing key environmental and socio-economic issues in hotspot areas, building on and supporting ongoing and planned programmes of the governments, providing concrete benefits to stakeholders, closer engagement with the private sector and engaging local communities in planning and execution of project activities. Overall, a high level of country ownership and drivenness was noted by the TE at national and local levels and across both the public and private sectors, although in certain countries ownership was lower due to various factors (e.g., priority given to projects with bigger budgets, language barrier). The level of co-finance pledged by the countries, though mostly in-kind, was also an indication of buy-in. In Kenya, Cameroon, Nigeria, Mozambique and Senegal, high levels of leveraged funding reflected the value that these countries attached to the COAST demonstration sites.

190.   High level government officials showed much interest in COAST, for example, the launch of the biodigester in Watamu was attended by the Chairman of the Kenya National Environmental Management Authority and the Director of Environment (who were both obviously very knowledgeable about COAST and expressed great enthusiasm for the project); and the Ghana Tourism Minister met with the TE consultant in Accra and re-iterated her commitment to sustaining the COAST results in this country. In addition, COAST was successful in obtaining the buy-in of participating hotels and local communities, including traditional community leaders. In Kribi, the TE consultant met with three traditional leaders (or village chiefs) of three participating communities, and they all expressed deep appreciation for what COAST had achieved at this demonstration site. COAST also inspired a former Tourism Focal Point in Nigeria to write a book on sustainable tourism[12]. This book incorporates many lessons from COAST and the UNWTO ST-EP Initiative, both of which are explicitly mentioned.

191.   Country drivenness was demonstrated by the alignment of the project's objective with national needs and priorities including those expressed in, for example, MDGs and the Johannesburg Plan of Implementation. It was obvious to the evaluator that the governments were fully supportive of the project during its implementation and were committed to incorporating the results in national and local programmes. In fact, national and local stakeholders expressed interest in a second phase of COAST.

192.   The rating on country ownership and drivenness is **satisfactory.**

Financial Planning and Management

193.   The Project Document included a detailed budget in UNEP format as well as a summary budget organized by project component and an incremental cost analysis. Due to changes in project design, management and operational arrangements proposed during the inception stage, a revised project budget was prepared and approved at the first PSC meeting in Mozambique. The project budget (excluding PDF funds) consisted of GEF contribution of US$5,388,200 and co-financing of US$23,456,816 from partner countries. Most of the latter was in-kind, which limited the cash budget for the project and impacted negatively on results. The single largest component of the budget

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[12] Tourism Destination Management, A. S. Fadipe, 2014. ISBN978-978-941-667-7

related to 'project personnel' costs, mostly associated with the RCU, which was high compared to the overall budget (US$1,720,466 or around 32% of the GEF budget).

194. Financial planning and management was consistent with UNEP's and UNIDO's established procedures. A Financial Management Officer (FMO) was designated by UNEP for the project and based in Nairobi. The FMO provided oversight on the GEF funds administration and maintained the project's financial records. The request for and release of funds were linked to deliverables and financial reporting, which is a risk mitigation strategy for UNEP in high risk projects. At the Project level, fund disbursements through a series of tranches resulted in the need for numerous internal budget revisions by the UNIDO team in Vienna in order to minimize implementation delays. It would have been more efficient if funds were released in fewer tranches. The duration of contracts was tied to the release of funds in tranches, which meant that several short contracts were issued for the RCU staff, creating dissatisfaction and job insecurity among these individuals. UNEP withheld USD 127,000 to ensure that UNIDO fulfilled its financial reporting obligations (based on a lesson from the GEF Guinea Current LME project, when there was a 2-year delay in financial reporting).

195. Funds were also disbursed in tranches under the country contracts. This process was directly linked to the quarterly reporting mechanism (including both activity as well as financial reporting) and when funds were running low, a written application for the next disbursement was sent to UNIDO in Vienna after the reports had been verified by the RCU in Nairobi. Although this is standard management practice in UNEP, some respondents felt that linking the request for funding to financial reporting created delays in the release of funds, which affected implementation progress. But in high-risk projects it would have been riskier to decouple fund disbursement from financial reporting. Further, if reporting is timely, there should be no delays in release of funds because of reporting requirements. Funds were disbursed to the Ministry of Environment, but long delays (up to nine months in one case) were encountered in transferring the funds to the DPC due to government bureaucracy and other factors, and there was alleged lack of transparency in some countries.

196. A number of individuals interviewed (from UNIDO and DSMCs) were of the opinion that it would have been more efficient if the funds were transferred directly to a government-recognized NGO or CBO (with reduced amount of funds to the governments for specific tasks such as monitoring of the demonstration sites). Designating a recognized local body to handle, monitor and administer the funds at the country level would have also released the RPC from these tasks. The UNIDO country offices could have helped with monitoring but the level of engagement of the country offices varied among the countries and according to the RPC, created more work for him. Nevertheless, for Ghana and Nigeria, it was agreed that requests for funds would be submitted to the UNIDO country office by the FPs based on revised workplans.

197. The final tranches in the contracts for Cameroon and Mozambique were cancelled as it was unlikely that they would have been able to complete their activities by the stated deadline. Expenditure in some partner countries lagged behind and required greater implementation effort by country teams. Expenditure related to the partner contracts was lower than expected by the MTE, which reflected the delays over the signing of contracts and disbursement of funds, and the late establishment of the DSMCs and the demonstration activities.

198. Reporting from the countries remained below standard, although increased support and close monitoring by the UNIDO management team and implementation of the MTE recommendations helped to improve reporting. The MTE recommended that an end of project audit in 2014 be undertaken, but the FMO has informed the TE consultant that this was not carried out.

199. During TE interviews country teams expressed frustration over money issues, for instance, the inclusion of funds for travel of UNIDO personnel in the country budgets. Countries also expressed dissatisfaction about the amount of money that went to administration costs and international consultants in comparison to on-the-ground activities. These concerns led to tensions and a lack of trust for UNIDO by some country team members. Concern was also expressed over the

uneven allocation of funds among the target countries, although this was unavoidable in a project of this nature.

200.   UNWTO was also frustrated about how the money was used, for example, funds for travel of UNWTO personnel was included in the overall budget, but when funds were requested for travel, UNWTO was told by UNIDO that none was available. As stated in Section IVB, UNWTO personnel undertook only 11 missions to the project countries, which was surprising to the TE consultant in view of the fact that the UNWTO led the ecotourism and STG & M components that between them were implemented in all the COAST countries.

201.   The statement of expenditure is shown in Annex 8. There was a balance (as of May 2014) of US$55,012.55 or 0.01% of GEF funds. In the PIR 2013, the total co-financing realized as at 30 June 2013 was stated as US$12,541,023. The project final report stated that partner country co-funding was US$2,628,223 between 2009-2014 (no data given for Kenya, Mozambique, Senegal and Seychelles for 2014) and leveraged funding (government investments in the demonstration site areas) in the post-MTE period was US$20,591,102. Of the latter, 64% was reported from Nigeria. As at 31 March 2014, co-funding contributions from the partner organizations were: UNIDO (US$258,119), UNWTO (US$ 418,000.00), and EcoAfrica (US$37,000), amounting to a total of US$713,119 (source: project final report).

202.   The MTE rating on financial planning and management was Moderately Unsatisfactory, reflecting a number of concerns including: whether the amount of pledged co-finance would be realized; weak country and organisational partner reporting on finances and co-financing; and delays in project payments that at times strained relationships among project partners.

203.   Financial planning and management is rated by the TE as **moderately unsatisfactory.**

UNEP Supervision and Backstopping

204.   Supervision and backstopping were under the responsibility of the UNEP task manager (TM), of which there was a different one before and after the MTE. In addition, as mentioned above, an FMO was assigned to the project by UNEP. As found by the MTE and confirmed by the TE, the supervision and administrative and financial support provided by UNEP was generally good, and there was an emphasis on results-based project management. However, supervision should have been better with respect to the poor project design and non-ideal project execution arrangements (see the MTE report for a detailed discussion). Furthermore, the MTE was of the opinion that the two TMs should have spent more time engaged with the RPC and the COAST Project, but this apparently was not done largely because the TMs had large portfolios of projects so there was little time available for the COAST Project. The MTE rating for this criterion was moderately satisfactory.

205.   As part of its supervision and backstopping role, UNEP closely monitored project progress and regularly communicated with UNIDO, especially in the post-MTE period when regular management teleconferences between UNEP, UNIDO and UNWTO were held every 6-8 weeks. According to the RPC and UNEP Task Manager, these had a positive impact on management of the project, but they should have been more frequent and EcoAfrica should have been included. As previously mentioned, UNEP also had to undertake a lot of mediation to address the concerns between UNIDO and UNWTO. The UNEP TM also attended the annual PSC meetings and made substantial inputs to the PIRs and half yearly progress reports. Financial oversight of the Project by the UNEP FMO was satisfactory. UNIDO and the thematic partners expressed to the TE that UNEP provided effective supervision and backstopping, especially in the post-MTE period.

206.   The rating on UNEP supervision and backstopping is **satisfactory**.

Monitoring and evaluation

Monitoring and evaluation design

207.   The Project Document included a detailed Monitoring and Evaluation (M&E) Plan with the arrangements and responsibilities for monitoring, reporting and evaluation as well as an indicative M&E work plan and budget. The M&E design consisted of the standard tools including PSC meetings, annual PIRs, semi-annual progress reports, annual project reviews, mid-term and final project evaluations, and financial reports and audits (the latter only required from the countries and other partners by UNIDO).

208.   Partners' contracts with UNIDO made provisions for them to collaborate in M&E activities and each demonstration site had an M&E budget amounting to US$1750/year. M & E activities for which partners were responsible included quarterly progress and financial reports to be submitted to UNIDO. Following the MTE, Project Briefs were developed for each demonstration site. In addition, a specific tool–the Participatory Results Reporting Tool (PRRT)–was developed to capture local stakeholders' viewpoints on country level project implementation.

209.   The Project's log frames were to be used for monitoring, and there were three sets of log frames – an overall project log frame (Annex B of Project Document), individual demonstration site log frames and a log frame for each of the three thematic areas. The MTE found that the quality of the project log frame as a planning and monitoring instrument was weak, with a large set of poor indicators most of which are not 'SMART' for effective monitoring. A further weakness was that many of the targets given in the Project's various log frames were either not relevant or realistic and did not relate to their 'objective' or 'outcome' indicators. The MTE rated M & E design as highly unsatisfactory and made a number of recommendations to revise the project log frame, including revising and reducing the number of outcomes and outputs, and suggested a set of indicators for the outcomes. These recommendations were subsequently implemented by the project team and the revised log frame used in the post-MTE period.

210.   The TE feels that in general the project log frame and indicators suggested by the MTE and adopted by the project were a major improvement, but there are two similar indicators (regarding integration/adoption of BATs/BAPs) for the two intended outcomes and furthermore, the link between these indicators and the outcomes as stated is not clear and the third indicator for outcome 2 (on training) is more appropriate as an output. Also, expecting integration of BATs/BAPs into policy within the project timeframe was not realistic. It was also apparent that the baselines and mid-term and end of project targets in the previous project log frame remained the same (although the MTE recommended that realistic targets be identified).

211.   The TE rating on M&E design and arrangements is **moderately unsatisfactory**.

M & E Implementation

212.   M &E of project performance and progress was conducted in accordance with the M &E plan set out in the Project document. At the project level, the UNIDO RCU prepared six annual PIRs for the years 2009-2014 and half yearly progress reports for submission to UNEP. A comprehensive MTE was carried out in 2011 (although its start was delayed for six months to allow time for the project to deliver some results) and focused on a set of key project specific questions (given in the MTE ToRs) based on concerns over the poor delivery of project results in the period preceding the MTE. These questions helped to guide the overall scope and framework of the evaluation. The MTE consultant interviewed over 100 individuals and visited five of the existing demonstrations sites. He made a number of well-grounded recommendations, which were approved by the PSC and implemented by the project team in the remaining timeframe. This greatly contributed to turning around the project. There was increased attention to M & E in the post-MTE period (including regular interagency meetings), which contributed to the improvement in project performance.

213.   Partner country monitoring and reporting capacities remained very weak at the demonstration site level (despite capacity building efforts and additional support by the UNIDO team), and as such even where baseline data were successfully captured, the quality of assessing and reporting remained a challenge (2014 PIR). Despite developing a standard template for the design of the Demonstration project briefs, which included collection of baseline data, there was a wide span in the quality of baseline data collected across the demonstration sites and countries. Quarterly progress reporting varied widely among the countries, both in terms of the quality of the reports (e.g., some attempted to use the indicators in the project briefs while others produced narrative reports without the use of indicators) and timeliness (delays were often encountered). The PRRT was used by eight partner countries (Seychelles was excluded as it had no demonstration activities) and reports prepared.

214.   The rating on M & E implementation is moderately satisfactory.

215.   The overall rating for M & E is **moderately satisfactory**.

G.   Complementarities with the UNEP Strategies and Programmes

Linkage to UNEP's Expected Accomplishments and POW 2010-2011

216.   The project was formulated prior to the completion of the UNEP Medium Term Strategy 2010-2013 and related Programme of Work (POW) for the period 2010-2011. Nevertheless, the COAST results are consistent with UNEP's programmatic objectives and expected accomplishments under its Ecosystem Management and Environmental Governance cross-cutting priorities of its Medium-term Strategy 2010–2013. The objective (and examples of COAST's contribution) of each of these priority areas is:

- Ecosystem Management: Countries utilize the ecosystem approach to enhance human well-being (e.g., identification and demonstration of BATs/BAPs to support ecosystem management to address pressures from tourism on coastal and marine ecosystems and enhance well-being through improvement in livelihoods of local communities; strengthening capacity to implement BATs/BAPs as ecosystem management tools; countries have begun to realign their environmental programmes and financing to address degradation of selected priority ecosystem services);
- Environmental Governance: Environmental governance at country, regional and global levels is strengthened to address agreed environmental priorities (e.g., support to governments in implementing sustainable tourism approaches and contribute to sustainable development; working with UN agencies and regional and national bodies, Governments, civil society and the private sector to support the mainstreaming of environment into other sectoral processes and policies- in this case tourism).

217.   COAST is also relevant to UNEP's Resource Efficiency Sub-programme, the overarching aim of which is to detach economic growth from unsustainable resource use and environmental degradation. UNEP also seeks to enhance its cooperation with civil society and the private sector in delivering on its Medium-term Strategy. As previously discussed, implementation of COAST was heavily dependent on the involvement of civil society and the private sector, and their uptake and replication of the project results is expected to contribute to delivery of the Strategy.

Alignment with the Bali Strategic Plan

218.   The COAST Project had a major focus on capacity building, which is consistent with the Bali Strategic Plan for Technology Support and Capacity-building. This aims at, among others, a more coherent, coordinated and effective delivery of environmental capacity-building and technical support at all levels and by all actors, in response to country priorities and needs. The project contributes to: Objective A (capacity strengthening to undertake specific actions and responsibilities) through strengthening the capacity of governments of the target countries to achieve their

environmental goals, targets and objectives as well as environment-related internationally agreed development goals (relevant MDGs, WSSD Plan of Implementation, etc.) by implementing sustainable tourism approaches that benefit both the environment and local communities; Objective B (technology support) through the BAPs/BATs that were adapted and demonstrated at the demonstration sites; Objective F by fostering public-private partnerships; Objective G by identification and dissemination of best practices for sustainable tourism; and Objective H by supporting the mainstreaming of project results into national decision-making processes.

Gender

219.   At the time that the project was developed there was little guidance from GEF and UN agencies on how to meaningfully incorporate gender into projects; the project document did not explicitly consider gender issues. Nevertheless, some efforts were made by COAST to involve women, for example, gender balance was taken into account in the development of the demonstration projects and selection of DSMC members (Annex A1 of the pro doc) and most of the country briefs (Appendix 44 of the pro doc) included gender considerations (log frame objectives and indicators). One of the secondary criteria identified for BATs/BAPs in coastal tourism was Gender Equality and Social Inclusion.

220.   Cross-cutting aspects such as gender equality were addressed in the ST-EP activities. For instance, many women benefitted from training provided under the project (e.g., creation of curios from recycled solid waste and marine debris) and from improved livelihoods through income generating activities introduced by COAST (although the level of participation by women varied across the countries). In Kenya, the project set up two bicycle hire small business enterprises, one of which to be operated by the Watamu Women's Group, and also provided training to women on creating artwork and curios from recycled solid waste and marine debris. In some of the countries, women were also involved in activities such as beach cleaning and mangrove re-planting.

221.   Through the Value Chain Analysis exercise, information on the importance of women to the tourism sector was collected at several demonstration sites, and each ST-EP project brief included socio-economic indicators, some of which related to the involvement by or impact on women directly and indirectly involved in the projects. The STG & M report also mentioned that the aims of sustainable tourism should be achieved without discrimination by gender and included identification and description of the impacts on gender in EIA guidelines for ecotourism development projects. ST-EP projects were usually vetted to make sure they fit within the overall sustainable tourism objectives in these areas, and some external criteria were attached to the provision of financing, for example, a requirement for a high percentage engagement by women.

222.   Despite these efforts, however, the majority of the project participants and beneficiaries were men. It was not possible to obtain an estimate of the total number of women who were involved in or benefitted from COAST, but where data on gender were available (e.g., Watamu) and in the TE interviews, women were far outnumbered by men. This is not surprising in traditionally male-dominated societies. Several respondents felt that greater effort should have been made to involve women in the COAST project as they play important and diverse roles in the tourism sector.

South-South Cooperation

223.   South-South cooperation was strongly implemented at the regional level through the involvement of the Sub-Saharan countries that have all collaborated in the execution of the project. The demonstration activities conducted in these countries have generated lessons and experiences that will benefit each other as well as other developing countries elsewhere in implementing sustainable tourism programmes. As previously mentioned, twinning of partner countries would have strengthened South-South corporation during the project.

V. CONCLUSIONS

224. The GEF supported full sized project "Demonstrating and Capturing Best Practices and Technologies for the Reduction of Land-sourced Impacts Resulting from Coastal Tourism" (COAST) was designed with the objective to demonstrate best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance. Nine Sub-Saharan African countries participated in the project, which officially started in November 2007 with an initial finishing date of November 2012. But due to delays in recruiting key project staff, the project did not begin operationally until November 2008, and consequently its finish date was extended initially to November 2013 and finally to 30 June 2014.

225. A primary focus of the Project was towards on-the-ground demonstration activities addressing issues pertinent to identified national hotspots that can then be transferred and replicated to other sites within the partner countries and beyond. It also aimed to contribute to sustainable coastal livelihoods and poverty alleviation in the partner countries.

226. The TE focused on a set of key questions given in Section II of this report, based on the project's intended (revised) outcomes, and assessing the value of the no-cost extension period. In conducting the TE, the revised log frame was used. While the TE focused on the post-MTE period, it took a holistic view across the entire project from the start of implementation and also considered the MTE findings.

227. The MTE was conducted between July-December 2011 and gave the project an overall rating of Moderately Unsatisfactory. The MTE findings suggested that the COAST Project was highly unlikely to fully deliver on its current objective and outcomes within its present timeframe and form. Closing of the project was considered, but the MTE concluded that there was potential to improve the rating to a Satisfactory level by the end of the project and recommended some key changes to be made and a no-cost extension be considered. These recommendations were all implemented by the management team and a no-cost extension granted to 30 June 2014.

228. The TE considers that the MTE findings and ratings were justified, and that the decision to give the project a 'second chance' was a wise one. The recommendations were very crucial in streamlining the project and bringing it back on track, thus allowing the project the opportunity to deliver on its revised objective and expected outcomes. Despite the many challenges and realities under which the project was implemented including the complexity of its design and management arrangements, short time frame and available budget, the project was able to realize a number of important achievements that contribute to attainment of its intended purpose. It is more impressive that most of these achievements were realized mainly in the final year of the project, which justified the no-cost extension. The TE commends UNIDO and UNEP for their diligence, commitment and adaptive management actions taken in the post MTE period to ensure that the MTE recommendations were effectively implemented and bring about the successful completion of the project.

229. Some of the issues identified by the MTE persisted until the end of the project. For instance, at some of the demonstration sites capacity and coordination remained problematic; the complex management structure, government bureaucracy and other factors continued to lead to inefficiency and delays; and financial planning and management as well as M & E remained weak at the national level. These challenges, however, did not significantly affect overall achievement of the project objective and outcomes. There was sufficient heterogeneity among the countries and project partners and executants in terms of their respective capacities and expertise as well as in the different sustainable tourism approaches and technologies demonstrated to ensure that overall, the project was able to realize its objective and outcomes. Engaging partners and national agencies with relevant competencies (such as UNWTO, EcoAfrica, NCPCs) as well as established CBOs and NGOs with on-the-ground experience in the execution of specific components and activities contributed in large part to achievement of the project's objective.

230.   Specifically, COAST has succeeded in identifying and demonstrating a range of sustainable tourism approaches that were strategically placed under three thematic areas (EMS, ecotourism and RMRM), which served to make available a range of BATs/BAPs that could be adapted and implemented by the different groups of stakeholders (private sector, local communities and governments), thus catering to their needs and in line with their abilities and the kind of impact they exert on the marine and coastal environment. These approaches ranged from technologies such as a biodigester and composter installed in participating hotels to deal with organic waste, to ecotourism initiatives undertaken by local communities that contributed to adoption of more environmentally friendly practices and behaviour while at the same time improving livelihoods, to mapping of sensitive reef areas to guide decision-making and development of Codes of Conduct for reef tourism operators. The TE considers that this was a strategic mix of approaches that resulted in a 'menu' of models, lessons and experiences to support sustainable tourism in the African context. Nevertheless, other important pressures from coastal tourism should have been identified and used to guide the selection of appropriate BATs/BAPs to address them, had there been sufficient time and financial resources.

231.   An effective approach regarding the involvement of local communities focused on creating or improving livelihoods from tourism to motivate these communities to protect the environment and conserve biodiversity. Among the activities were the installation of solar street lights in Bagamoyo under the EMS component; and training of local community members in food preparation in several sites, training of gin producers to improve gin quality in Ada and development of a snake park in Watamu under the Ecotourism component. Such activities have helped to promote tourism and greater environmental awareness in these areas and in some cases have resulted in improved livelihoods for members of the local community. .

232.   The threat of coastal tourism to transboundary marine ecosystems and biodiversity could be overshadowed by threats from other sectors and activities such as coastal urban development and fishing, as was reported in some of the RMRM studies. No provisions were made for monitoring of the state of the environment in the post-project period to assess the impact of the development of coastal tourism and implementation of BATs/BAPs.

233.   The COAST project undertook a major effort in capacity building in a range of areas and identifying and strengthening mechanisms to support sustainable tourism. A wide cross section of stakeholders from local and state governments, private sector and local communities have benefitted from capacity building, vocational training (local communities) and awareness-raising, and existing mechanisms strengthened and others established. Gender issues were considered in a number of elements and many women were involved in project activities, but men far outnumbered women among the beneficiaries and executants. The project helped to establish or strengthen public-private partnerships and foster dialogue regarding sustainable tourism. Strengthened capacity and partnerships established are among the most important legacies of the COAST project and stakeholders interviewed by the TE expressed deep appreciation for this. Retaining this capacity within government departments and tourism establishments could be a challenge, however, due to high turnover of personnel, and this needs to be addressed. Stakeholder participation and buy-in were considerably strengthened in the post-MTE period as a result of a number of measures taken by the management team.

234.   Added to strengthened capacity is the wealth of information, lessons and models generated by COAST. These legacies would greatly facilitate replication and sustainability of project results. In fact, the TE found that there are reasonably good prospects for sustainability based on financial, socio-political and institutional factors. Ecological sustainability could be threatened from factors such as climate change impacts on ecosystems and biodiversity and resource use conflicts that could undermine project impacts. Some replication/upscaling is already taking place and COAST results are being used to influence tourism policy and management processes in several of the countries or in planned or proposed projects. The demonstration projects showcased concrete, on-the-ground achievements and socio-economic benefits, which will be instrumental in promoting further

stakeholder buy-in for sustainable tourism. But the BATs/BAPs must be replicated and upscaled, which requires, among others, mainstreaming of project results in the tourism sector and providing support and incentives to the private sector and local communities. Twinning and exchange visits between the countries (e.g., between EMS and non-EMS countries) during the project could have helped to promote replication. This should be considered for the future, possibly with support from the governments and private sector. Furthermore, the project's results should be more widely promoted and disseminated at national and regional levels in a timely manner to encourage replication and upscaling.

235.   Based on the ROtI analysis, the overall likelihood that the intended impact will be achieved is rated on a six-point scale as 'likely'. It is acknowledged, however, that impacts on coastal and marine ecosystems from other economic sectors need to be addressed in an integrated manner. In developing the tourism sector, the carrying capacity of the tourism sites, particularly sensitive coastal ecosystems, should be determined and care taken that this is not exceeded or else attainment of the GEB could be jeopardized.

236.   The ratings for the individual evaluation criteria are given in Table 6. Despite low ratings on certain criteria, overall the project satisfactorily achieved its outputs, outcomes and objectives. For nearly all the criteria, there was an improvement in the MTE ratings and in the overall MTE rating. The overall TE rating for the COAST Project is **SATISFACTORY.**

Table 6. Summary assessment and ratings by evaluation criterion
Highly Satisfactory (HS); Satisfactory (S); Moderately Satisfactory (MS);   Moderately   Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU).
Sustainability is rated from Highly Likely (HL) down to Highly Unlikely (HU).

Criteria	Summary Assessment	TE Rating	MTE rating
A. Strategic relevance	The project is relevant to the challenges faced by the countries regarding addressing degradation of their marine and coastal environment from development activities, and results would assist the countries in achieving the MDGs on poverty alleviation and environmental sustainability. However, there may be more important threats from other activities such as shipping, heavy industries and conversion of coastal ecosystems for urban development. The project is relevant to UNEP's programmatic objectives and expected accomplishments under the Ecosystem Management and Governance cross-cutting priorities of its Medium-term Strategy 2010–2013 and the Bali Strategic Plan for Technology Support and Capacity-building.	**MS**	**MS**
B. Achievement of outputs	All seven outputs were satisfactorily achieved. A variety of different BATs/BAPs were demonstrated in the three thematic areas and documented, governance and management studies completed and capacity strengthened for sustainable tourism in the countries.	**S**	**MU**
C. Effectiveness: Attainment of project objectives and results	The project's intended outcomes and objective were achieved, and represent key drivers towards the intermediate state. But the BATs/BAPs must be sufficiently replicated and upscaled and others identified to address other pressures from coastal tourism.	**MS**	**U**

D. Sustainability and replication		ML	MU
Financial factors	There are reasonably good prospects for continued financial support for adopting sustainable tourism practices, for example, by the governments through their national budgets, uptake of results in other donor-funded programmes and projects, and through investments by hotels and local operators into BATs/BAPs although many of them do not have the financial capital for the initial investments.	ML	ML
Socio-political factors	By demonstrating concrete socio-economic as well as environmental benefits that could be derived from sustainable tourism and its relevance to national development priorities, the project garnered considerable social and political support at all levels, from regional and national to local. Socio-political sustainability could be hampered by the language barrier and pressures from other economic sectors.	L	MU
Institutional factors	In all the participating countries the institutional framework for sustainable tourism is quite strong and includes tourism and environment Ministries, other national level agencies, CBOs, NGOs and private sector associations. The capacity of a number of these bodies was strengthened by the project, but further capacity building and retaining of trained staff are required. At the regional and global levels, organizations such as the Secretariats of the Abidjan and Nairobi Conventions, EcoAfrica, UNWTO, UNEP and UNIDO are well-placed to help sustain COAST's results.	L	ML
Environmental factors	The project's results are expected to promote environmental sustainability but the BATs/BAPs need to be replicated and upscaled and others identified to have any significant effect on transboundary coastal and marine ecosystems. Climate change could diminish any ecological gains derived from sustainable tourism. Ecotourism could result in negative environmental impacts if the ecological carrying capacity of tourism sites is exceeded.	ML	ML
Replication and upscaling	The BAPs/BATs demonstrated, capacity, lessons, demonstration of concrete benefits and increased capacity would encourage and facilitate replication, some of which is already evident. Greater support and financial resources are required for replication and upscaling.	MS	-
E. Efficiency	Significant delays, high management costs and low expenditure rate especially in the first half of the project. These delays resulted in the need for a no-cost extension of the project. A number of cost saving measures were adopted during implementation.	MU	U
F. Factors affecting			

performance			
Preparation and readiness	Preparation and readiness were affected by the original complex project design, lack of clarity about the project's aims, limited capacity of the country teams and a weak RCU. In the post-MTE period, the management team implemented several measures to address these issues. But the MTE rating remains as this criterion assesses the design and inception stage that could not have changed.	**MU**	**MU**
Implementation approach and management	Although there were some improvements, the complex project management and administration structure caused significant operational delays. Lack of compensation to the DSMC members and FPs who were already overstretched and in some cases disinterested, led to operational problems.	**MU**	**U**
Stakeholder participation and public awareness	A wide range of stakeholders from local communities to governments and private sector participated in the project in different capacities. Considerable effort went into public awareness-raising and there was a high level of awareness about sustainable tourism among stakeholders.	**HS**	**MS**
Country ownership/drivenness	There was a high level of country ownership and driveness among the public and private sectors and local communities that were engaged in the project.	**S**	**U**
Financial planning and management	Although measures were taken to improve financial planning and management, problems persisted such as delays in release of funds, weak financial reporting and low expenditure.	**MU**	**MU**
UNEP supervision and backstopping	UNEP provided effective supervision and backstopping although this could have been better in the pre-MTE period.	**S**	**MS**
Monitoring and Evaluation	The overall rating on M & E is based on rating for M&E Implementation.	**MS**	**U**
- M & E Design	There were weaknesses in the original and revised project log frames (e.g. indicators that were not SMART, unrealistic targets).	**MU**	**HU**
- M & E Implementation	Monitoring and reporting was poor due to weak capacity at the demonstration site level, although some efforts were made to strengthen capacity. The MTE was carried out as planned and was very instrumental in turning the project around from its overall unsatisfactory rating	**MS**	**MU**
OVERALL RATING		**S**	**MU**

VI. LESSONS LEARNED

237. The following key lessons emerged in the implementation of the project (not arranged in any order of priority) and incorporate some of the lessons from the MTE. It is hoped that these lessons would be valuable in the development and implementation of new projects:

1. Project design: A poor project design with many and unclear objectives and activities, a large number of countries and demonstration sites as well as inadequate budget leads to operational problems during implementation and a high likelihood of failure to deliver. The COAST Project was overly ambitious in terms of the size of its budget, the number of countries involved and large number of planned activities, which contributed to poor performance and low level of achievement in the first half of the project. The feasibility of the original project design should have been evaluated by UNIDO, UNEP and GEF during the PDF-B stage or even at the start of the inception phase, and any modifications done before actual implementation got underway. This is an important lesson for the development of new projects. Measures such as simplification of the log frame and reduction in the number of demonstration sites and activities in the post-MTE period helped to streamline and focus the project and enable it to achieve its objective and outcomes. (Para 27, 28, 159,160).

2. Capacity of the RCU and country teams: Inadequate managerial and technical capacity hampers implementation progress and places heavy demands on the project management team to build the required capacity of project executants and, in some cases, compensate for the limited capacity themselves. Inadequate capacity in the countries was a major challenge throughout project implementation, especially in the period prior to the MTE, and major efforts were necessary to support the country teams and strengthen their capacity. In addition, the RCU was quite weak for a project of this nature and complexity, which added to the challenges faced in the early part of the project. The RCU had to be considerably strengthened through additional personnel with technical and project management skills in the post-MTE period. Capacity needs should have been identified during the PDF-B stage and steps taken in the inception phase to ensure that the required capacity and skill sets were in place. (Para 161-163, 171).

3. Management arrangements: Complex management arrangements with multiple agencies and levels create managerial and operational problems that put the project at risk. COAST management structure was spread across global (UNEP, UNIDO), national (Tourism and Environment Ministries) and local (DPC, DSMC) levels, which at times resulted in implementation delays, communication challenges, confusion and tensions among participants. This required almost continuous interventions by UNIDO to address the ensuing problems. (Para 166-168).

4. Government involvement: Government structures and bureaucracy are not always conducive to timely implementation of project components, leading to major delays that could ultimately put the project at risk. For instance, in certain countries there were major delays in the release of funds and in decision-making, which were attributed to complex government structures and bureaucracy. Further, the government Focal Points and DSMCs were expected to assume COAST responsibilities on top of their normal duties and felt that they were not adequately compensated, which served to demotivate some of them. In the post-MTE period, greater decision-making authority had to be granted to the DPC, and the government agencies were requested to authorize all DPCs to increase their allocated time to the project to 50% of their time to allow for improved oversight and coordination. UNIDO country offices and desks also became more involved in monitoring of national project activities and dialogue was strengthened between the GEF Focal Points and the two Ministries. Channelling project funds through the UNIDO country offices, as was done in Ghana and Nigeria, should have been explored for all the partner countries. (Para   169, 195, 196).

5. Utilizing existing organizations: Utilizing organizations and established CBOs and NGOs with relevant experience and ongoing projects and programmes at the demonstration sites to assume specific responsibilities is cost-effective and greatly increases the likelihood of success. For example, UNWTO used the experiences gained in its ST-EP Initiative for the ecotourism component; as seen in Watamu, COAST engaged the WMA and other civil society organizations, and built on the foundation that was already in place, which contributed to the exceptional success of the demonstration project at this site. Moreover, integrating COAST results into the

ongoing programmes of these organizations would contribute to sustainability of project outcomes. (Para 61, 136, 137, 154).

6. Partnerships and stakeholder engagement: Establishing partnerships and engagement with key stakeholders is critical in projects in which the achievement of the intended long term impact is highly dependent on their mutual collaboration and actions. In the tourism sector, key players include the Ministries of Tourism and Environment, the hotel industry, tour operators, local community members involved in tourism activities and conservation NGOs and CBOs. COAST engaged a wide cross-section of these stakeholders in the project, for instance, as DPCs and members of the DSMCs and also as beneficiaries of capacity building and vocational training. The project fostered public-private partnerships for sustainable tourism, closely engaged with the private sector and demonstrated concrete benefits, which contributed to the achievement of the project's goals and would facilitate, in the longer term, the uptake of project results. As well, COAST was executed in partnership with agencies in their respective areas of expertise (UNWTO and EcoAfrica). (Para 61, 72, 177 – 182).

7. Involvement of women: Women play different and important roles in the tourism sector and are a key group of stakeholders whose contribution cannot be overlooked. While many women participated in and benefitted from the project, and gender equality was considered in some cases (for example, in the demonstration project briefs, criteria for selection of DSMC members and in the ST-EP projects), women were far outnumbered by men in the COAST project. In projects in male-dominated societies, activities specifically targeting women are needed to ensure greater participation of women (Para 219-222).

8. Demonstrating concrete benefits: Demonstrating that concrete benefits to both tourism operators and the environment could be derived from sustainable tourism approaches greatly increases stakeholder buy-in during implementation and increases the prospects for uptake and sustainability of results after the project ends. For instance, the project demonstrated improvement in income and livelihoods to local communities through ecotourism and cost savings to hotels through installing equipment to deal with organic waste that at the same time produced compost for sale and methane gas for use in cooking. These were some of the more impressive results that appeared to motivate stakeholders to uptake sustainable tourism approaches. (Para 129, 130, 181).

9. Value of the MTE: This goes without saying, but an MTE that takes a hard and critical look at a project and makes recommendations for necessary modifications, drastic though they may be, can turn around a failing project if resources are made available and the recommendations are implemented in a timely manner. The COAST project's M & E plan made provisions for an independent MTE, which was conducted in 2011. This was a very comprehensive and constructive evaluation that served as a 'wake-up call' for the project team. Implementation of the MTE recommendations brought about a major turn around and enabled the project to deliver on its expectations. Provisions should always be made in developing a project's M & E plan for an independent mid-term evaluation or review, and the implementing and executing agencies should ensure that this is carried out in a timely manner and the recommendations implemented. (Para 27, 212, and throughout the TE report).

238. Other lessons are given in the project final report.

VII. RECOMMENDATIONS

239. The following recommendations look ahead to the development and implementation of other similar projects and sustaining the results of the COAST project. The recommendations are put forward for consideration by GEF, UNIDO, UNEP, the Tourism and Environment Ministries of the participating countries as well as by UNWTO and EcoAfrica.

1. As raised by the MTE, it is recommended that GEF agencies consider strengthening the project review process for projects submitted. In addition to the GEFSec and STAP review process (which focuses on scientific and technical aspects), GEF should consider establishing an independent mechanism to review proposals to assess whether they are implementable from the operational, management and administrative aspects. In addition, there is value in conducting a Review of Outcomes to Impacts (ROtI) analysis at the design stage (rather than at the MTE or TE stage). The implementing and executing agencies should also make provision for an independent review of the project design at the start of the project inception period. (Para 27, 28, 159,160, MTE report).

2. The Tourism and Environment Ministries in the partner countries should continue to collaborate in building capacity and facilitating replication of the BATs/BAPs that were demonstrated, through transferring knowledge and sharing of experiences and lessons. Of particular value in this regard would be exchange visits and study tours to the more advanced demonstration sites. Financial support would be required for these visits and options to procure this support should be explored (e.g., government budgets, other relevant donor funded projects, investment by the private sector). (Para 107, 140, 148-150).

3. The Tourism and Environment Ministries should encourage replication and upscaling of project results in other tourism establishments and locations, through, for example, provision of incentives to the private sector for uptake of BATs/BAPs and through, for example, a second phase of COAST and other planned relevant donor-funded projects. At the same time, they should increase efforts to integrate and mainstream COAST results into tourism and environmental policies and decision-making processes. This should include the development and implementation of an appropriate environmental monitoring programme at the tourism sites in order to evaluate the impact of adopting sustainable tourism practices and take any necessary adaptive management measures. (Para 118, 124, 132, 149).

4. UNIDO, UNEP, UNWTO, EcoAfrica and the Tourism and Environment Ministries should ensure that the project results and lessons are more widely disseminated as soon as possible to all relevant groups of stakeholders (government personnel, hotels and other tourism establishments, relevant NGOs and CBOs, local communities among others) in the appropriate languages and formats. Local communities in particular would greatly benefit from having easier access to information and in their own languages. Tools and approaches for dissemination that are appropriate to the different groups of stakeholders should be identified. UNIDO should also ensure that the Coffee Table Book, for which project funds have been allocated and in which considerable effort has already been invested, is completed as soon as possible before momentum is lost, in collaboration with UNWTO and EcoAfrica, and promoted and widely disseminated through the ministries as well as through their various networks. (Para 78-79, 90, 133, 149).

5. It is recommended that the Tourism and Environment Ministries continue efforts to identify other sources of pressures on the marine environment from coastal tourism and identify suitable BATs/BAPs to address these pressures. In addition, the carrying capacity of tourism sites should be determined and measures taken to ensure that this is not exceeded. In this regard, EcoAfrica could potentially play an important role in assessing carrying capacity. Support for these efforts could be sought through other government or donor-funded projects and programmes. (Para 119, 134, 143).

6. For future projects, the executing agency (UNIDO) should consider channeling project funds for country level activities through well-established, government-recognized NGOs/CBOs, with funds allocated to the governments for specific activities for which they (governments) would be responsible. Presumably these civil society bodies do not face as much bureaucratic constraints and ensuing delays in release of funds that hamper implementation. Further, more efficient project management arrangements should be considered for future projects and the UNIDO country offices given a bigger supporting role. (Para 196).

ANNEXES

Annex 1. Terminal Evaluation Terms of Reference

(Separate file)

Annex 2. Summary of assessment of the quality of project design

Criteria		Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
Relevance			
Are the intended results likely to contribute to UNEPs Expected Accomplishments and programmatic objectives?		Although the project was formulated prior to the development of UNEP Medium Term Strategy 2010-2013 and Programme of Work 2010-2011, there are complementarities with some of the 'Expected Accomplishments' outlined in the Strategy. Specifically, the Project is expected to contribute principally to the ecosystem management objective and governance objectives. This Project is consistent with the UNEP strategy for sustainable tourism development which has the following objectives: • To promote sustainable tourism among government agencies and the industry. • To develop sustainable tourism tools for protected/sensitive area management. • To support implementation of multilateral environmental agreements related to tourism The project is also consistent with the UNEP Global Program of Action for the Protection of the Marine Environment from Land Based Activities (GPA/LBA)	Section 2, para 16-17
Does the project form a coherent part of a UNEP-approved programme framework?		The project forms a coherent part of UNEP approved programme framework related to ecosystem management (medium term strategy 2010-2013) and Programme of Work (2010-2011) subprogramme 1 (see above).	
Is there complementarity with other UNEP projects, planned and ongoing, including those implemented under the GEF.		There is complementarity with other UNEP and GEF projects, including the GEF Guinea Current Large Marine Ecosystem (LME) and Canary Current LME projects; and the Western Indian Ocean Land Based Activities project (WIO-Lab).	Section 2, para 51-55
Are the project's objectives and implementation strategies consistent with:	i) Sub-regional environmental issues and needs?	The project is consistent with sub-regional issues and needs. Tourism is an important and the fastest growing sector in sub-Saharan Africa, and all countries identified tourism as one of the main sectors that could have negative impacts on the marine and coastal environment. All participating countries identified the need for a more integrated approach to coastal tourism and the need for a comprehensive and effective regulatory framework to ensure the long term sustainability of the tourism sector.	Section 2, para 5-8; 20-26

Criteria		Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
		The project responds to an urgent need to initiate proactive, integrated and interdisciplinary measures to demonstrate strategies to alleviate/mitigate the negative impacts of the tourism sector on coastal and marine ecosystems and biodiversity of transboundary significance. The project also builds on the recognized priorities for action proposed in the regional approach to implementing the GPA/LBA.	
	ii) UNEP mandate and policies at the time of design and implementation?	The UNEP Division of Trade, Industry and Economic (UNEP/DTIE) has been appointed by the Commission on Sustainable Development (CSD) as the lead agency responsible for implementation of Agenda 21 issues on tourism. Together with the World Tourism Organization, UNEP is the main focal point on sustainable tourism for CSD and the Convention on Biological Diversity.	Section 2 para 17
	iii) the relevant GEF focal areas, strategic priorities and operational programme(s) (if appropriate)	The project contributes to GEF Operational Programme (OP) 10 (Contaminants), the short term objective of which is to: "*demonstrate strategies for addressing land-based activities that degrade marine waters…*". It is also relevant to OP9 (integrated land and water management) and OP2 (biodiversity in marine and coastal ecosystems). It is consistent with the GEF International Waters Strategic Priorities 1, 2 & 3 (innovative demonstrations for: restoring biological diversity, reducing contaminants and addressing water scarcity).	Section 2 para 27-29
	iv) Stakeholder priorities and needs?	The Project aims to help meet the specific objectives of the New Partnership for Africa's Development (NEPAD) Environment initiative and the objectives of the regional Nairobi and Abidjan Conventions, as well as assist the region in meeting its obligations to the various regional and global priorities identified under Agenda 21 (Chapter 17). The project also fully complements the commitments and priorities identified within the NEPAD integrated development plan or 'vision' and strategic action plan for sustainable development in Africa. The Project is a follow up of the "African Process", and will contribute to the implementation of the Coastal, Marine and	Section 2 para 47-50, 60-65, 209

Criteria		Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
		Freshwater Component of the Environment Action Plan of the New Partnership for Africa's Development (NEPAD), and relevant sections of the WSSD Plan of Implementation.	
		The project is also consistent with the needs of the countries to address challenges associated with the impacts on the marine and coastal environment resulting from tourism development and to alleviate poverty. Results would assist the countries in achieving the MDGs on poverty alleviation and environmental sustainability. However, there may be more important threats from other activities such as shipping, heavy industries and conversion of coastal ecosystems for urban development.	
Overall rating for Relevance		**Satisfactory**: The project is closely aligned with the objectives and strategies of UNEP, with regional and national stakeholder priorities and needs as well as with relevant GEF operational programmes and strategic priorities. With tourism the fastest growing sector in the region, the project results could contribute to minimizing or mitigating its environmental impacts. However, environmental threats from other sectors could currently outweigh those from coastal tourism.	
Intended Results and Causality			
Are the objectives realistic?		The revised objective (To demonstrate and support adoption of best practice strategies for sustainable tourism to reduce the degradation of marine and coastal environments of transboundary significance) is considered to be realistic.	Section 2 para 105-106 Revised project summary and log frame (April 2012)
Are the causal pathways from project outputs [goods and services] through outcomes [changes in stakeholder behaviour] towards impacts clearly and convincingly described? Is there a clearly presented Theory of Change or intervention logic for the project?		The overall causal pathway and intervention logic are adequately described. The project specifically aimed to address barriers to sustainable tourism through a number of mutually supportive approaches including demonstrating best practice strategies and tools to mitigate negative environmental impacts of tourism, strengthening sustainable tourism governance and management processes and mechanisms, building capacity, generating livelihoods through ecotourism, and raising awareness.	Section 2 para 105-114, 181-183 Revised project summary and log frame (April 2012)
Is the timeframe realistic? What is the likelihood that the anticipated project **outcomes** can be achieved		The initial timeframe of 5 years was not realistic for such a complex project, especially if mainstreaming into policy and plans and	Section 1 Project Identification, Revised project

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
within the stated duration of the project?	replication and upscaling were to be achieved. Following the MTE, 2.5 years (including the no-cost extension) remained in which to achieve the two revised project outcomes under a more streamlined project strategy. This was considered to be realistic.	summary
Are the activities designed within the project likely to produce their intended results	In general, the activities under the revised (post-MTE) strategy are likely to produce their intended results or (revised) outcomes. However, integration of results into national and local tourism policy and management processes may not be realistic within the project timeframe. Other conditions should be met, such as addressing the impacts on coastal and marine environments from other sectors. Further, it would be difficult to attribute any change in the condition of the marine environment solely to the project because of multiple factors that affect them and other initiatives and programmes to conserve marine ecosystems in Sub-Saharan Africa.	Annex B1- Project workplan (Original); Section 2, para 184-204 Revised logical framework
Are activities appropriate to produce outputs?	Activities are appropriate to produce the expected outputs.	Annex B1- Project workplan (Original) Revised logical framework
Are activities appropriate to drive change along the intended causal pathway(s)	Activities (under the post-MTE strategy) are appropriate to drive change along the intended causal pathway. The original design did not pay adequate attention to adoption and mainstreaming of project results and the MTE made recommendations to address this shortcoming in the revised project objective and log frame.	Annex B1- Project workplan (Original) Revised project summary and revised logical framework
Are impact drivers, assumptions and the roles and capacities of key actors and stakeholders clearly described for each key causal pathway?	Impact drivers and assumptions are described for each component. The roles and capacities of key actors are described.	Section 2 para 181-200; 221- 229
Overall rating for Intended Results and causality	**Satisfactory**: The project is based on the premise that demonstrating best practices and strengthening capacity for their uptake would lead to adoption of these practices and integration of sustainable tourism into national policy and plans. This in turn would contribute to reducing the impact of tourism on the coastal environment. Achieving the intended results is based on a number of important assumptions, as described in the Theory of Change analysis.	
Efficiency		
Are any cost- or time-saving measures proposed to bring the	Measures are proposed to promote cost-effectiveness, e.g., a regional approach to	Section 2 para 234, revised

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
project to a successful conclusion within its programmed budget and timeframe?	address common issues and share experiences, focusing the demonstration projects on key issues at major hotspots and sensitive areas, capturing BATS/BAPS from other initiatives, coordinating with other national and regional initiatives to ensure complementarity and to develop linkages with other coastal impact barrier removal exercises. The MTE made a number of recommendations to improve efficiency including reducing the project's scope.	project summary and log frame
Does the project intend to make use of /build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. to increase project efficiency?	The project intends to build on pre-existing institutions (UNEP, UNIDO, UNWTO), agreements and partnerships and relevant ongoing initiatives (e.g. UNEP WIO-Lab project and GPA/LBA; UNWTO 'Sustainable Tourism - Eliminating Poverty' and Sustainable Development of Tourism programmes; UNIDO Country Integrated Programmes in Africa that is promoting the adoption of Environmental Management Systems; UNDP-GEF mainstreaming biodiversity project in Seychelles). The project also makes use of existing BATs/BATs.	Section 2 para 51 - 59
Overall rating for Efficiency	**Satisfactory**: A number of cost-effective measures are considered, and include adopting a regional approach to address common issues, focusing on hotspots, adapting existing BATS/BAPS for sustainable tourism, and building on existing institutions with relevant knowledge and expertise (UNEP, UNIDO, UNWTO), partnerships and ongoing initiatives in the region and countries.	
Sustainability / Replication and Catalytic effects		
Does the project design present a strategy / approach to sustaining outcomes / benefits?	Strategies to sustain outcomes and benefits are included in the pro doc and include capacity building, awareness raising, establishing multi-sectoral frameworks, stakeholder participation and alternative financing as well as strengthening national and local mechanisms supporting sustainable tourism governance and management.	Para 205-206; revised project summary and log frame
Does the design identify the social or political factors that may influence positively or negatively the sustenance of project results and progress towards impacts? Does the design foresee sufficient activities to promote government and stakeholder awareness, interests, commitment and incentives to	The design identifies social factors such as poverty and the need to develop alternative livelihood strategies for local communities. It also recognizes the need for engagement and involvement of the political level (specifically the Gov't Ministries responsible for environment and tourism in the participating countries). Local partners (from Government, NGOs, etc.) are to be involved in the execution of activities at	Para 200, 206-217; Annex E; Component 4, pg 53 (awareness raising); revised summary and log frame

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
execute, enforce and pursue the programmes, plans, agreements, monitoring systems etc. prepared and agreed upon under the project?	the national level. Activities to engage with and raise stakeholder awareness are also included (Component 4 of the original project design addresses awareness raising and information dissemination). A Stakeholder/Public Participation Plan and Stakeholder Involvement Strategy are included in the pro doc. The MTE recommended that the project engage more closely with the private sector and support the adoption of sustainable practices. Following the MTE, a comprehensive knowledge management and communication strategy was developed.	
If funding is required to sustain project outcomes and benefits, does the design propose adequate measures / mechanisms to secure this funding?	It is expected that if the Project can demonstrate financial benefits to the private sector tourism industry through cost-benefit analyses then the private sector would be more likely to fund the BAPs/BATs themselves and uptake, impact and sustainability of project results would be more likely. It is envisioned that support would be leveraged from the private sector to address environmental issues. Particular emphasis will be placed on identifying suitable mechanisms to implement successful public-private partnerships and capturing long-term financial mechanisms in support of sustainable tourism practices and reforms. Financial sustainability will be promoted by working with the private sector to design and implement "user pays" strategies to provide funding for sustaining activities aimed at protecting transboundary waters. It is envisioned that the demonstrations would be financially self-sustainable as a result of revenues derived from ecotourism.	Section 2, para 26, 30, 205- 206.
Are there any financial risks that may jeopardize sustenance of project results and onward progress towards impact?	Financial risks could arise, e.g., from failure of the private sector to invest in sustainable tourism practices; lack of acceptance of 'user pays' strategies; lack of financial incentives for sustainable tourism; inadequate financial support from governments; and failure to use revenue generated from sustainable tourism to protect coastal and marine ecosystems.	Section 2, para 205-206
Does the project design adequately describe the institutional frameworks, governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. required to sustain project results?	The institutional frameworks, governance structures, etc. are described. Linkage with specific agencies and institutions, institutional strengthening as well as legal and policy reforms are among the strategies to sustain project results.	Section 2 para 43-64, Tables 2 and 3; para 132- 154; para 205-206
Does the project design identify environmental factors, positive or	On the positive side, the project aims to remove barriers to reducing degradation of the marine	Section 2 para 139, 140, 186

Criteria		Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits?		environment from tourism. The design recognizes the threat from climate change impacts (drought, coral bleaching), which could be particularly severe in the marine environment. Sustainability of project benefits could be affected if the success of tourism enterprises leads to the carrying capacity of the tourism sites being exceeded, which could be detrimental to the environment.	
Does the project design foresee adequate measures to catalyze behavioural changes in terms of use and application by the relevant stakeholders of (e.g.):	i) technologies and approaches show-cased by the demonstration projects;	The project includes identification, demonstration and support for adoption of best available practices and best available technologies (BAPs/BATs). The BAPs/BATs identified would be used to develop best practice models and guidelines for the region that can be streamlined and adapted to meet specific individual country needs. Cost benefit analysis and increased capacity and awareness are expected to foster the adoption of these BAPs/BATs by the tourism sector and to promote needed policy reforms. Further, by demonstrating benefits to local communities in addition to the environment, the ecotourism component would contribute to bringing about behavioural changes within these communities	Section 2, para 38, 137, 193, 194; revised project summary
	ii) strategic programmes and plans developed	It was envisaged that National Sustainable Tourism Management Strategies with their own work plans and monitoring procedures would be developed and endorsed and implemented in the countries. The required capacity for implementing and managing sustainable tourism would also be strengthened.	Revised log frame; Section 2 para 132-135, 181, 195, 218; component 2 (original design)
	iii) assessment, monitoring and management systems established at a national and sub-regional level	Under the demonstration projects, assessment, monitoring and management systems are to be developed at the demonstration sites. Following the MTE, project briefs were developed for the demonstration sites.	Pro doc Appendix A on the demonstration projects (log frame for the three demonstration approaches; project briefs for each demo country with M & E process); Revised summary
Does the project design foresee adequate measures to contribute to institutional changes?		Measures include working with governments and high level officials to strengthen institutional capacity for adapting and integration of sustainable tourism practices into relevant policies and institutional frameworks. The project also aims to strengthen local and national mechanisms for sustainable tourism governance	Revised log frame; Section 2 para 139-147, 181-183, 206

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
	and management.	
Does the project design foresee adequate measures to contribute to policy changes (on paper and in implementation of policy)?	Measures to contribute to policy changes are envisaged. For instance, capturing and disseminating lessons and best practices from the demonstrations for the overall strengthening and improvement of policy and regulatory frameworks; and promoting BATs/BAPs at local and national decision making processes and fora.	Section 2, para 139-147, 181-183; revised project summary
Does the project design foresee adequate measures to contribute to sustain follow-on financing (catalytic financing) from Governments, the GEF or other donors?	The design does not make provision for follow on financing from GEF or other donors. It was envisaged that mechanisms would be developed to sustain financing such as 'user pays' strategies and economic instruments to encourage investment in sustainable tourism.	Section 2, para 205-206
Does the project design foresee adequate measures to create opportunities for particular individuals or institutions ("champions") to catalyze change (without which the project would not achieve all of its results)?	The project intends to identify potential environmental "champions" within the tourism industry, and to establish public-private sector-civil society partnerships.	Section 2 para 206, revised summary.
Are the planned activities likely to generate the level of ownership by the main national and regional stakeholders necessary to allow for the project results to be sustained?	Involvement of local, national and regional stakeholders in the project; development of poverty reduction strategies that consider the needs of governments and local communities, among others; and building capacity based on the needs of stakeholders are among the measures that are expected to generate ownership by the main stakeholders.	Section 2, para 213-216; revised project summary and log frame.
Overall rating for Sustainability / Replication and Catalytic effects	**Moderately likely/Moderately Satisfactory:** The MTE made a number of recommendations for improving sustainability and catalytic effects, some of which were captured in the revised strategy and log frame. Prospects for sustainability and replication are based on a number of factors such as uptake of best practices and integration of sustainable tourism considerations into policy and plans. There is good potential for financial sustainability, for instance through revenues generated from tourism (based on the assumption that such revenues would be invested in sustainable tourism). Availability of lessons and experiences from the demonstrations, strengthened institutional capacity, demonstration of positive cost-benefit of adopting sustainable practices, potential improvements in livelihoods and tourism revenues, and increased awareness should also catalyze replication and uptake of	

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
	results.	
Risk Identification, Social Safeguards and Unintended Effects		
Are critical risks appropriately addressed?	Critical risks and assumptions are appropriately addressed in the pro doc.	Section 2, para 184-204; original log frame
Are assumptions properly specified as factors affecting achievement of project results that are beyond the control of the project?	Assumptions are included in the original log frame but are not specified as factors affecting achievement of project results that are beyond the project's control.	Original Log frame
Does project design mention any possible unintended or indirect effects of the intervention? Are potentially negative environmental, economic, and social impacts of project identified? Does the project design propose adequate measures to deal with negative impacts?	Potentially negative environmental, economic and social impacts are not identified. As such, measures to deal with negative impacts are not discussed. Potential negative impacts include exceeding the carrying capacity of tourism sites and social tensions between those who benefited from the project and those who did not. The model for the Demonstration Site Management Committees (DSMC) where members contribute their time freely could come with high opportunity costs for members, as discussed in the MTE. Even though women are heavily involved in the tourism sector in Sub-Saharan Africa, the pro doc makes little reference to women's issues and does not identify representatives of women's groups among the primary stakeholders.	-
Overall rating for risk identification and social safeguards	**Moderately Satisfactory**: The project design includes a detailed analysis of risks and assumptions. But the MTE found that risk mitigation could have been improved and a specific, detailed risk mitigation plan prepared. Social safeguards in project execution and potential negative unintended or indirect effects of the intervention are not discussed in the pro doc. Social safeguards were not explicitly addressed in the MTE, although risks associated with certain elements such as the DSMC model, women's issues, and financial and environmental sustainability were discussed and recommendations made, some of which were implemented.	
Governance and Supervision Arrangements		
Is the project governance model comprehensive, clear and appropriate?	The project governance model is clearly described, and it is considered appropriate for a project of this scope and complexity.	Section 2, para 169-178; Section 4
Are roles and responsibilities clearly defined?	Roles and responsibilities are clearly defined.	Section 2, para 169-178; 221-231; Sections 4 and 5

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
Are supervision / oversight arrangements clear and appropriate?	Supervision / oversight arrangements are clear and appropriate.	Sections 4 and 5
Overall rating for Governance and Supervision Arrangements	**Satisfactory**: The governance and supervision arrangements are considered adequate for a project of this scope and complexity.	
Management, Execution and Partnership Arrangements		
Have the capacities of partners been adequately assessed?	The capacities of partners have been adequately assessed.	Section 2, para 16-19; Section 2, Para 221-231
Are the execution arrangements clear?	The execution arrangements are clear.	Section 2, Para 221-231; Section 4
Are the roles and responsibilities of internal and external partners properly specified?	The roles and responsibilities of internal and external partners are properly specified in the project document.	Section 2, Para 221-231, Table 5; Project Inception Report (2009)
Overall rating for Management, Execution and Partnership Arrangements	**Moderately Satisfactory**: The management and execution arrangements are complex, with a number of different bodies from global to national and local levels. A particular strength is the involvement of institutions with relevant expertise and experience and establishment of strategic partnerships between the public and private sector and local communities.	
Financial Planning / budgeting		
Are there any obvious deficiencies in the budgets / financial planning	No specific deficiencies in financial planning were identified. However, the GEF allocation is inadequate for a project of this complexity and scope, and flow of funds to the demonstration projects through the government could be problematic in view of factors such as complex government structures and bureaucracy. Although the pledged co-financing appears substantial, most of this is in-kind.	Annex K, Annex S
Cost effectiveness of proposed resource utilization as described in project budgets and viability in respect of resource mobilization potential	The proposed resource utilization is satisfactory.	Annex K, Annex S
Financial and administrative arrangements including flows of funds are clearly described	Financial and administrative arrangements and flow of funds are adequately described in the project document.	Section 2, para 221-233, Annex S
Overall rating for Financial Planning / budgeting	**Moderately Satisfactory:** An adequate financing plan and detailed instructions for financial reporting and budgeting are presented. However, the available funds (GEF) are inadequate for a project of this complexity and scope and most of the pledged co-financing is in-kind. This was discussed in the MTE, which	

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
	recommended that the project be scaled down (including omitting a number of demonstration sites and fewer outputs and activities). The MTE also made recommendations for the smooth transfer of funds to the demonstration projects (e.g., through the UNIDO country office).	
Monitoring		
Does the logical framework: • capture the key elements in the Theory of Change for the project? • have 'SMART' indicators for outcomes and objectives? • have appropriate 'means of verification' • adequately identify assumptions	The MTE proposed a clearer, more coherent project log frame, with a reduced number of outcomes and outputs and a realistic number of indicators. The revised logical framework: • captures the key TOC elements (demonstrating sustainable tourism approaches and strengthening local and national mechanisms for sustainable tourism are expected to promote adoption of these approaches and integration of sustainable tourism consideration into policies and strategies, resulting in reduction of the negative impacts of tourism on the marine environment and contributing to conservation of globally significant coastal and marine ecosystems and associated biodiversity in Sub-Saharan Africa). • Indicators are presented for the two outcomes in the revised log frame. No means of verification are given in the revised log frame. • No assumptions are given in the revised strategy although a comprehensive list is included in the original log frame.	Revised log frame (Post MTE); original log frame; Section 2, para 187-204
Are the milestones and performance indicators appropriate and sufficient to foster management towards outcomes and higher level objectives?	Specific milestones are not included in the revised logical framework, but are given in the original logical framework, and are appropriate and adequate (presuming that these are applied under the revised project strategy).	Revised and original Log frames
Is there baseline information in relation to key performance indicators?	There is baseline information in the original log frame.	Original log frame
Has the method for the baseline data collection been explained?	Explanation is given for the collection of baseline data. Collecting appropriate baseline data is envisioned during the inception phase, and the approach is described in the pro doc. Further, a list of indicators relating to the overall Project Components and Outputs and to the demonstration deliverables provides the basis upon which the necessary baseline data are to be collected.	Section 2 para 150, 153- 159; Section 5, 5.1.1

Criteria	Evaluation Comments	Project Document and post MTE revised project summary (April 2012) reference
Has the desired level of achievement (targets) been specified for indicators of Outcomes and are targets based on a reasoned estimate of baseline?	No specific targets are given in the revised log frame, but are included in the original log frame.	Revised and original Log frames
Has the time frame for monitoring activities been specified?	The time frame for progress reporting and monitoring is specified.	Section 5
Are the organisational arrangements for project level progress monitoring clearly specified	The organisational arrangements for project level progress monitoring are specified.	Section 5
Has a budget been allocated for monitoring project progress in implementation against outputs and outcomes?	No budget is allocated for monitoring project implementation progress.	-
Overall, is the approach to monitoring progress and performance within the project adequate?	The approach to monitoring progress and performance follows the standard requirements of UNEP and GEF, and is adequate.	Section 5
Overall rating for Monitoring	**Moderately Satisfactory**: The TOC is captured by the log frame and there is adequate arrangement for monitoring. No baselines, targets and performance indicators are given in the revised log frame although these are included in the original log frame. Certain of the Outcome indicators are more appropriate as outputs (e.g., reports, number of training workshops) and others are not easily quantifiable (e.g., adoption of BATs/BAPs approaches and adoption of EMS elements).	
Evaluation		
Is there an adequate plan for evaluation?	The project document includes an adequate evaluation plan.	Section 5- Monitoring and Reporting; M & E Plan (Annex K)
Has the time frame for Evaluation activities been specified?	The time frame for a mid-term evaluation (mid of the third year of implementation) and terminal evaluation (on project completion) are specified.	Section 5- Monitoring and Reporting; M & E Plan (Annex K)
Is there an explicit budget provision for midterm review and terminal evaluation?	The M&E Plan includes a budget of $30,000 for the MTE and $40,000 for the TE.	M & E Plan (Annex K)
Is the budget sufficient?	Budget for evaluation considered adequate.	
Overall rating for Evaluation	**Satisfactory**: There is provision for the mid-term and terminal evaluation and the budget is adequate.	

Annex 3. Evaluation timeline

Activity	Date
Start of contract	June 2014
Inception mission – UNEP Evaluation Office (EO), Nairobi	2-4 June
Visit to Kenya demonstration site	4-7 June
Attendance of final Steering Committee meeting (Seychelles)	11-13 June
Meetings with partners in Seychelles	9-15 June
Visit to Tanzania demonstration site	16-17 June
Visit to Ghana demonstration site	11-13 August
Visit to Nigeria demonstration site	13 -16 August
Visit to Cameroon demonstration site	18-20 August
Zero draft evaluation report to EO	9 November
EO's comments on zero draft evaluation report to consultant	13 November
First draft evaluation report to EO	17 November
EO's comments on first draft evaluation report to consultant	26 January 2015
First draft evaluation report circulated to stakeholders for comments	23 February 2015
Final set of consolidated comments to consultant from EO	15 April 2015
Revised evaluation report to EO	18 May 2015
Final report to EO	01 June 2015

Annex 4. Documents reviewed

- COAST project document
- COAST revised project strategy
- Project Implementation Review reports (2009-2014)
- Half yearly progress report (2013)
- Inception report
- COAST Mid Term Evaluation Report
- Post MTE Implementation Report– Status as of March 1st 2013
- COAST final project report
- RMRM: Review of International Best Available Practices (BAPS) and Best Available Technologies (BATS) (EcoAfrica);
- Global review of best ecotourism practices (UNWTO)
- Progress reports July 2013 and January 2014 (UNWTO, Ecoafrica)
- Final report coast ecotourism project, Watamu, Kenya.
- UNWTO study on mechanisms for sustainable tourism governance and management in coastal areas (9 country reports and regional report).
- UNWTO action planning and supporting activity for sustainable tourism governance and management in coastal areas (All countries).
- The role of economic incentives in the governance and management of sustainable tourism in coastal areas (UNWTO)
- Towards Sustainable Marine Tourism in Tofo-Barra-Tofinho (TBT) Demonstration Site Plan (EcoAfrica)
- Towards Sustainable Marine Tourism Management in Bagamoyo (EcoAfrica)
- Cleaner Production Assessment for Bomani Beach Bungalows, Bagamoyo, Tanzania
- Progress reports from partners to UNIDO.
- Expenditure reports from countries to UNIDO.
- Final report- Badagry Ecotourism Project, Nigeria (UNWTO).
- Final report- COAST Ecotourism Project, Watamu, Kenya (WMA).
- Progress report on the COAST ecotourism project in Cameroon (UNWTO)
- Technical progress report: ST-EP Project Cameroon, June 2013- June 2014 (UNWTO)
- COAST Project Knowledge Management and Communication (KM&C) Strategy
- Participatory Result Reporting Tool (PRRT) workshop report for Badagry Demonstration Site, Lagos, Nigeria
- Country Factsheets (8 countries)
- Demonstration project briefs
- Back to office reports
- Watamu Marine Tourism Management Operational Strategy 2014-2019 (EcoAfrica)
- Powerpoint presentations (6th SCM, Seychelles)
- Report, 6th Steering Committee Meeting
- COAST Newsletters
- COAST BAPs and BATs poster
- Dissemination plan for COAST final legacy publications
- COAST website (http://coast.iwlearn.org/en)
- COAST project videos (available on COAST website)

Annex 5. Persons consulted for the terminal evaluation

Nos	NAME	AFFILIATION
1	Michael Spilsbury	UNEP Evaluation Office
2	Kelly West	UNEP Task Manager
3	Ed Zandri	Former UNEP Task Manager (2010-2013)
4	Rodney Vorley	UNEP COAST Fund Manager
5	Hugh Gibbon	COAST project, Regional Technical Coordinator
6	Ludovic Bernaudat	UNIDO Project Manager
7	Marla Pinto Rodrigues	UNIDO Technical Coordinator
8	Yolanda Cachu Pavon	UNIDO, TEST/EMA Consultant
9	Geoffrey Omedo	Knowledge Management and Communications consultant
10	Santiago Ormeno	Ecotourism consultant
11	Marcel Leijzer	UNWTO, Technical Coordinator
12	Doris Mutta	Nairobi Convention, UNEP
13	Bernice McClean	EcoAfrica
14	Jonathan Kingwill	EcoAfrica
	CAMEROON	
15	Mohamadou Kombi Baba	Focal Point Tourism
16	Christopher Feka	Demo Project Coordinator (DPC)
17	A. Bissaga	Prefet de L'Océan (Department)
18	MBondjo	1st Adjoint Prefectoral de L'Océan
19	Tonyé François	Regional Delegation, Tourism du Sud
20	Medjo Massako	S.G.C.U.K.
21	His Majesty Edouma Lobe Emmanuel	Traditional Chief, Grand Batanga
22	Menye Helène	Head, Association 'Femmes Dynamiques'
23	Gaston Batata	President, 'Beach Cooks de Grand Batanga'
24	His Majesty Tsagadigui	Village Chief, Mbeka
25	His Majesty Jahengue	Village Chief, Londji
26	Bassoock Emile Noel	Head, Ecotourism project, Londji
27	T. Pascal	Guide, Lobe waterfall
28	Biloa Jeanne	Guide, Bagyeli Lobe Pygmies
29	Her Majesty Malang	Village Chief, owner Hotel des Anges
30	Jean Thome	Member, 'Beach Cooks de Grand Batanga'
31	Henri Mbiakale Imounga	Member, 'Beach Cooks de Grand Batanga'
32	Andre Ossosso	Member, 'Beach Cooks de Grand Batanga'
33	Hermann Ebjanga	Member, 'Beach Cooks de Grand Batanga'
	THE GAMBIA	
34	Mamodou Jama Suwareh	Focal Point Environment
35	Fatou Beyai Raji	Focal Point Tourism
36	Abubacarr Kujabi	DPC
	GHANA	
37	Kwamena Esselfie Quaison	Focal Point Environment
38	Divine Owusu-Ansah	Representative for Tourism Focal Point
	J. Sonne	Focal Point Tourism
39	Dickson Agyeman	DPC
40	Emily Amerdjue	DSMC member
41	David Ahadzie	Liaison Officer, tour guide
42	Hon. Elizabeth Ofosu-Adjare	Minister of Tourism
43	Adoboli Matthias Dexter	Guest house employee
44	Korletey Agreev	Boat operator

45	Patrick Fiergbor	Tour guide
46	Daniel Manna	Boat operator
47	Prosper Akpalu Selasie	Manager, Tsarley Korpey Beach Resort
48	Katie Mamley Narnor	Hotel owner
49	Gerhard Ursprunger	Manager, Aquasafari Resort
	KENYA	
50	Stephen Katua	Focal Point Environment
51	Steve Trott	DSMC member, WMA Chairman
52	Samuel Nganga	DPC
53	Munyithua Kimwele	Chief Tourism Officer, Malindi Regional Office
54	Julius Gatugi Muriithi	Tourism officer, Malindi
55	Hosein Mwasimba	District Chief public health officer
56	Ken Otieno Ombok	Community and Conservation coordinator, Turtle Bay Beach Club
57	Violet Njambi	EcoAfrica, local coordinator
58	Lynn Njeri Njuguna	Research assistant, Kenya Wildlife Service (KWS)
59	Dickson Korir	KWS Warden
60	Benjamin Karisa	Chairman, Mida Creek Conservation Community
61	Elcah Nafula	Secretary, Watamu Women Group
62	Justin Kenga	Chairman, Watamu Safari Sellers Association
63	Fazal Pmar	Watamu Boat Operators
64	Manager	Turtle Bay Beach Club
	MOZAMBIQUE	
65	Alexandre Bartolomeu	Focal point Environment
66	Oraca Cuambe	Focal Point Tourism
67	Luzio Nhavene	DPC Mozambique
	NIGERIA	
68	Anthonia Johnson	Focal Point Tourism
69	Sanuth Hassan	Focal Point Envir
70	Peter Olaide-Mesewaku	DPC
71	John Zeloyi	Liaison Officer
72	Adebodun Sewanu	Assistant Director, Lagos State Environmental Protection Agency
73	Shabi Adebola	General Manager, Lagos State Environmental Protection Agency
74	Ashamu Fadipe	Permanent Secretary, Lagos State Local Gov't Service Commission
75	Stephen Olaniyan	Tour guide
76	Rashidat Abass	Tour guide
77	Oke-Tojinu Setonji	Jinuset Travel and Tours company
78	Ezekiel Viavonu	Tour guide
79	Kunnuji Semako	Craft vendor
80	Michael Jivoh Sewanu	Tour guide
81	Ifedolapo Adeyemi	Tour guide
82	Abolaji Sewhude Akande	City Mood magazine
83	M. Gabriel Sewanu	Soketta Hotel
84	Babatunde Ajose	DSMC member, Tour guide
85	Anago James Osho	DSMC member, Tour guide
86	Michael Nunayou	Boat operator
87	Paul Samuel Misi	Boat operator
88	Dansu Babatunde	Boat operator
	SENEGAL	
89	Sokhna Sy	Focal Point Environment
90	Dibor Sarr	Tourism Focal Point
91	Anna Toure De Niet	EMS local consultant
	SEYCHELLES	
92	Jeanette Larue	Focal Point Environment Seychelles

93	Janice Bristol	Focal Point Tourism Seychelles
94	Terry Mousbe	Ministry of Environment
95	Sinha Levkovic	Ministry of Tourism
	TANZANIA	
96	Deograsias Mdamu	Focal Point Tourism
97	A. R. Mposo	Stand in for Focal Point Environment
98	Obed Chaula	DPC
99	Cleo Migiro	Nat'l Cleaner Production Centre
100	Anne Magashi	Nat'l Cleaner Production Centre
101	Fatma Mapanga	DSMC member
102	Rehema S.Hamisi	DSMC member
103	Muhusini O.Kihemela	DSMC member
104	Shaban R.Mkamba	DSMC member
105	Abdallah Ulimwengu	DSMC member
106	Shekha Omari Sheka	DSMC member
107	Hemedi Mafiga Fambo	DSMC member
108	Emanuel Daman	COAST trainee (Vocational)
109	Adam Mponda	COAST trainee (Vocational)
110	Michael Shaga	COAST trainee (Vocational)
111	Subira Abdaula	COAST trainee (Vocational)
112	Salum	COAST trainee (Vocational)
113	Msafiri Mrisho	COAST trainee (Vocational)

Annex 6. Overview of EST in the four participating countries

COUNTRY	EST	BRIEF DESCRIPTION
Kenya - Watamu Demonstration site	1 Rocket Composter (Turtle Bay)	Input: Organic waste Output: Compost Process: Fast process of composting through microbial/fungal growth
	3 Biodigesters System (Local Ocean Trust, WMA, Hemingways)	Input: Organic waste Output: Biogas Process: Production of biogas through hotel organic waste inoculated by organic waste from butchery and cow dung
	Waste Bins (85 units), WMA	Process: Use as collecting vessels strategically placed in various waste hotspots (i.e. hotels, tourism enterprises, etc.) to link with the COAST Project supported waste management facility
	1 unit of Plastic Chipper (WMA)	
Mozambique	Artisanal Glass Cutting Equipment (15 units of startup kits and contribution to workshop construction)	Input: Solid waste Output: Various artisanal products Process: Collection and recycling of solid waste
Senegal	Composting Equipment (1 unit)?	Input: Organic waste Output: Compost
Tanzania	20 Solar Street Lamps	Input: Solar energy Output: Light

Annex 7. Summary of achievement of project outcomes and objectives

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
Outcome 1. Sustainable tourism approaches for reducing pollution, contamination and environmental degradation from coastal tourism demonstrated in the sub-Sahara African context	1. Report on appropriate BAPs/BATs * Documentation of UNIDO COAST Projects' "demonstrated localized BAPs/BATs" in the eight countries with demonstration sites; with a minimum of seven in Ecotourism, four in Environmental Management System (EMS) and three in Reef and Marine Recreation Management (RMRM)	One report per theme per Demo site to be completed	The BAPs/BATs for each thematic area per demo site have been documented including in individual reports prepared by the partners, the project final report (including as country case studies) and Country Fact Sheets with highlights of achievements at each demo site. A BAPs/BATs review paper was presented at the GEF IW conference in Bangkok (Oct 2012); A paper on BAPs/BATs was published in Elsevier Environmental Development Journal (June 2013).	HS
	2. Integration of BAP/BAT approaches into national and local tourism policy and management processes (e.g. national tourism strategies, ICZM strategies) *Not in PIR	Not defined	No quantitative targets are given. In some of the countries, the COAST results have started to influence the development of sustainable tourism development policies. For example: In Nigeria, the STG&M led to the modification of State Environmental Policy to encourage development that will protect the natural resources and biodiversity of the coastal zones; the management of Lagos State Environmental Protection Agency included in the State Policy the mandatory requirement of Environmental Impact Assessment (EIA) for construction of coastal resort facilities and hotels with 30 rooms and above as against the existing 50 rooms limit. In Ghana, elements of the STG & M action plan are being taken up in projects under the National Tourism Development Plan.	MS

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
			In Kenya, the Tourism Act of 2011 advocates for sustainable tourism and BAPs/BATs identified by COAST are to be taken up in the regulations under this Act. In Cameroon, the National Tourism Plan incorporates lessons from COAST.	
	3. Adoption of EMS elements by private sector, coastal tourism industry at demo sites. *Adoption of at least one EMS element by the private sector and/or the coastal tourism industry at demonstration sites in Kenya, Mozambique, Senegal and Tanzania.	At least one adoption of a 'localised BAPs/BATs' EMS element at each relevant demo site.	EMS BAPs/BATs to reduce pollution and contaminants were implemented: Kenya- three types of EMS technologies were adopted by hotels (biodigester, rocket composter, waste bins for selective waste recycling); Mozambique- class cutting to transform glass waste into artisanal products initiated by a bar owner; Tanzania- solar street lights installed in the town of Bagamoyo. These technologies have been integrated with private-public- community partnerships revolving around a CSR approach (e.g. providing compost to local community, creating employment, facilitating training of youth in glass cutting). In Senegal a hotel waste composter has been agreed upon but the TE was unable to verify if this was implemented after the project closed.	S
	4. Replication of COAST project demo site models at other sites along coast.	Replication of a 'localised BAPs/ BATs' in at least one	This was not realistic within the available time frame, but COAST has laid a strong foundation	MS

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
	*Initiatives to replicate UNIDO COAST project demonstration site models on implementation of "localized BAPs/BATs" in at least one site along the coast in eight partner countries	other site along the coast in each partner country.	to support replication of the models. While models were not replicated in their entirety, certain elements were being replicated or there are plans for replication and use of the COAST results in planned or onging programmes, for example: Another hotel (Garoda Resort) in Watamu has set up an EMS team, developed environmental and CSR policies, invested in a waste management and recycling system and fitted the resort with energy saving light bulbs. in Watamu, the 'Sea through the Looking Glass' promotional and educational materials (RMRM component) was used by the Kenya Wildlife Service to train 30 more boat operators. This is also being used by the WMA to train other tour operators. In Tanzania, the local district council office has allocated funds for installing solar street lights in 10 other areas; the Ministry of Natural Resources and Tourism, Tanzania Cultural Tourism Programme and Bagamoyo District Council collaborated in a number of activities such as training of additional tour guides in environmental conservation and awareness raising on ecotourism as an economic activity. In Ghana, plans are underway for replication in 25 other sites, some of which are coastal sites. In Kenya and Tanzania, training has continued in other areas and to other groups using the	

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
			COAST training materials.	
			In The Gambia, 20 waste bins were distributed to important tourism sites and in the village of Kartong under the coordination of KART.	
			In Nigeria, USD50,000 has been allocated in the 2015 budget for replication of COAST activities in Lekki.	
			In Cameroon, the Environment Ministry has allocated 20 million francs (about USD40,000) to continue COAST activities in Kribi.	
			With funds that UNWTO made available through its ST-EP Foundation and other donors, a number of activities have been/will be carried out, including continuation of the construction of tourism facilities in Kribi, Cameroon; launching of the next phase of the ecotourism project in Kartong; and launching of a new ST-EP project in Maputo, which will build on some of the lessons learned in the COAST/ST-EP project in Inhambane. In addition, UNWTO has developed new project proposals on sustainable tourism development in coastal areas in Africa and submitted these to potential donors. This offers good possibilities for replicating/up-scaling the COAST experiences. The training seminar on Turning tourism employees into champions for environmental protection and biodiversity conservation has been included in new UNWTO proposals for tourism capacity	

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
			building programmes in Africa, which have also been submitted to donors for funding.	
Outcome 2. National and local mechanisms supporting sustainable tourism governance and management identified and enhanced to facilitate uptake of BAPs/BATs	1. National policies, programmes and plans adopting BAPs/BATs (with at least two examples in each country by end of project). * Initiatives showing national and local uptake and/or mechanisms in sustainable tourism governance to support uptake of UNIDO COAST's "demonstrated localized BAPs/BATs" in at least one fora and at least two programmatic documents on coastal policy and management strategies in eight partner countries.	Evidence of national and local uptake of 'demonstrated localised BAPs/BATs' in at least one fora and two programmatic documents on coastal policy and management in partner countries achieved.	In each country, national sustainable tourism governance and management action plans were prepared, discussed and endorsed by local stakeholders and the national Ministries of Environment (National Environment Management Authority in Kenya) and Tourism. The sustainable tourism governance and management study (STG &M) was completed and shared at regional STG&M workshops for partner countries. In 2012, UNWTO supported the Ministry of Tourism in Ghana to develop a new tourism strategic plan and made use of the findings and recommendations from the STG & M study. In 2013, UNWTO prepared the project document for the preparation of a new tourism strategic plan for Mozambique, which provided another opportunity to use the findings of the STG&M study. Within the framework of the development of this plan, in the second half of 2015, UNWTO will provide training to Government officials on tourism planning and implementation, which will be used as another opportunity to share the experiences gained in the STG&M (and RMRM) components of the COAST project. In Kenya and Tanzania, tourism action plans	S

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
			are being discussed by the ICZM working group/committee in each country. In Ghana and Mozambique, STG&M action plans were used in the revision of their National Tourism Plans and Strategies. In The Gambia the Tourism Development Area policy was revised based on COAST results. In Cameroon, management plans were prepared for three Kribi sites (Londji, Grand Batanga beach and Lobe Falls).	
	2. Report on financial costs-benefits of uptake of EMS by hotels promoted by Ministry of Tourism. * Promotion of at least one financial cost/benefit uptake of an EMS element by the Ministry of Tourism in Kenya, Mozambique, Senegal and Tanzania.	Promotion of cost/benefit results from EMS/TEST work in the four relevant partner countries being taken up by relevant Ministry of Tourism/agencies	A report on cost-benefit analysis was completed under the Cleaner Production Assessment in all four EMS demonstration sites. The cost/ benefit results were used to identify cleaner production options (no-cost, low-cost and high cost) for participating hotels. A number of hotels in all four countries started to implement simple measures such as energy and water conservation and waste bins for waste recycling. In Watamu, biodigester and composter were installed in two hotels. The Ministry of Tourism in the four countries were actively promoting the cost/benefit results to help hotels in identifying suitable options.	S
	3. Number training workshops and individuals trained in EMS, ecotourism, reef recreation management and other relevant training events (e.g. ICZM). *Number and types of training workshops, dissemination and engagement events, and	Analysis of training events and impact to demonstrate outcomes documented for 'localised BAP/BATs' in EMS, Ecotourism and RMRM.	During the project lifespan over 3,200 participants benefitted from a total of 136 training events in EMS, ecotourism, RMRM as well as STG & M supported by the project. This is already having impacts on behavior, for example, beneficiaries from hotels and local	HS

Project Outcome	Indicator *PIR 2013	End of Project Target (from PIR 2013)	Achievement at TE	TE Rating
	individuals trained to help demonstrate "localized BAP/BATs" in EMS, Ecotourism, RMRM.		communities claimed that the training and awareness-raising led them to adopt more responsible behaviour and sustainable tourism practices. Some of the participating hotels have implemented waste management and water and energy conservation measures and their staff were being more responsible. Local tour guides and boat operators were paying more attention to protecting the natural environment and were encouraging tourists to do the same. This was corroborated by members of the DSMCs and other respondents.	

Annex 8. Statement of expenditure (GEF funds)

Description	Prodoc Budget	ACTUAL COSTS								Being Processed	
		2007	2008	2009	2010	2011	2012	2013	2014	2015	TOTAL
10 PROJECT PERSONNEL COMPONENT											
1100 Project Personnel	1199200	0	62687.66	169798.31	219061.79	221531.94	328461.99	273131.47	33301.81	412491.48	1720466.45
1200 Consultants	780000	0	0	12500	54517.14	26279.76	71430.45	260392.55	-33301.81	0	391818.09
1399 Administrative support	160000	0	21723.1	4601.48	6970.05	14262.98	23004.24	10229.57	0	0	80791.42
1699 Travel on official business (above staff)	200000	0	17309.41	36139.65	18341.86	14355.96	56526.78	114241.03	50629.66	98270.82	405815.17
1999 Component Total	**2339200**	**0**	**101720.17**	**223039.44**	**298890.84**	**276430.64**	**479423.46**	**657994.62**	**50629.66**	**510762.3**	**2598891.13**
20 SUB-CONTRACT COMPONENT											
2199 Sub-contracts (MoU's/LA's for UN cooperating agencies)	175000	0	0	0	182406.72	464645.3	332939.01	403966.4	-128186.15	0	1255771.28
2200 Sub-contracts (MoU's/LA's for non-profit supporting organizations)	1050000	0	0	0	245654.66	7409.3	-9230.29	113990.63	128186.15	73362.95	559373.4
2999 Component Total	**1225000**	**0**	**0**	**0**	**428061.38**	**472054.6**	**323708.72**	**517957.03**	**0**	**73362.95**	**1815144.68**
30 TRAINING COMPONENT											
3200 Group training (study tours, field trips, workshops, seminars, etc)	710000	0	0	49808.5	50479.52	91742.66	134592.57	146767.18	-2506.07	0	470884.36
3300 Meetings/conferences	400000	0	0	9065.51	7269.41	29135.18	3670.29	118471.78	-48123.59	0	119488.58
3999 Component Total	**1110000**	**0**	**0**	**58874.01**	**57748.93**	**120877.84**	**138262.86**	**265238.96**	**-50629.66**	**0**	**590372.94**
40 EQUIPMENT & PREMISES COMPONENT											
4100 Expendable equipment (items under $1,500 each, for example)	0	0	0	0	0	0	0	0	0	0	0
4200 Non-expendable equipment (computer, office equipment, etc)	367000	0	347	6987	38950.12	-12151.12	4069.74	2066.89	0	4880.81	45150.44
4300 Premises (office rent, maintenance of premises, etc)	0	0	0	0	0	0	0	0	0	0	0
4999 Component Total	**367000**	**0**	**347**	**6987**	**38950.12**	**-12151.12**	**4069.74**	**2066.89**	**0**	**4880.81**	**45150.44**
50 MISCELLANEOUS COMPONENT											
5100 Operation and maintenance of equip.	0	0	0	0	0	0	0	0	0	0	0
5200 Reporting costs (publications, maps, newsletters, printing, etc)	277000	0	2507.82	129.01	4988.65	3434.99	20096.06	32138.45	0	-8661.49	54633.49
5300 Sundry (communications, postage, freight, clearance charges, etc	0	0	0	0	0	0	0	-2372.84	0	0	-2372.84
5500 Evaluation (consultants fees/travel/DSA, admin support, etc. inte	70000	0	0	0	0	43532.7	16116.68	798.34	42768.27	0	103215.99
5999 Component Total	**347000**	**0**	**2507.82**	**129.01**	**4988.65**	**46967.69**	**36212.74**	**30563.95**	**42768.27**	**-8661.49**	**155476.64**
TOTAL BEFORE UNEP PARTICIPATION COSTS	**5388200**	**0**	**104574.99**	**289029.46**	**828639.92**	**904179.65**	**981677.52**	**1473821.45**	**42768.27**	**580344.57**	**5205035.83**

Annex 9. The Evaluation Consultant

Sherry HEILEMAN, PhD

Education

PhD in Marine Biology and Fisheries, University of Miami Rosenstiel School of Marine & Atmospheric Science (1990).

MPhil degree in Zoology/fisheries biology, University of the West Indies, Trinidad & Tobago (1980).

Area of expertise

Includes project development and evaluation, integrated marine and coastal ecological/environmental assessments, fish stock assessment and management, transboundary diagnostic analysis (GEF International Waters projects), and integrated natural resources management.

Professional experience

Considerable experience at regional and international levels (Caribbean, Latin America, SubSaharan Africa, and Southeast Asia), including over 12 years with international organizations on donor-funded regional and global environmental projects (project design, evaluation, coordination, technical studies, etc). Among these were the Canary Current Large Marine Ecosystem (LME) Project (mid-term evaluation); Bay of Bengal LME Project (mid-term evaluation); Coastal resilience to climate change project (terminal evaluation); Caribbean Sea LME Project; Gulf of Mexico LME Project; and Artibonito River Basin Project. Currently engaged as the coordinator of the LMEs component of the GEF full size Transboundary Waters Assessment Project (as a consultant with UNESCO Intergovernmental Oceanographic Commission). Author of a number of peer reviewed publications in international journals as well as book chapters.

Employment
2003-Present: Independent consultant (Environment/marine fisheries/evaluations)
2000-2002: UNEP, Division of Early Warning and Assessment (Nairobi)
1995-1999: Institute of Marine Science and Limnology, National Autonomous University of Mexico (Mexico City)
1980-1995: Institute of Marine Affairs, Trinidad & Tobago (PhD undertaken on sabbatical leave)

Annex 10 – Summary of Comments on draft report and Evaluator's response

Paragraph/Ref	Comment	EO comment	Evaluator's response
Executive summary/Conclusion	It is disappointing to note that the positive assessments of the eco-tourism and STG&M components led by UNWTO, are hardly reflected in the executive summary and the conclusions of the evaluation report, and that only some critical notes about relatively small project activities are highlighted here. We would be grateful if the executive summary and conclusions could be adjusted to reflect the overall positive findings on the ecotourism and STG&M components, as presented in the full report. (UNWTO)	This sounds reasonable. Can you add something on the positive achievements (mentioned in the report) in the executive summary and conclusions.	Additional details on the positive achievements of the eco-tourism and STG&M components are included in the Executive Summary and Conclusions.
Executive summary	Please mention role of UNWTO as associate agency (UNWTO). Grateful if you can also mention that UNWTO led the STG&M component, as also mentioned in the COAST project legacy publication (see page 32 and page 35 of the legacy publication). (UNWTO)	Agree. Please add	The Inception report presents UNWTO as the Collaborating Executing Agency, and in none of the documents reviewed by the TE is UNWTO referred to as an associate agency. The UNEP Task Manager has agreed that the term 'executing partner agency' is appropriate.
Paragraph 8	The text in this paragraph does not reflect the very positive tone of the assessment of the ecotourism component in the full report (paragraphs 61 – 71). We feel that it is pertinent to mention that in the original COAST project document, poverty alleviation and alternative livelihoods were explicitly mentioned as aims of the eco-tourism component. It should be noted that this is the reason that initially the eco-tourism projects had a strong focus on poverty and	Please comment, and revise report if you feel this is appropriate.	Relevant paragraphs were revised to incorporate these comments and suggestions. The project final report should have also highlighted this aspect of the ecotourism component- that opportunities were identified and created for local people

Paragraph/Ref	Comment	EO comment	Evaluator's response
	livelihood concerns, and it seems therefore unfair to mention that the "relevance of some of the approached and activities to the project's aim is questionable"; also taking into account that if well managed, livelihood development through tourism can serve as a key incentive for local people to protect the environment. After the recommendations provided by the MTE, additional environmental activities have been included in the eco-tourism projects. From the examples provided (regarding the relevance of some of the approaches and activities to the project's aim), it is important to mention that the installation of solar street lights in Bagamoyo was carried out by UNIDO under the EMS component. The training to Gin producers in Ada that is also mentioned as an example had a focus on excursion development, with improvement of the gin quality only as a small component of the training. Apart from components on excursion development, the training also included a component on environmental management (if needed, we can share the training report with the evaluator). The idea behind this activity is that is important to create opportunities for local people to generate income from tourism, and use this as an incentive to motivate local people to protect the environment; e.g. the mangrove forest on the gin-producers island. The aspect on improving the gin-quality had to be included in the training, as it is important that products offered to tourists meet basic standards of hygiene, otherwise the destination/excursion may get a negative reputation, tourists may not return,		to generate income from tourism as an incentive to motivate them to protect the environment and conserve biodiversity.

Paragraph/Ref	Comment	EO comment	Evaluator's response
	local people wouldn't generate income from eco-tourism, and may lose their motivation to protect the environment/biodiversity, as it is no longer considered as an essential resource to generate income through eco-tourism. With this example in mind, it is pertinent to mention that UNWTO has adopted a holistic approach for the eco-tourism component, taking into account that comprehensive eco-tourism packages need to be developed and marketed, and meet basic hygiene standards, so that it can be turned into a source for livelihood development and for encouraging local people to protect the environment/biodiversity. This is also the reason why in some countries training seminars were provided on food production, as this is also a part of the comprehensive eco-tourism package, and should be of good quality to ensure tourist satisfaction and as such a steady flow of tourist income to the local people, which helps to motivate the local community to protect the environment, as this is a main resource for attracting tourists. (UNWTO)		
Paragraph 8	Paragraph 8 also mentions that biodiversity champions were identified. It would be appreciated if this could be elaborated by explaining that following the MTE, UNWTO developed an innovative new seminar to turn tourism employees into champions for biodiversity conservation and environmental protections in their enterprise and community, which was successfully delivered in the Gambia, Ghana and Tanzania, and has good possibilities to be replicated elsewhere. (UNWTO)	Please add a note to this effect (in relevant section of the main report).	Relevant paragraphs throughout the report expanded to incorporate these comments. It should be noted, however, that paragraphs 65 and 66 of the original report already discussed these activities.
Paragraph 8	Comment from Dr Joel Sonne, Ministry of Tourism,	The stakeholder appears very	While the Ministry of Tourism,

Paragraph/Ref	Comment	EO comment	Evaluator's response
	Ghana: The Collective Action for Sustainable Tourism (COAST) project focused on two key interwoven elements; namely tourism and environmental management. The focused areas are appropriate precisely because of the symbiotic relationship between tourism and environment since the unplanned development of one element is likely to positively or negatively affect (in the short term), or impact (medium to long term) on the other. One therefore wonders how an international consultant of 'good standing' would describe the training of Gin producers at Ada, as questionable. It is a fact that, although Ada possesses tourism and biodiversity resources, it faces significant environmental challenges as result of sand winning, poaching of turtles, improper environmental and waste management and felling of mangrove swamps for domestic fuel and farming activities. The Ministry of Tourism, Ghana Forestry Division and the District Assembly have collaborated extensively over the years to use tourism as a vehicle to conserve the biodiversity and save the turtles, curb sand winning and conserve the mangroves. This action has been successful through the use of good governance management structure involving the hoteliers, workers, vegetable growers, gin producers and farmers, tour guides and boat operators among others. The livelihoods of all these stakeholders are reliant upon the availability and accessibility environmental resources in Ada and its environs.	concerned and dissatisfied with the statement made in this paragraph. Please consider his argument carefully and respond. If we are to keep this statement in the report we must be sure it is supported by strong evidence and clear argument.	Ghana Forestry Division and others are making commendable efforts to use tourism as a vehicle to conserve biodiversity, etc. the terminal evaluation focused on activities conducted and results achieved under the COAST project. The TE report recognizes the project's achievements in terms of capacity building and awareness raising about environmental protection and biodiversity conservation among local stakeholders engaged in tourism. The statement has been removed as requested and the relevant paragraphs have been revised to link improving gin quality and installing solar street lamps with creating opportunities for local people to generate income from tourism as an incentive to motivate them to protect the environment and biodiversity (as per information also provided by UNWTO). The TE consultant met Dr. Sonne in Ghana (April 2015 during a

Paragraph/Ref	Comment	EO comment	Evaluator's response
	In the case of the gin producers the question that needs to be asked is: How do the gin producers contribute to tourism and conversation of biodiversity in Ada and its environment? If proper evaluation techniques have been adopted (quantitative or qualitative methodologies) , the evaluator should produce her findings/results from interviews conducted to elicited information from the gin producers. One may ask the following questions: (i) Did she interview them, or not? (ii) Does the findings reflect her own perspective, or the reality of the gin producers in Ada ('insider' versus 'outsider')? A scientific evaluation would show that the gin producers cultivate, or buy sugar canes cultivated on the islands, which indeed impact negatively on biodiversity. She would have been told that the fuel used by the producers are collected from island largely composed of 'dead' mangrove swamps collected on the island. I challenge the evaluator to produce the data which form the basis of her one-sided and skewed report to justify her stay in Ghana. Contrary to the TE consultant, Richard Denham (UNWTO, 2014) noted that that 'Environmental management remains a problem in Ada, especially from insanitary conditions and practices within certain communities and poor waste management on the coast and elsewhere'…. 'The training programme for each of the groups included sessions on the environment, including biodiversity and wildlife on the one hand and environmental management on the other. Integrating this with business and hospitality		mission for another project), and took the opportunity to discuss this comment and the context in which the statement re gin quality was made in the report. He then indicated that he understood the context and agreed that the training of gin producers to improve gin quality, taken on its own, does not appear to contribute to the project objective (which was the argument in the TE report).

Paragraph/Ref	Comment	EO comment	Evaluator's response
	training may have helped in attracting interest and in underlining the importance of these issues to businesses, as well as in general.' Based upon the above, I challenge the findings of the report and request the consultant to erase the statement since Ghana and UNWTO would not accept her report, if the statement is maintained (i.e. 'Nevertheless, the relevance of some of the approaches and activities to the project's aim is questionable, for example, installation of solar street lights in Bagamoyo (Tanzania) and training of gin producers to improve gin quality in Ada (Ghana).'		
Paragraph 10 (Executive summary)	10. It is not fully clear if this paragraph refers to STG&M. We would appreciate if the summary could make a clear reference to the STG&M activities (a short summary of the information presented in paragraphs 80 – 86), in particular the publication on "Sustainable Tourism Governance and Management in Coastal Areas of Africa". (UNWTO)	Agree. Please revise text to include reference to STG&M	Text revised
Paragraph 14 (Executive summary)	14. We would appreciate if UNWTO could be mentioned here as well. (UNWTO)	Agree	Text revised
Recommendation section	Recommendation (bottom of page 14): we would appreciate if UNWTO could also be mentioned among the organizations that should consider the recommendations. (UNWTO)	Agree	This was already added in a revised version of the report (but this version was not sent to UNWTO and other stakeholders)
Recommendation 4	Recommendation 4 (page 15): we would appreciate if UNWTO could also be mentioned among the organizations that should ensure that project results are disseminated. (UNWTO)	Agree	UNWTO (and EcoAfrica) added to the organizations that should ensure that project results are

Paragraph/Ref	Comment	EO comment	Evaluator's response
			disseminated.
Executive summary p 8, point 8	Please note that the installation of solar street lights was done under UNIDO led EMS/TEST methodology work. (UNIDO)	Please add a note to this effect.	Text revised accordingly in the Ex. Summaries (all languages) and para 231
Para 2	2. Grateful if the role of UNWTO as associate agency could be mentioned. (UNWTO)	It seems to already be there. Expand on role?	See response above
Para 10	10. We would like to mention that UNWTO has never received the inquiries sent by the consultant in September; otherwise we could have provided some information on the continuation of project activities. (UNWTO)	? This is very unfortunate as they are a key stakeholder.	The inquiry was forwarded to UNWTO on 15 May 2015 during finalization of the TE report. UNWTO's response has been incorporated in the final report.
Para 22	Please mention role UNWTO as associate agency. (UNWTO)	Please add	See response above.
P 14 recommendations.	Please add EcoAfrica as a recipient of recommendations "as they were integral in implementing the Reef and Marine Recreation management component of the project" (UNIDO)	Agree	Done. EcoAfrica added as a recipient of recommendations- para 239, recommendation 5. EcoAfrica is also mentioned in recommendation 4
Table 3	Table 3 (referred to in paragraph 24): please mention the role of UNWTO as associate agency (instead of sub-contracted); Please note the correct full name of ST-EP is Sustainable Tourism – Eliminating Poverty (instead of Sustainable Tourism – Eradicating Poverty). We would appreciate if you could mention that UNWTO implemented the ecotourism component based on (the experiences gained in) the ST-EP Initiative, instead of through the ST-EP Programme.

The document makes several times reference to the | Please revise and also revise acronym for ST-EP. Check it is referred to as initiative rather than programme throughout the report. | UNWTO referred to as an executing partner agency (see above). ST-EP Programme corrected to ST-EP Initiative. |

Paragraph/Ref	Comment	EO comment	Evaluator's response
	"ST-EP Programme". Could you please change this into "ST-EP Initiative". (UNWTO)		
Para 25	Table 4 (referred to in paragraph 25): We would appreciate if a column for STG&M (UNWTO) could be added to indicate that this has been carried out in all countries. (UNWTO)	Please add	Column added in the Table.
Para 43	43. Please adjust: the initial review on eco-tourism had not been carried out by UNWTO, but by UNIDO. Based on the recommendation from the MTE, UNWTO carried out a new review on eco-tourism based on the experiences gained in the ST-EP Initiative and through identifying additional good practises that demonstrate how eco-tourism can contribute to biodiversity conservation. The report was disseminated at the steering committee meetings in Tanzania and the Seychelles, and at selected other COAST seminars. Unfortunately, the COAST project could not reserve budget to turn the report into an official publication. (UNWTO)	Please revise. Should we recommend that his report is turned into an official publication?	Paragraph revised accordingly. All appropriate reports from the project should be turned into official publications.
P 55 item 54	Re paragraph beginning 'In Tanzania, two hotels (Oceanic and Millenium)….' "Please note that the feedback from the locals on the installation of the solar street lamps, even if only a limited amount, was that it greatly improved their lives and thus had a positive impact. At the regional Government level they informed us that they now know how to procure such technology and can therefore up-scale in the future, as that is the intention they have so as not to have to depend on the expensive and unreliable conventional energy sources. It needs to be highlighted that the technology installed under this project was always intended for demonstration	Please comment, and revise report if you feel this is appropriate.	The text has been revised to accommodate this comment (para 54, 231).

Paragraph/Ref	Comment	EO comment	Evaluator's response
	purposes. Also, whilst the solar street lamps were not the originally planned pollution reducing technology solution for Bagamoyo, given the issues afore explained by the evaluator which are correct, as the project is cross cutting in its thematic areas, the solar lights idea came up when discussing with the locals under the ecotourism component. And this is how this synergy came about and it was assessed as a sustainable way to use these project funds." (UNIDO)		
P 56, item 59	Paragraph beginning 'Participants from other countries….'' "Regarding the UNIDO EMS TEST work, please note that at the MTE the evaluator made clear recommendations on the demo sites that would not be likely to deliver any results until the end of the project. Taking this into account, the SCM held in 2012 in Nairobi was used to discuss the results and recommendations of the MTE report, as well as to in one on one meetings with each country jointly agree on the demo sites that would be cut from the project so as to be able to focus on the sites that had been assessed as likely to deliver results. Therefore, it was not possible for UNIDO to implement the TEST Methodology in all countries. However, TEST training was done at the regional level between countries which implemented this component (Cameroon also participated) and to encourage exchange of experience. At the end of the project and where funds allowed, extra TEST trainings were undertaken."	Please comment, and revise report if you feel this is appropriate.	Revisions made to para 49 (pg 54) and para 59 (pg 56)
Para 63	63. Please note that the 11 missions by UNWTO staff mentioned here were not only for the eco-tourism	Please revise	Paragraph revised accordingly

Paragraph/Ref	Comment	EO comment	Evaluator's response
	thematic area, but also for the STG&M component and the induction training. To be precise: 2 missions were for the induction training seminars (Kenya and Senegal), 5 missions focussed on the eco-tourism thematic area (the Gambia, Ghana (2), Kenya, Tanzania), and 4 missions focussed on the STG&M component (Ghana, Kenya, Senegal, Tanzania). Where possible, topics related to the ecotourism thematic area were also addressed during the STG&M missions, and vice versa. (UNWTO)		
Para 64	64. We would like to mention that the MTE did not conclude that "the linkage of the ST-EP activities with the biodiversity activities was very weak or non-existent", but had indicated that "environmental benefits are less clear and it is not certain that the ST-EP projects will generate revenues for conservation of biodiversity", and indeed recommended to strengthen this linkage. It would be appreciated if the report can also mention some of the additional activities carried out in the ecotourism projects in the different demo-sites to strengthen the link between eco-tourism and environmental protection, as presented in the eco-tourism progress reports and at the final COAST SCM (e.g. mangrove planting, tree planting, beach clean ups, production of handicraft from solid waste, conservation fee charged for turtle excursion). This to show that in addition to the new "champions of biodiversity training", after the MTE more efforts have been made to integrate environmental aspects in the eco-tourism projects. (UNWTO)	Please consider this comment and respond.	The MTE findings have been clarified in the TE report. Activities carried out to strengthen the links between ecotourism and environmental protection were already mentioned in the original TE report. Additional examples are now included.

Paragraph/Ref	Comment	EO comment	Evaluator's response
Para 71	71. We would be grateful if this paragraph can be reformulated in line with our feedback provided under paragraph 8, of the executive summary, taking into account the close link between livelihood development and environmental protection. We believe that the activities mentioned are essential for livelihood development and therefore for creating incentives for local people to protect the environment. Further, it is pertinent to mention that the activities mentioned were implemented at very low costs to the project (e.g. the excursion training for the Gin producers island costed US$ 3,500; the improvement of a snake park in Watamu costed US$ 1,000, and for the rearing of terrestrial snails in Cameroon, local project officers just gave some advice to the women without any costs involved, and the women were invited to participate in a food preparation workshop). We do not agree that project activities with such a low cost, with still an indirect relation with environment protection (through using livelihood development as an incentive for environment protection), and which were already largely planned/carried out before the MTE, justify a comment that "the TE is of the view that activities that were more relevant to achieving the project's overall goal should have been given priority". If such a major comment is made for some minor activities, it would be fair if the evaluation could also look with a critical eye at other expenses made in the COAST project, in particular for certain new activities that were introduced after the MTE (e.g. webraising). (UNWTO)	Please consider this comment and respond.	Paragraph revised to reflect this comment.

Paragraph/Ref	Comment	EO comment	Evaluator's response
Paras 80 - 86	Output 2.1 (paragraph 80 – 86). Grateful if in this part you can also indicate that UNWTO led the STG&M component, as also mentioned in the COAST project legacy publication (see page 32 and page 35 of the legacy publication). (UNWTO)	Agree. Please revise	UNWTO having been responsible for the STG & M component added in the first line of paragraph 80. In later paragraphs of this section in the original report, UNWTO is also mentioned as carrying out certain activities under this component.
Para 83	83. Please mention that the report "Sustainable Tourism Governance and Management in Coastal Areas of Africa" has also been translated and published in French. Further it would be relevant to mention that based on the STG&M study, UNWTO has prepared an article, titled "Tourism development in coastal areas: promoting sustainability through governance and management mechanisms, Africa", which has been included in a UNDESA e-publication on Oceans and Sustainable Development, which was widely disseminated in June 2014, at the occasion of World Oceans Day. Hard copies and digital copies of the e-publication were also shared with all the participants at the 2014 COAST SCM. (UNWTO)	Agree. Please revise.	Paragraph revised accordingly.
Para 86	86. Grateful if the evaluation could also indicate that key findings of the report on economic incentives have been integrated in the report "Sustainable Tourism Governance and Management in Coastal Areas of Africa". Regarding the dissemination of these reports, in particular the "Sustainable Tourism Governance and Management in Coastal Areas of Africa" publication, it is pertinent to mention that 10	Agree. Please revise.	Paragraph revised accordingly

Paragraph/Ref	Comment	EO comment	Evaluator's response
	copies have been given to all the countries, and hard copies and digital copies have been given to participants at the 2013 and 2014 COAST SCM, and the STG&M regional seminars in 2013. (UNWTO)		
Para 90	90. UNWTO regrets that the coffee table book has still not yet been prepared. UNWTO had shared a proposal with UNIDO and UNEP how we could help improve the draft coffee table book, with a view to completing and distributing it at the 2014 COAST SCM. If there is still an intention to produce the coffee table book, UNWTO would be interested to explore how we could help to prepare it. (UNWTO)	Add mention of UNWTO in preparation of this book (paras 79, 91 and recommendation 4).	Mentioned made that the Coffee Table book should be completed in collaboration with UNWTO (and EcoAfrica- as the TE believes that both partners can make a valuable contribution to this publication)
Para 100	100. UNWTO has never received the e-mail sent out by the TE consultant requesting for information on any follow –up activities, and has therefore not been in a position to provide a response. (UNWTO)	Add a footnote explaining that mail was not received by this stakeholder and comments have been incorporated at a later stage. Or something similar…	This email was forwarded to UNWTO by the TE consultant in May 2015 and the response has been incorporated in the report.
Para 143	143. We would propose to change the word "Ecotourism" (first word of the paragraph) into "Tourism", as it is not only ecotourism that can result in negative environmental impacts, but all forms of tourism. In fact, eco-tourism, if properly planned and managed, can often even be more beneficial to the environment than other forms of tourism. (UNWTO)	Please consider and respond.	'Ecotourism' changed to 'Tourism'.
Para 168	168. Please present UNWTO as associate agency instead of "contractor", and make also reference to the work led by UNWTO on STG&M, which covered all the project countries. (UNWTO)	Agree. Please revise.	As mentioned above, UNWTO as an executing partner agency already added in earlier paragraphs. 'Contractor' deleted from this paragraph.
Para 184	184. Could you replace "ST-EP countries" by	Please consider and respond.	'ST-EP countries' replaced by

Paragraph/Ref	Comment	EO comment	Evaluator's response
	"Ecotourism countries", or "countries where only eco-tourism and STG&M activities were implemented". (UNWTO)		'ecotourism countries'.
Para 200	200. As described under paragraph 63, please note that the 11 missions were not only for the eco-tourism component, but also for the induction seminars and the STG&M component. Please change the word "ST-EP countries" into "project countries" or "beneficiary countries". (UNWTO)	Please consider and respond.	Purpose of the missions already described in para 63. Change made to ST-EP countries.
Para 205	205. We do not think that "tension" is the right word to use here. It would be better to refer to "concerns that were raised to strengthen qualitative project implementation". While in the first years, UNEP played an active role to address these concerns, towards the end of the project there has been declining support on these issues, which is e.g. evidenced by the fact that the coffee table book has still not been produced, whereas UNWTO had shared a clear and concise proposal with UNIDO and UNEP how it could help to produce this. (UNWTO)	Please consider and respond.	Sentence re-worded (As previously mentioned, UNEP also had to undertake a lot of mediation to address the concerns between UNIDO and UNWTO.)
Para 231	231. Grateful if you could adjust this paragraph in line with the feedback provided under paragraph 8 (executive summary) and paragraphs 64 and 71 (full report). (UNWTO)	Agree please revise.	Paragraph revised
Para 237	237, Lesson 5. Please note that COAST did not engage UNWTO. From the very early inception stage of the project (back in 2002/3), UNWTO has collaborated with UNIDO to prepare and implement the project. (UNWTO)	Please revise	Paragraph revised
Recommendations	239. We would appreciate if UNWTO could also be mentioned among the organizations that should consider the recommendations. (UNWTO)	Agree. Please revise.	Already addressed in a previous version of the report (while the report was being

Paragraph/Ref	Comment	EO comment	Evaluator's response
			reviewed by UNWTO)
Recommendation 4	239. Recommendation 4: we would appreciate if UNWTO could also be mentioned among the organizations that should ensure that project results are disseminated. (UNWTO)	Agree. Please revise.	Already addressed in a previous version of the report (while the report was being reviewed by UNWTO)
Recommendations	Personally I would like to recommend that UNIDO should organize another project for some project areas, this will help the community to adopt more the sustainability of it. For example in Bagamoyo demosite we only started the project on **January 2013 and end in March 2014** just only one year of implementation. The time was not enough for the community to copy the project and have a good evaluation but also iam still getting problem on the continuation of project activities specifically tourism activities. Obed Chaula (project coordinator, Bagamayo, Tanzania).	Please consider and add something in the lessons or recommendations section if you feel this is appropriate.	Recommendations have been made throughout the report for replication and upscaling of the BATs/BAPs and also in recommendation 3. This was, after all, a demonstration project and the expectation is that replication and upscaling would continue in the post-project period- it is recognized that the time is too short during the life of the project. To address this comment, recommendation 3 has been revised.
Recommendations	I have only one major observation/request. This is that the TE consultant's recommendations for a wider sharing of the COAST Project lessons be undertaken before it becomes too late to do so (bearing in mind it is now 8 months since the closure of this project). This point is highlighted throughout the report (specifically, para 9, 79, 90, 91, 125,139,185), and it would be a considerable loss if the draft of such a report (the Coffee Table publication) which was prepared under considerable pressure and with encouragement (from UNWTO and UNEP) was to be wasted. (Hugh Gibbon)	Add comment on importance of timely sharing of lessons in the recommendations section?	Recommendation 4 has been revised.

Annex 11: UNEP Evaluation Quality Assessment

Evaluation Title:

Terminal Evaluation of the Project
Demonstrating and Capturing Best Practices and Technologies for the Reduction of Land Sourced Impacts resulting from Coastal Tourism (COAST)

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. The quality assessment is used as a tool for providing structured feedback to the evaluation consultants.

The quality of both the draft and final <u>evaluation report</u> is assessed and rated against the following criteria:

	UNEP Evaluation Office Comments	Draft Report Rating	Final Report Rating
Substantive report quality criteria			
A. **Quality of the Executive Summary**: Does the executive summary present the main findings of the report for each evaluation criterion and a good summary of recommendations and lessons learned? (Executive Summary not required for zero draft)	Draft report: Good Final report: Good and with translations.	5	6
B. **Project context and project description**: Does the report present an up-to-date description of the socio-economic, political, institutional and environmental context of the project, including the issues that the project is trying to address, their root causes and consequences on the environment and human well-being? Are any changes since the time of project design highlighted? Is all essential information about the project clearly presented in the report (objectives, target groups, institutional arrangements, budget, changes in design since approval etc.)?	Draft report: Good Final report: Good	5	5
C. **Strategic relevance**: Does the report present a well-reasoned, complete and evidence-based assessment of strategic relevance of the intervention in terms of relevance of the project to global, regional and national environmental issues and needs, and UNEP strategies and programmes?	Draft report: Good Final report: Good	5	6

D.	**Achievement of outputs**: Does the report present a well-reasoned, complete and evidence-based assessment of outputs delivered by the intervention (including their quality)?	Draft report: Detailed and thorough Final report: Good	5	6
E.	**Presentation of Theory of Change**: Is the Theory of Change of the intervention clearly presented? Are causal pathways logical and complete (including drivers, assumptions and key actors)?	Draft report: Good Final report: Good	5	5
F.	**Effectiveness - Attainment of project objectives and results**: Does the report present a well-reasoned, complete and evidence-based assessment of the achievement of the relevant outcomes and project objectives?	Draft report: Very thorough Final report: Good	5	5
G.	**Sustainability and replication**: Does the report present a well-reasoned and evidence-based assessment of sustainability of outcomes and replication / catalytic effects?	Draft report: Very thorough Final report: Good	5	5
H.	**Efficiency**: Does the report present a well-reasoned, complete and evidence-based assessment of efficiency? Does the report present any comparison with similar interventions?	Draft report: Good Final report: Good	5	6
I.	**Factors affecting project performance**: Does the report present a well-reasoned, complete and evidence-based assessment of all factors affecting project performance? In particular, does the report include the actual project costs (total and per activity) and actual co-financing used; and an assessment of the quality of the project M&E system and its use for project management?	Draft report: Could add a little on the value of the MTE Final report: Lesson on MTE added	4	5
J.	**Quality of the conclusions:** Do the conclusions highlight the main strengths and weaknesses of the project, and connect those in a compelling story line?	Draft report: Good. Insert some important points raised in the main report Final report: changes made	4	5
K.	**Quality and utility of the recommendations**: Are recommendations based on explicit evaluation findings? Do	Draft report: Good – need to be cross referenced, directed more specifically and a little more detailed.	3	5

		UNEP Evaluation Office Comments		
		recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?')'. Can they be implemented?	Final report: Cross referencing done		
L.	**Quality and utility of the lessons**: Are lessons based on explicit evaluation findings? Do they suggest prescriptive action? Do they specify in which contexts they are applicable?	Draft report: Good, but need to be developed and expanded. Final report: Improved	3	5
Report structure quality criteria				
M.	**Structure and clarity of the report**: Does the report structure follow EO guidelines? Are all requested Annexes included?	Draft report: Excellent Final report: Excellent	6	6
N.	**Evaluation methods and information sources**: Are evaluation methods and information sources clearly described? Are data collection methods, the triangulation / verification approach, details of stakeholder consultations provided? Are the limitations of evaluation methods and information sources described?	Draft report: Good – need to complete list of interviewees Final report: Done	4	5
O.	**Quality of writing**: Was the report well written? (clear English language and grammar)	Draft report: Excellent Final report: Excellent	6	6
P.	**Report formatting**: Does the report follow EO guidelines using headings, numbered paragraphs etc.	Draft report: Excellent Final report: Excellent	6	6
		OVERALL REPORT QUALITY RATING		5.4

The quality of the <u>evaluation process</u> is assessed at the end of the evaluation and rated against the following criteria:

		UNEP Evaluation Office Comments		Rating
Evaluation process quality criteria				
Q.	**Preparation:** Was the evaluation budget agreed and approved by the EO? Was inception report delivered and approved prior to commencing any travel?			5
R.	**Timeliness:** Was a TE initiated within the period of six months before or after project completion? Was an			6

	MTE initiated within a six month period prior to the project's mid-point? Were all deadlines set in the ToR respected?			
S.	**Project's support:** Did the project make available all required documents? Was adequate support provided to the evaluator(s) in planning and conducting evaluation missions?			6
T.	**Recommendations:** Was an implementation plan for the evaluation recommendations prepared? Was the implementation plan adequately communicated to the project?			6
U.	**Quality assurance:** Was the evaluation peer-reviewed? Was the quality of the draft report checked by the evaluation manager and peer reviewer prior to dissemination to stakeholders for comments? Did EO complete an assessment of the quality of the final report?			6
V.	**Transparency:** Were the draft ToR and evaluation report circulated to all key stakeholders for comments? Was the draft evaluation report sent directly to EO? Were all comments to the draft evaluation report sent directly to the EO and did EO share all comments with the commentators? Did the evaluator(s) prepare a response to all comments?			6
W.	**Participatory approach:** Was close communication to the EO and project maintained throughout the evaluation? Were evaluation findings, lessons and recommendations adequately communicated?			6
X.	**Independence:** Was the final selection of the evaluator(s) made by EO? Were possible conflicts of interest of the selected evaluator(s) appraised?			6
		OVERALL PROCESS RATING		5.8

Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1

The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.