

Gambia Training Needs Analysis (COAST program)



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Executive Summary

A Training Needs Analysis was undertaken under the Collaborative Action for Sustainable Tourism (COAST) program (see <http://coast.iwlearn.org/>). Although some of the research results may be applicable to other geographical contexts, this report focuses specifically on the needs for training in 'Environmental Management Systems' and 'Ecotourism' identified in The Gambian demo project sites of *KART and Kartong*, the *Boat and Fishing Association of Denton Bridge (BFADB)* and *Tumani Tenda*.

Amongst the most obvious limitations were: the fact that the COAST project is in its infancy and the level of uncertainty about the practical implications once the COAST initiative progresses to its implementation phase. In several instances, the broad aspects of the COAST project objectives were used to clarify the purpose of the study, with the meetings providing a first 'stop-shop' platform to know about the project. Most of the inputs were based on what was perceived to be the training requirements for each locality.

During the field assessment, it became evident that *KART and Kartong Demo Site* is characterised by an advanced level of understanding and engagement in responsible tourism and ecotourism practices and is located in The Gambia Ecotourism Development Area. The site also provided some useful BAPs and BATs, which could be replicated elsewhere.

The goals and recommendations listed here (and detailed later) aim at creating a tourism workforce, without which the development of responsible tourism in general and of ecotourism in particular would be compromised. The necessary actions are set out as clear goals with an indication of how the goals will be achieved. Put simply, THIS IS WHAT HAS TO HAPPEN:

1. **Refocus and Resize the Demo Project area to KART and Kartong Beach.** *The capacity building facilitated in Kartong through the COAST project will provide a suitable template to be replicated in other parts of the country. Notwithstanding, representative members from the other proposed demo project areas could be involved in the capacity building.*
2. **General Awareness and Vocational/Technical Training on EMS and responsible tourism development and management are essential if ecotourism is to be established in the long-term.** *This will be achieved through a programme of institutional strengthening, training and reorganisation; new vocational and technical training; curricula development; and commitment to the required training in the field;*
3. **A more professional public and private sector providing the standards of quality and customer care expected by both national and international tourists.** *'Professionalising the informal' will be achieved through the introduction of an outreach programme aimed at business practices improvement, attitude modification and employment training;*
4. **An increased number of fully qualified and highly competent industry-based trainers, managers and supervisors, who will be able to train colleagues in the work place so as to inculcate 'work-based learning.'** *This will be achieved by instituting the award of 'national trainer' (possibly through GTA and NEA) through ToT practices, which will act as an incentive and source of pride through recognition of skill.*

Abbreviations:

ACCC	Adaptation to Climate and Coastal Change
ASSET	Association of Small Scale Enterprise in Tourism
BAP	Best Available Practice
BAT	Best Available Technology
BFADB	Boat and Fishing Association of Denton Bridge
CBT	Community Based Tourism
COAST	Collaborative Action for Sustainable Tourism
DPWM	Department of Parks and Wildlife Management
EIA	Environmental Impact Assessment
EMS	Environmental Management Systems
GCP	Growth and Competitive Project
GPA	Global Programme Action
GTA	Gambia Tourism Authority
GTTI	Gambia Technical Training Institute
KART	Kartong Association for Responsible Tourism
ICRT	International Centre for Responsible Tourism
NEA	National Environment Agency
RTP	Responsible Tourism Policy
TOT	Train of Trainers
TDA	Tourism Development Area
UNEP	United Nation Environment Programme
UTG	University of The Gambia
VDC	Village Development Committee

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1. Introduction

1.1 Background and status

The Republic of The Gambia, on the west coast of Africa, is one of the smallest countries in the African Continent. The start of the tourism industry in the country dates back to 1964. The present tourism industry provides several strengths and opportunities to maximize benefits. Amongst the most obvious one, there are:

- 30 years of experience of receiving visitors,
- the presence of experienced tour and ground operators,
- an extensive level of investment in the sector,
- the existence of scheduled and charter air links with Europe and most recently with other parts of Africa,
- an established reputation as a bird-watching, sport-fishing destination and winter-sun holiday location at a short(er) distance than other destinations.

Over the past few years, The Gambia has reached a level of ‘destination maturity’ leading to a dip in the sector growth. The Ministry of Tourism and Culture and the Gambia Tourism Authority (GTA) have recently engaged in a campaign to diversify the tourism product to respond to the changing demand patterns and trends. The destination has seen the flourishing of a variety of niche tourism initiatives (i.e. adventure, cultural, rural tourism experiences), which have provided the mainstream tourism market with alternative options.

The country coastline (80 km) is rich in natural resources dotted with small coastal settlements, which engage primarily in farming, fishing, and trading. This has been exceptionally favorable to coastal tourism development with a major mass-tourism cluster developed in the Kololi Beach area.

With relevancy to the context of the COAST project, some of the major weaknesses and threats to coastal tourism in the country are: coastal erosion, deforestation and desertification, pollution, over-hunting, poaching, over-harvesting of wild fruits and fuel wood collection, lack of enforcement of environmental laws (i.e. in relation to sand mining), low skills level, land prices and uncontrolled development (i.e. building on the coast), over exploitation of water resources, lack of preservation of heritage and protection of natural habitats.

The Overall Objective of the COAST initiative in The Gambia is to promote improved conservation, management and monitoring of coastal biodiversity, and to enhance and diversify local livelihoods through eco-tourism as a means of alleviating poverty.

In relation to this, this tourism training analysis aims to assess training needs across two main thematic subject areas of the project namely:

- Environmental Management Systems (EMS)
- Ecotourism initiatives to alleviate poverty through supporting diversification or alternative livelihoods for conservation of biodiversity (and heritage) and for the benefit of local communities.

1.2 Key tourism issues for the project

Tourism is an integral part of the Gambian economy. Over the past few years, several attempts have been made to make this industry far more sustainable and its product responsible, with The Gambia being in fact one of only two countries in Africa – with South Africa, to have a national Responsible Tourism Policy (RTP). However, responsible tourism is a concept that some tourists tend either to ignore or view as a mere buzzword, with tourism resort areas being affected by a multitude of social and environmental degradation, which is the result of limited or non-existent long-term pragmatic policy building and implementation.

The main objective of the RTP is to increase the economic benefit of tourism to the local economy and raise Gambian communities' living standards. The government is committed to widen the tourism market portfolio, improve quality standards, and ensure a rational use of the Tourism Development Area (TDA). The RTP reflects this objective, by facilitating collaboration amongst key stakeholders in the Gambia and between those operators bringing tourists in the country. The RTP shares the aspirations of the Cape Town Declaration (2002) on Responsible Tourism - *'to create better places for people to live in and for people to visit'* and is committed to the realisation of RT in The Gambia.

The Government of The Gambia is demonstrating commitment to poverty reduction by undertaking a Growth and Competitive Project (GCP), supported by the International Development Association (IDA). This project is directly implementing the second pillar of the poverty reduction strategy in promoting pro-poor growth and employment through private sector development (World Bank, 2009).

The Gambia Tourism Master Plan (2007) recommends a variety of actions to increase the capacity of the tourism sector, with the recent actions aimed at upgrading the Gambia Hotel School (GHS) into the Gambia Hospitality and Tourism Institute (GHTI) - with support from the World Bank and the Spanish Government, is a promising result.

The Gambia Vision 2020 study offers observations concerning manpower employed in the sector. It states that "many of the workers in our tourism industry are semi-skilled with only a few having had any professional training in their field of operation...[T]he insufficient amount of skilled and professional staff in our hotels and restaurants is reflected in the standard of service in these establishments". These issues are symbiotic and serious. In addition to the requirement to

improve the level of services in the existing tourism businesses, there is the need to ensure that an adequate supply of trained personnel is available to meet future industry growth. Failure to do so increases the cost of tourism investment in the Gambia due to additional training costs that must be borne by investors and may impact on the growth of the industry.

Holistically, the industry has differing training and educational requirements (table 1).

Table 1: The Gambia Tourism Product & Links to Human Resources/ Skills

Products & Services	Assets	Area of HRD/skills required (Operation/ Development/ Management)
<i>Natural Assets</i>	<ul style="list-style-type: none"> • Beaches • Year-round warm climate • The river Gambia • Flora and fauna (i.e. birds) • National Parks & Forest Reserves • The friendly people 	Environmental stewardship; Product Diversification; Marketing and Promotion; Small Cruise – navigation/guiding, business development & management; Bird-watching; Fishing; Trails System; Visitor Management; Customer Services; Tour Guiding; Languages and communication
<i>Historical & Cultural Attractions</i>	<ul style="list-style-type: none"> • Stone circles • Slavery period • Remains of the pre-colonial times to the colonial period • Music and dance • Festivals (e.g. Roots) • Daily-life and spiritual ceremonies • Performing and creative arts • CBT 	Heritage Sites Management; Cultural Product Development; Marketing and Promotion; Festivals and events management; Trails System Development & Management; Visitor Management; Customer Services; Tour Guiding; Languages; Communication and Story Telling
<i>Accommodation Facilities, Restaurants & Bars</i>	<ul style="list-style-type: none"> • Hotel, lodge • Guest houses • Self-catering • Apartments • Restaurants & bars • Traditional Home stays 	Front Office Operations & Services; Housekeeping; Security; Maintenance/engineering; Hygiene & Sanitation; Food Preparation; Food Services; Entertainment/Animation; Wellness and Fitness (i.e. spa); Restaurant and Bar; Customer Services; Languages & Communication
<i>Sports, Excursion, Entertainment</i>	<ul style="list-style-type: none"> • Sport Facilities • Music & dance performers • Bars and Nightclubs • Beach Bars • Casinos • Ecotourism settings 	Leisure & Sport Instructor (i.e. sport fishing, sailing, canoeing, wind-surfing); Wellness & Fitness; Product Diversification; Marketing and Promotion; Tour operating; Customer Services; Languages & Communication
<i>Transport</i>	<ul style="list-style-type: none"> • Air • Ground • Water - Sea/River 	Air/Ground/Water Transport Operations; Tour Operating/Guiding; Travel Agency operations; Air crew; Airport operations and management; Marketing and Promotion; Security, Health and Safety; Maintenance/engineering

(Source: adapted from World Bank 2009)

For example, the complexities of a large resort hotel, requires a range of human resources from gardeners through to engineers, accountants, sales personnel, as well as the usual technical

outputs from chefs, waiters and receptionists. Staff from the travel sector (airline personnel, ground handlers, tour guides) needs to be aware of legal obligations (some resulting from EU legislation, which is The Gambia major source market) as well as technical on-the-job operational know-how. Government officials need to have high levels of planning, data gathering, and analytic skills in order to develop and inform policy-making and planning implementation. On the other hand, smaller business operator needs to acquire entrepreneurial skills.

As identified in the World Bank Report (2009), the Development of such diverse skill sets requires the provision of different training and education opportunities: *full-time technical training; short intensive courses; coaching and mentoring; outreach activities in marginal/excluded communities*. The current provision of tourism training and education suffers from the following problems:

- The current *ad hoc* approach to the development of capacity in the tourism industry has resulted in training provision, which does not deliver an appropriately trained workforce.
- Very limited resources in the public sector (human, financial, physical) are not being employed in a co-ordinated and structured manner.
- Equally to other existing private institutions, the GHS is currently unfit for purpose either in its infrastructure or training provision – although the current redevelopment of the site provides a promising future;
- There are insufficient teachers qualified in tourism to support the increased training requirements needed to meet the demands of the Tourism Master Plan;
- There is uncoordinated tourism training provision across the public and private sectors;
- Accreditation of courses is not always by bodies whose awards have either currency or credibility. Overseas private companies are exploiting the under-developed nature of tourism training to sell ready-made course materials and qualifications to providers without the expertise to evaluate them.
- ‘Staff poaching’ of trained staff moving to new developments is resented by hoteliers. However, staff moving jobs to better themselves, earnings, and career prospects is the product of a competitive industry and should not be subject to criticism, but viewed as a reason to make efforts to provide incentives for staff they have trained to stay.

1.2.1 The COAST Demo Project Areas

The study context was provided by four Demo Project Sites (Table 2) identified by the NEA as the focus of the country visit. However, during the evaluation it became evident that the proposed set of Demo Project Sites was ambitious at best, unfeasible at worse.

The brief situation analysis conducted during the country visit, determined that although, there is evidence of considerable actions taken by the Ministry of Tourism and Culture, the GTA and ASSET in developing responsible tourism practices in general and ecotourism initiative in particular (including capacity building training), the coastal areas are in need of urgent attention

from an environmental management perspective. In fact, the proposed joint delivery of the COAST project by the NEA and the GTA is an encouraging step towards the prioritization of actions aimed at placing together the environment and tourism on the coast. However, some constraining issues emerged (see Problem Tree Analysis - Annex 1), which need addressing from a strategic perspective in order to proceed to the implementation phase of the COAST initiative.

Table 2: The Proposed Demo Project Sites

Demo Project	Description
Kartong Association for Responsible Tourism (KART) and Kartong	<ul style="list-style-type: none"> • Kartong one of the oldest settlement in The Gambia. • Situated 43km from Banjul (Capital of The Gambia) and only 10 minutes from the southern Senegalese Region of Cassamance. • With a population of almost 5000 inhabitants. • Multi ethnic settlement. • Located in the GTA Ecotourism Development Area. • Growing number of tourism development initiatives are present, including an eco-retreat and learning centre and the proposed creation of an eco-village. • Presence of BAT and BAP in ecotourism development. • KART was established in 2004 and is actively involved in the development of responsible tourism in the village with support from the Village Development Committee (VDC).
Tumani Tenda Ecotourism Camp	<ul style="list-style-type: none"> • Situated Kombo East District, Western Region and 45km from Capital city Banjul. • The village has a population of some 400 people. • 26 compounds with 7 extended families • Community is multi ethnic. • An important historic site 'James Island is only 1hr across the river. • A CBT camp offering accommodation and activities.
Sanyang Community Forest	<ul style="list-style-type: none"> • Sanyang Community forest is situated in Sanyang village. • The village has a population of some 6900 inhabitants. • Multi ethnic group. • The Community forest is approximately 500meters square. • Most of the coastline adjacent to the village has been sold for housing purposes.
Boat and Fishing Association of Denton Bridge (BFADB)	<ul style="list-style-type: none"> • Denton Bridge is approximately 4km from the capital city Banjul. • The site is a busy boat crushing centre. • BFADB has been operational for 1 year • There are some 100 people working at the site. • Major infrastructure required.

(Source: NEA, 2010 - personal communication)

In terms of capacity in the field of EMS and Ecotourism, the proposed Demo Project Sites present a varied level of development in tourism.

Boat and Fishing Association of Denton Bridge (BFADB) needs major infrastructure development (including access to water and electricity) with the support of the GTA water has been provided to enable the site operation to become a sustainable commercial operation and compete with private operators currently using the premises.

Although not geographically located on the coast (COAST project main objective), **Tumani Tenda** is one of the oldest example of Community Based Tourism projects in The Gambia. Although its CBT operation has for years benefited from a variety of capacity building exercises (i.e. delivered by the GTA and ASSET), Tumani Tenda is still struggling with the delivery of a product supported by an adequate level of service and standards. Knowledge about EMS is inexistent and the level of understanding of basic environmental practices is limited. In the view of the above, a selected number of individuals from this Demo Site may become the beneficiaries of the COAST project capacity building. This is obviously to be determined on the basis of the available allocated funding (i.e. GEF, NEA, and GTA).

In line with what was previously recommended, **Sanyang Community Forest** should be removed from the list of Demo Project Sites due to the assessed limited tourism potential and scope.

The Gambia's Tourism Master Plan recommends that the last 10 kilometres on the South Coast, along the Atlantic coast to the border with Senegal – and for at least 800 metres inland - should be reserved for eco-tourism development. This, in theory, should make Kartong a haven within a country where there is rampant construction and urban development and give priority to ecotourism as the main tourism activity. Unfortunately, the sale of land to 'outsiders' is well under way and the need to preserve the above Master Plan proposition became evident during the **KART and Kartong** Demo Site's assessment. KART presents a promising advanced level of engagement in responsible tourism practices, supported by a clear strategic vision for the village to become the national BAP in responsible tourism and ecotourism development, with the newly developed Sandele Eco-retreat and Learning Centre - built using eco-technology imported from Indian, and the proposed Eco-village project providing practical examples.

Kartong is the last village in The Gambia on the Atlantic coast before reaching the southern Senegalese border. The village is growing rapidly and currently has an estimated population of 5,000 people. A striking characteristic of Kartong is the harmony that exists between the various tribal groups, different religions and residents who have arrived from neighbouring countries. There are eight different tribes represented in the village, the local school is run by a Catholic Mission and some years ago the village donated a large amount of land to immigrants fleeing the civil war in Guinea Bissau. Fishing is a main activity in the area and Senegalese and Ghanaian fishermen are welcomed into the sea and river ports on the coast adjacent to the village. In the last eight years Kartong has seen a huge increase in activity. Until 2002, Kartong had no metalled road, it took many hours to drive from the urban area and access was almost impossible in the rainy season.

In the centre of the village the Falonko Crocodile Pool is an important cultural centre, still used by the village women elders as a place to pray and give and receive blessings. People from all over the region arrive at Falonko to receive blessings. The women of the village are very active. They gather oysters from the mangroves and cockles from the sea shore; they tend their gardens and they look after their – and often other people’s – children. Open hospitality is a major part of the ‘Kartongas’ character. Everyone is welcome and accommodation and meals are offered without hesitation. Overall Kartong is an interesting, active and lively place.

The COAST project’s Inception Report - point 3.3 (June 2009) specifies that the training support should be for the GTA, the DPWM, ASSET, Boat and Fishing Association of Denton Bridge (BFADB) and KART in the area of eco-tourism. Additionally, it would be beneficial to include the NEA and representatives of communities of intervention sites as well as the Forestry Department.

1.3 Brief Methodology Note

A field visit was made to The Gambia between 12 and 22 May 2010. This report is based on data collected through: stakeholders’ meetings, semi-structured interviews with officials and key stakeholders at the Demo Project Sites as well as informal conversations with local community members.

One meeting at National Environment Agency (NEA) was facilitated by the NEA Focal Point and Demo Project Coordinator with attendance from the GTA Focal Point. This meeting took place at the beginning of the mission to set the scene and clarify project aims, objectives and expectations. A review meeting was held on the last day of the mission to discuss the preliminary results. This involved ~~the~~ both the Demo Project Coordinator and the Focal Point from the GTA and led to further consideration presented in this report.

A review of literature provided by stakeholders was also undertaken, to provide context to the study. A Meeting Report Sheet (Annex 2) was used to guide the discussion.

A draft of this report was circulated to stakeholders for comment, and revised accordingly with comments received.

1.4 Report structure

This report is structured into two main sections: Environmental Management Systems (EMS) and Ecotourism.

2 Environmental Management Systems (EMS)

The Gambia Environmental Action Plan provides a substantial document indicating the sought strategy and actions for the period 2009-2018. The need for leadership and implementation of regulation with backing from an adequate institutional framework and strong legal backing are clearly indicated as priorities.

There are obvious synergies between the COAST project's objectives on EMS and the scope of the ACCC Project also under the NEA patronage.

2.1 Training Needs

2.1.1 Current status of training in EMS? Who is currently already trained in the country?

Who already provides this type of training? (people, institutions providing training)

- There is no training available in The Gambia specifically on EMS in general and coastal zone management in particular.
- Most of the senior NEA officials have received training overseas, but they would welcome refresher courses to update their knowledge.
- The following organization provide training elsewhere and may be able to assist in the specific context:
 - United Nations Environmental Programme – Global Program Action (UNEP-GPA) – Improving Wastewater Management in Coastal Cities.
 - United Nations UNESCO –IHE

2.1.2 What training needs have been identified?

The training needs are clustered in 3 main groups:

a. Broader Environmental Management Issues:

- Strategic Environmental Assessment (including new Ecosystems' Approach)
- Climate Change issues and solutions
- Environmental Monitoring and Modeling (specifically related to coastal areas)
- Environmental Planning and Implementation
- Wildlife Management
- Environmental Impact Assessment (EIA) Studies
- GIS and Remote Sensing
- Pollution Prevention and Regulation
- Project Management and Implementation
- Information and Communication Systems (especially new IT packages)
- Environmental Management Systems
- Environmental auditing

- Monitoring
- Advocacy
- b. *Land, Water and Waste Management:*
 - Water Quality Assessment
 - Sustainable Wastewater Treatment and Re-Use
 - Water Resources Planning Municipal
 - Water Management and Infrastructure
 - Water Science and Engineering
 - Water Management and Governance
 - Water Security Hydro informatics: Modeling and Information Systems for Water Management
 - Waste management systems (solid and liquid)
 - Industrial Wastewater Treatment and Residuals
- c. *Broadly Tourism Related:*
 - Coastal Recreation Management
 - Eco- practices in tourism (including the strict meanings of ecotourism)
 - Aquatic Ecosystems: Assessment, Processes and Application
 - Zoning
 - Flora and Fauna Awareness and Management
 - Alternative/sustainable source of power and construction materials (i.e. solar, wind, and materials other than mangroves, rhun palm, etc.)
 - Climate change impacts and adaptation (specific to coastal areas)
 - Policy writing and implementation
 - Environmental Design and Development (i.e. eco-lodges)
 - Environmental Conservation and Preservation Techniques

2.1.3 Who needs training on this issue? (specifics, numbers where possible, officials, industry, managers, workers etc)

- State/Local Government Employees as per their job roles related to the above areas.
- Scientific Officers
- Mid-Level Managers
- Inspection Officers
- Project Supervisors
- Selected Community Members (i.e. KART and VDC representative)

2.1.4 What extra training is needed? What are the priorities?

- In depth training on Coastal Zone Planning and Management for the NEA and GTA.
- A broader environmental awareness campaign amongst community members is required to facilitate a shift in the way ill conceived behaviours are perpetuated.

- Awareness about the principles of sustainable practices for tourism for government officials involved in Environmental and Land Planning.
- Some government officials require refresher course in environmental education, and principles of coastal zone management in general and specifically linked to tourism; land planning with regulation, zoning, and waste management.
- Hoteliers - Many older and new hotels are located on the shoreline and are affected by erosion problems. In the past reclamation of land by pumping sand has been a used method, but it is very costly and questionable in terms of long term sustainability. Alternative methods are in demand.
- On waste disposal, training is needed on how to recycle waste and identify reuse and composting strategies; how to produce goods/products from waste; how to reduce the amount of waste and produce less refuses.
- Private sector need to understand how their actions impact upon resources and the community; how they can act to reduce risk to their own interests, and how to gain access to best technologies and practices.

2.2 Training Capacity

2.2.1 Current capacity to provide this training – or similar (e.g. institutions, local trainers)

- No training capacity is evident in The Gambia for the more sophisticated level of training listed in point 1.2.
- At community level, awareness and training could be provided by NEA.
- Higher level training could be developed via Train of Trainers (ToT) program.
- BAP and BAT in environmentally friendly constructions could be delivered with support from Earthworks (see Company Profile and proposed Training Programme in Annex 4).

2.2.2 Who could provide the training with material/ ToT?

- UNEP – GPA
- UNESCO – IHE
- University of the Gambia (UTG) may have some programmes available¹. The UTG has recently graduated a group of Dalhousie University students in community construction

¹ This has to be assessed, as no representative from the UTG was available to meet the consultant during the country visit.

- Earthworks (i.e. eco- construction design and development)

2.2.3 What materials are already available?

- None at higher level
- Basic Environmental Practices by NEA
- Practical ‘on the job’ in construction – Earthworks.

2.2.4 What Gaps/Challenges are there?

- Availability of local trainers
- Modern Equipment and Materials for Monitoring
- Inadequate Funding
- Public Engagement
- Institutional Leadership and Governance Strengthening
- Mobile Laboratories

2.3 Specifics for Priority Training Areas

2.3.1 How much time would the training take?

- Specialist/technical training (some of the topic may be clustered according to needs) - 1 to 4 Weeks.
- Awareness for local community members (i.e. including VDC representatives and their advisors) - 1 day, which could be divided into short session of max 2 hours each per week over a period of 3-4 weeks.
- University of the Gambia (UTG) and the Gambia Technical Training Institute (GTTI) may be prepared to custom design modules (i.e. Geography Department) – ToT based on 1 to 4 weeks according to the number of subjects and depth of advise required to advise on content of possible modular context according to Undergraduate/Postgraduate mode of delivery.

2.3.2 What budget and resources are needed? What co-financing do you have? What do you want to ‘spend’ your co-financing on (i.e. priorities)?

- NEA through GEF may have match funding budget, but no clear idea of how much the courses would cost and how much could be allocated. It is envisaged that according to the specific subject, relevance and selected participants the institution may be more or less inclined to co-finance the training.

- Procedures and budgets are yet to be negotiated and finalized between COAST, NEA and GTA. This issue needs to be addressed asap.

2.4 Actions and Recommendations

2.4.1 Proposed actions and strategy

- NEA and GTA to work together to identify key priorities according to funding available (i.e. GEF) and assess the availability of other sources (i.e. UNDP, World Bank, EU).
- Establish *KART and Kartong* as the COAST Demo Site and identify key representative individuals from Tumani Tenda and BFADB to take part in the training.
- NEA to address the sand mining issue in the Kartong area – in the light of rampant coastal erosion, preservation and restoration of natural sites (i.e. the beach) is an ‘urgent’, ‘pending’ and a ‘must address’ issue.
- Awareness and Interpretations of local flora and fauna should form the basis for the creation of natural trails. Those skills are urgently required.
- Develop a short, high impact course focused on risk management and benefits of EMS for hotel owners and managers.
- Approach the UTG to establish whether they have any expertise in the EMS and estimate the cost for a Coastal Zone Management course and to discuss partners and likely mix of funding sources (perhaps covering several West African countries).
- General awareness workshop for the local community (including private and public sector representatives) – this will be mainly focusing on environmental practices and clarifications on the potential of/for tourism in the locality.
- BAP/BAT General Awareness workshops needed for GTA and NEA, local authorities and private business owners/investors (i.e. hoteliers). It is felt that at this stage it would be essential to provide the locality (public/private sector) with basic understanding of environmental management practices and the risks associated with unplanned tourism development.
- BAPs and BATs - Having seen the level of specialization practiced by Earthworks Construction specifically associated with BAT in eco-construction development, this company may be able to provide some capacity building training in this field in the West African region.

2.4.2 Key challenges

- Financing events may pose a challenge. In merit to this, it is important that the collaboration between NEA and GTA is strong. They should be equally engaged in the implementation of the COAST project, with support by organization such as ASSET, given their experience in delivering capacity building and ToT programmes.
- Training material need to be tailored to the need of the destination. Where local capacity may not be available, a way forward could be to have a ‘shadowing’ system whereby a local and an external expert will work together to develop the material and deliver the training. This would in essence provide a ToT opportunity. There is a need to develop material which is not too academic and is accessible to participant which may have little or no academic background.
- All training materials for government officials and private sector players can be in English, but the collaboration with a local expert will facilitate translation in local language where and when needed.
- The community awareness workshop should be delivered in the local language and where possible by NEA.
- There are sporadic attempts by private sector in engaging in environmental certification program. However, it would be premature to have eco-certification at this stage.
- Mobilization of the Gambia Hotel Association as an all, and of some of the industry leaders as advocates will be strategic.

2.4.3 Logistics and Governance issues (level of support for priority areas, assumptions regarding host country inputs).

- Kartong should be the key location for the training for the Demo Sites. This can be done either at the Sandele Learning Centre or at other available facilities in the village (i.e. KART office for small groups).
- The GTTI may be interested in providing assistance with teaching space and other relevant teaching labs, material and staff.
- The NEA premises could be used as it has a large conference room which may be used for official meetings.
- The tourism business community needs further incentives to become actively involved in environmental issues. There are a few potential local leaders (i.e. KART and the VDC) who may be able to help involve the others.
- Where there are environmental regulations, it appears that there is some level of ineffective implementation and monitoring and there is a clear need for leadership and

governance skills to be encouraged through leadership training. For example EIAs are generally required but not really effective or enforced.

2.4.5 Who are the potential partners, and what are their roles and responsibilities?

- NEA and GTA will engage and facilitate the implementation phase of the COAST Project and capacity building training recommended.
- ASSET should be consulted to ensure that BAPs in training are adopted in the locality. A budget line to support such activity by ASSET should be put in place.
- KART should be the local facilitating institution and a budget line to support such activity should be put in place.
- Earthworks could provide training in the field of eco-construction and could provide specific indication of budget required for such training.
- GTTI could be involved as national training institution.

2.4.6 Table of Needs:

Stakeholder	Roles	Responsibilities
National Level		
UTG and GTTI	Training institution	May provide premises for training Offer contribution to the creation of the training module
NEA and GTA NEA and DPWLM	Focal points for COAST project Identifying key personnel involved in dealing with regulation of the environment and of land permits for hotels and other development in the demo area.	Work collaboratively and identify available match-funding for training. Guide demo project site in the creation an environmental agenda.
Private sector		
Local Service Providers (i.e. Hospitality, Entertainment, Touring, Events Gambia Hotelier Association Earthworks Construction	Participate in the training Could have staff that receive training and then give training to others.	Can identify key hoteliers, owners, managers, investors and help with sharing BAPs. Could provide capacity building in eco-

		construction
Communities		
Alkalo (Head of the Village), VDC Chair and committee	Promote and encourage participation in workshop amongst community members	Collaborate in the identification and promotion of an 'environmentally friendly code of conduct'
Wider Community Representatives	Participate in the workshop	Only if fully committed... THIS IS NOT A FREE LUNCH OPPORTUNITY.
NGOs and media		
KART	Demo Project	Could help with facilitating logistics (FUNDS SHOULD BE ALLOCATED TO KART AS THEY WOULD LIKELY BECOME THE IMPLEMENTING ORGANIZATION IN THE LOCALITY) Could take part in the Train the Trainer Programme
ASSET		Help identify experts in the field to develop training material in collaboration with NEA and GTA.
Pathway Foundation		Work with KART to facilitate capacity Building activities
Donor agencies		
UNIDO/UNESCO/UNDP/EU	Capacity Building Funding and Activities Coordination	Help with the development of the required curricula of activities (EMS, Natural Areas, Coastal Zone Management, ecotourism)

3. Ecotourism

The 'Ecotourism Development and Support Strategy for The Gambia' (2002), provides a general overview of how ecotourism can contribute to the development of tourism in the destination. It defines some of the general parameters to stimulate the start-up process for a coordinated ecotourism sector and addresses some of the key strategic issues, such as the lack of human resources and specific knowledge and skills to develop and plan ecotourism.

In the context of The Gambian Demo Project' Sites, the term 'ECO-tourism' should be considered in its broader meaning and interpretations – 'E' for the Environment and 'CO' for the Community'. This is to include broad efforts to ensure that tourism is developed and planned sustainably and responsibly, benefits host communities, is sensitive to the environment and particularly the beach and other existing fragile environments, and is done within specific attention to the community development outcomes. This would include small business development not necessarily focusing on small scale accommodation and the hospitality sector, but more on the wider tourism experiences (i.e. eco-trails and code of conduct), environmentally

friendly construction (i.e. eco-block making, eco-lodges, eco-village), and fostering businesses, which are compatible with responsible tourism practices on the coast.

While in the Gambia as a whole, the focus should remain on the integrated development and management of responsible tourism, the potential for ecotourism products (in the strictest of meanings) development are evident in the Kartong area and on the coastal area stretching for the last 10 km to the south border with Senegal. In particular, Kartong provides a relatively unspoiled natural environment and beaches, which need to be preserved from overdevelopment associated with the potential further growth of coastal tourism. There is also an urgency in helping national and local government officials, residents and those involved in tourism to understand how to best sustain the destination and its assets. There are several initiatives (i.e. Sandele Eco-retreat and Learning Centre and the allocation of plots for ecotourism development in its vicinity) that anticipates the interest in further developing tourism in the area. If on one hand this may be a catalyst for other forms of tourism in the community, the lack of a clear policy guidelines on ecotourism and EMS may lead to land-grabbing by investors leading to little or no benefit to the local community, unsustainable pressure on local natural resources, deterioration and loss of attractiveness and even displacement of local communities.

Overall tourism training is limited to the attempts made by ASSET and the GTA in offering some level of basic awareness on responsible tourism and hospitality management. More recently, there have been attempts to provide higher standards of training from Certificate to up to Master level. For example, the restructuring of the Gambia Hotel School (GHS) into the Gambia Hospitality and Tourism Institute (GHTI - with funding from the Spanish Government and the World Bank) and collaboration between the University of the Gambia, the International Centre for Responsible Tourism (ICRT) at Leeds Metropolitan University and the ICRT-West Africa (with funding from the Commonwealth Foundation) are symptoms of the dynamic engagement between international organizations and Gambian counterparts, actively supported by the Ministry of Tourism and Culture.

The development of local capacity in responsible tourism through the creation of a set of formalized training courses is symptomatic of the local willingness to improve the services provided by the sector. However, the lack of local capacity to deliver tourism and hospitality programmes, both at undergraduate and postgraduate level, is yet an issue to be addressed. For instance, while tourism has been one of the major contributors to the national GDP for over 30 years, the need for a national curricula in the disciplinary context of tourism and hospitality has not yet been addressed.

The specific Training Needs identified in the following paragraphs are the result of a summary of needs identified during the Demo Project Sites' assessment, with KART proving the clearest vision amongst all (see Annex 5).

While KART is recommended as the primary beneficiary of the COAST Project capacity building training, an agreed number of individuals from Tumani Tenda and from the Boat and

Fishing Association of Denton Bridge may be selected to take part in the training. This is to be defined once the allocation of funding and training provision is agreed.

3.1 Training Needs

3.1.1 Current status of training in Ecotourism? Who is currently already trained in the country? Who already provides this type of training? (people, institutions providing training)

- There are a limited number of people trained in the field of Responsible Tourism, which have sufficient knowledge about Ecotourism and may be able to deliver ToT programmes.
- The University of the Gambia (UTG) and other private institutions such as the Institute of Travel and Tourism of the Gambia (ITTOG) are involved in the delivery of ‘tourism’ related programmes (certificate, diploma, UG and PG level). However, there is no national curricula yet that sets the standards for the delivery of any of the offered training programmes.
- There is a proliferation of private colleges (some 15 accredited by the National Training Authority) claiming to deliver programmes in Tourism and Hospitality from certificate to higher diploma level, but the quality remains questionable.
- Most of those programmes which are of acceptable international standards are delivered with support from UK institutions such as for example the ICRT at Leeds Metropolitan University (in the case of UTG) and North Nottingham College (in the case of ITTOG).
- The ITTOG has recently started the delivery of training in ecotourism and should be the first port of call for any COAST proposed training in the field.
- The local hotels provide in house ‘on the job’ training based merely on the specific needs of the business rather than a sector led coordinated strategy.
- UTG will be delivering a Master in Responsible Tourism Management in collaboration with ICRT-West Africa and ICRT at Leeds Metropolitan University as part of a project funded by the Commonwealth Foundation starting in September 2010. This project will sponsor a total of 15 individuals to study for the Master delivered in The Gambia.

3.1.2 What training needs have been identified?

The training needs identified by KART are listed in detail in Annex 5.

The general training needs identified for the wider demo projects context are clustered in 3 main groups:

a. General Training:

- Leadership and Governance
- Policy Writing and Implementation
- Entrepreneurship
- Small business development and management (the MDI is offering this Course).
- Customer Services
- Service Operations and Quality
- Marketing and Communication for Tourism and Hospitality
- Environmental Management for Tourism and Hospitality
- Business Planning and Development (including project proposals and budgeting)
- Health and Safety
- First Aid
- Transport Development and Management
- Sustainable Waste Management (including composting and recycling)
- Visitors' Management (including events goers)

b. Hospitality

- Food Preparation and Hygiene
- Menu Development
- Product and Small Business Development and Management (i.e. product pricing)
- Recycling and other environmental practices
- Eco- construction and environmentally friendly accommodation development
- Eco- village development
- Housekeeping
- Front Office Ops

c. Tourism

- Awareness of tourism and environment for leaders
- Awareness of tourism and environment for the community, public, schools – then roll out more broadly as short course
- Awareness for tourists themselves – notably re: garbage, general environmental sensitivity

- Destination planning for coastal areas (zoning, carrying capacity, enforcement of EIA, setbacks, design and waste systems etc – overall coastal ecological planning - see similar in EMS section.)
- Introduction to various forms of Responsible Tourism (including Niche and Ecotourism - how to create, run manage sustainable enterprises)
- Tourism Impacts
- Product Development (i.e. tourism trails)
- Heritage (natural and built) Interpretation
- Tour Operation and Guiding
- Product Development and Management (including trails and museums)
- Craft Making for Tourism

3.1.3 Who needs training on this issues? (specifics, numbers where possible, officials, industry, managers, workers etc)

- State/Local Government Officials/Employees on the concept and value of responsible tourism, how to plan, develop and manage ecotourism, environmental issues associated with tourism development in coastal areas.
- College/UTG/ITTOG/GHS Teachers – this ToT training could provide benefits for the wider Gambian tourism context.
- Existing and Potential Small Business Entrepreneurs – training related to sustainable tourism/ecotourism management, hospitality and/or any relevant field as listed above.
- Hotels – All the specific required training to upgrade services to international standards as well as waste management and environmental practices.
- Food Producers and Sellers – in how to produce foods to standard for sale to hotels and restaurants (supply management, quality control, business management) – the Gambia is Good Farm could be as a replicable BAP in this filed (see: <http://webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/casestudies/files/africa/gambia-trade.asp> and <http://www.thetravelfoundation.org.uk/index.php?id=126>).
- Village Development Committee members and/or their advisors – basic understanding of the pros and cons of tourism and basic needs of tourist. Awareness about the implication of tourism and hospitality development to encourage community members to comply with possible code of conducts.

- School Teachers - General awareness of tourism and the environment (does and don'ts) to prevent possible negative impacts of tourism at community level – responsible tourism, visitor management, how tourism can benefit the community.
- Community members - general awareness of tourism for those who use the coast, serve tourists, interact with visitors. This needs to be also aimed at preventing the emergence of *bumpsters*' activity known as one of the plague nuisance to tourists in other parts of the country.

3.1.4 What extra Training is needed?

- Environmental preservation and conservation from a regulatory perspective (architecture and engineering)
- Coastal Zone Management for Tourism (planning, development and implementation)
- Hospitality Services and Operations (to reflect international quality standards and be competitive on the market)
- Basic awareness for leaders of what sustainable (responsible) tourism is focusing on its multifaceted forms.
- Basic awareness of the pros and cons of tourism for local residents – how can they benefit from it. The training should include a representative number of community members.
- Small business management, value chain development: people need to know that there are opportunities in tourism outside having a hotel – best practice in small ecotourism enterprises, tour operating, visitor management, obtaining and retaining benefits.
- Local food and craft production suitable for the tourism sector (e.g. local fishing and agriculture and quality craft items).
- Additionally, the Eco-Village Design Educators Course proposed by KART appears as a progressive proposition to be considered. This could be developed in collaboration with Findhorn Foundation (see <http://www.findhorn.org/programmes/programme353.php>), based on the Gaia Education Ecovillage Design Curriculum.

3.2 Training Capacity

3.2.1 Current capacity to provide this training – or similar (e.g. institutions, local trainers)

- The training capacity at National Level is limited.

- ASSET, GTA and ITTOG have delivered a variety of training courses ranging from ToT, to basic skills development (i.e. Banesto training) and more formalised programmes at diploma, certificate level. However the local teaching capacity is limited at best, inexistent at worse.
- **The MDI have been delivering courses in small business management.**
- **The GTTI claims to be in the process of developing an UG course in tourism, but this is questionable both in terms of the institutional capacity to deliver the course and consequently the quality and content of the course itself.**
- UTG and ICRT-West Africa through their collaboration with ICRT/Leeds Metropolitan University could be approached for the provision of ToT and training at higher level (i.e. leadership, policy development, entrepreneurship).
- Most of the available trainers may be in over-demand and their availability will have to be assessed.
- ASSET and GTA could address the general Responsible Tourism management aspects of the sector.
- At community level, awareness and training could be provided by trained staff from the KART once they take part in a ToT programme. Collaborations could be developed with suitable institutions from other parts of Africa (i.e. other countries participating in the COAST programme). This would be beneficial for the COAST member countries to network and exchange ideas. The collaboration could be facilitated via networking, exchange visits for those who will be involved in the day to day job and not only for the senior management of the organization involved.

3.2.2 Who could provide the training with material/ ToT?

- For the more advanced and managerial level training - External Advisor to provide a ToT. ICRT West Africa, ASSET or overseas trainers according to subjects. This will also depend on available funding.
- For the introductory and community level training - Trained GTA and KART staff once they complete their ToT programme.
- GHTI – Hospitality related courses.
- ITTOG - Ecotourism Training at certificate/diploma level.
- Findhorn and Gaia – Eco-Village Design Educators Course
- Earthworks - BATs training in eco- construction capacity building based on technology imported from India.

3.2.3 What materials are already available?

- There is a limited amount of up-to-date material on Coastal Zones Management, Environmental Preservation and Conservation for tourism – i.e. Coastal Zone Management Hand Book, NEMA and even ICAM documents.
- ITTOG may have material for a variety of key topic such as Ecotourism and Tour Operating and Guiding as they deliver tourism related courses of good quality.
- The GHS may have some basic Hospitality, House Keeping, Front Office and Catering Training material, but these may need updating through a ToT programme.
- No Craft Making training is available. May be in formal levels but there are several informal level trainings available. There is just the need to identify and incorporate them.
- ASSET - Banesto Training material on Business Management, Book Keeping, Customer Service, Entrepreneurship, Food Hygiene, House Keeping, IT, Sustainable Tourism (including Community Development) and Gender.

3.2.4 What Gaps/Challenges are there?

- Availability of local trainers and tailored training materials.
- Insufficient understanding of the importance of BAP and BAT in environmentally friendly constructions to establish ecotourism.
- Inadequate focus – willingness to engage in too many demo projects, without thoroughly assessing the market demand and potential.
- Lack of funding to implement capacity building training.
- Lack of knowledge of tourism as a business and not a charitable organisation. Therefore training in entrepreneurship is very vital

3.3 Specifics for Priority Training Areas

3.3.1 How much time would the training take?

- Specialist/technical training (some of the topic may be clustered according to needs) - 1 to 4 Weeks ToT (involving selected staff from e.g. GTA, UTG, ITTOG, KART, ASSET, GHS/GHTI and NEA).
- Government Official Awareness (GTA, NEA, MOTC) – 1 to 3 days.
- Awareness for local community members (i.e. including VDC) - 1 day, which could be divided into short session of max 2 hours each per week over a period of 3-4 weeks. To be delivered in the local language.
- GHS/GTTI and UTG may be prepared to custom design modules – ToT based on 1 to 4 weeks according to the number of subjects and depth of advise required on curricula development and modular content according to level (i.e. certificate, diploma, Undergraduate/Postgraduate) and mode of delivery.

3.3.2 What budget and resources are needed? What co-financing do you have? What do you want to ‘spend’ your co-financing on (i.e. priorities)?

- GTA and NEA may have match funding budget (i.e. GEF), but no clear idea of how much the courses would cost and how much could be allocated. It is envisaged that according to the specific subject, relevance and selected participants each of the two institutions may be more or less inclined to co-finance the training. They seemed prepared to include a budget figure for training as soon as needs were identified.
- Reasonable funding should be allocated to fund work done at local level during the COAST activities, especially when these may require local demo projects’ representatives to facilitate the process due to their knowledge about the area - i.e. it is recommended that a KART committee member should be identified in assistance to the Demo Project Coordinator and compensated accordingly.
- Awareness training can be done either in one of the existing eco-camps or at Sandele Eco-retreat and Learning Centre, which may offer the most suitable resources for such training.
- Where local capacity is not available, for specific modules to be delivered by external experts, prices per trainer may vary from \$500 to \$1200 per day, plus expenses.
- Cost for local trainers may be negotiated with GTA/NEA/ASSET on the basis of their previous experience (i.e. with Banesto).

3.4 Actions and Recommendations

3.4.1 Proposed actions and strategy – which approaches, events, modules, where and when?

- A ToT programme needs to be identified on the basis of the immediate needs and focuses previously identified.
- Any training need to be jointly developed with inputs from local players (private or public sector) to provide local contextualization, practical application and where required translation in the local language.
- GTA and NEA should seek collaboration with local training institutions including UTG, GHS/GHTI, ITTOG.

3.4.2 Key challenges (Learning and sharing issues Information capture and processing issues, others)

- Timing – need to be accessible to officials and tourism entrepreneurs, which may have a different level and type of commitment.
- Availability of local technical expertise.
- Financial constraints to fund capacity building.

3.4.3 Logistics and Governance issues (level of support for priority areas, assumptions regarding host country inputs.

- Having Focal Points from both the NEA and the GTA provides a great mixture of expertise. The two Focal Points and the Demo Project Coordinator are required to work closely to facilitate any initiative, which would enable both EMS and Ecotourism development in the destination. The ambition of doing so for a wider set of demo projects needs to be reconsidered in order to keep actions focused and improve the chances of success.
- Levels of support are not yet clear as project is very new and partners have not yet been contacted.

3.4.4 Who are the potential partners, and what are their roles and responsibilities?

- NEA, GTA, KART and local VDC are the key institutions to collaborate and facilitate the implementation phase of the capacity building emerging from this preliminary assessment.
- ASSET could share their knowledge and experience in ToT programme development and delivery.
- Training institutions such as UTG, GHS/GHTI should be involved in the ToT programme.
- GTTI, ITTOG and ICRT-WA may provide some of the required specific training (i.e. village planning and environmentally friendly construction, ecotourism principles ad practices).

3.4.5 Table of Needs:

Stakeholder	Roles	Responsibilities
State Level		
NEA/GTA	Focal Points	Work closely together and identify key participants for the ToT programme.
GHS/GHTI	Training institution	Can provide premises for training on

GTTI	Training institution	Hospitality related matters. Can take part in the ToT programme. Can provide premises for training on 'Constructions' related matters. Can take part in the ToT programme and can contribute to the creation of the training module/material.
UTG	Training institution	Can take part in the ToT programme
Private sector		
ITTOG	Training institution	Can provide training on Responsible Tourism and Ecotourism
Local Service Providers (i.e. Hospitality, Entertainment, Touring, Events)	Participate in the training	Provide BAPs and BATs if available.
Gambia Hotel Association	Could have staff that receive training and then give training to others.	Can identify key hoteliers, owners, managers, investors and help with sharing BAPs.
Earthworks	BAT in environmental and Sustainable Architecture Development	Could provide capacity building to other COAST destinations
Communities		
Alkalo (Head of the Village) and VDC members	Promote and encourage community participation in workshop	Collaborate in the identification and promotion of an 'environmentally friendly code of conduct'
Wider Community Representatives	Participate in the workshop	Only if fully committed.
NGOs and media		
BANESTO	Possible additional Training Provider	Have experience on basic hospitality training in the Gambia and could be involved in the future.
Findhorn Foundation (see http://www.findhorn.org/programmes/programme353.php),	Eco-Village Design Educators Course	Could provide the Eco-Village Design Educators Course, training based on the Gaia Education Ecovillage Design Curriculum.
Donor agencies		
UNIDO/UNESCO/UNDP/EU/World Bank (?)	Funding Institutions	Provide adequate funding for the capacity building training and provide additional support for the development of the required curricula of activities.

4. Country Summary/Final Considerations

Given the potential demonstrated by the Demo Project Area of Kartong with KART playing a key coordinating role, the capacity building of local workforce would have to:

- Address the lack of trained staff across the two areas of EMS and Sustainable Tourism (and Ecotourism as part of a broader understanding of Responsible Tourism);
- Enable local training institution such as the GHS/GHTI and GTTI to gain sufficient knowledge on EMS and Ecotourism development through ToT programme.
- Identify potential synergies and collaborative actions with UTG to enable a longer term ability to reflect training needs at national level.
- Identify practical solutions to the identified environmental problems (i.e. waste management and sand mining) and implement required actions;
- Tackle the decaying state of some of the infrastructure (i.e. community-based accommodation and camps) and buildings in the locality through the identification of appropriate BATs and BAPs' actions and funding;
- Select an adequate number of individuals for the capacity building training in a ToT format;
- Facilitate south-south collaborative opportunities, whereby local BAPs and BATs may be shared between other COAST project participating destinations.
- Focus actions on a more sustainable and integrated destination planning process to be facilitated via the collaboration of different National Ministries and Agencies, the Local Government, the private sector and the residents of the demo project areas.

5. Actions and recommendations

Demo Project Areas: Due to the limited funding available and given the different level of development and engagement in EMS and Ecotourism of the proposed Demo Project Areas (KART, Boat and Fishing Association of Denton Bridge and Tuman Tenda), it is recommended that the project become focused on KART and Kartong Beach, with the open possibility for selected members from the remaining demo project areas to benefit from the training when and where appropriate.

Institutional home for materials: The course materials, and trainers, need to have an institutional home so that their use is sustained after the end of the COAST program. One suitable home for the material could be the NEA library. Due to the variety of training needs, the trainers will come from a variety of institutions including both the public and private sector.

Training of the Trainers: A ToT approach is the most suitable one. Timing and length of training will have to be identified in accordance with local calendar of events and public/private commitments.

Development of materials: Generic materials on themes relevant to the demonstration projects can be created, and written in English and in simple format. The outline of course materials should be reviewed by beneficiaries before they are developed, to ensure they are appropriate. A translation of material into local language/s will be provided for the community workshop.

Format for training: a mixture of practical sessions combined with seminars, workshops and site visits (i.e. different types of ecotourism projects around the country) may work best in this destination. Some vocational training (e.g. catering, food production) is best on-the-job.

Raising awareness: Generic introductory training on both EMS and Responsible Tourism and Ecotourism can be combined. Trainers, trained through a ToT programme can disseminate BAPs and BATs to a wider set of stakeholders and where appropriate in other destinations (i.e. in West Africa).

Roles and responsibilities: NEA and GTA decision making power should bear equal importance. They should work closely together and agree on any action accordingly. Roles should be clearly assigned and then monitored to ensure progress. KART should be enabled to facilitate any local activities which may be required to, but this should be supported financially.

6. Challenges

Collaboration between Focal Points: The fact that the two Focal Points operate under two different Ministries with different policies and agendas) may constitute a challenge in the fact that they may have different priorities. It is therefore essential that both should operate collaboratively under the common COAST project agenda, with roles and responsibilities clearly identified and agreed between parties.

Motivating the private sector in maintaining standards: Some sectors' players are clearly not complying with required standard and they believe to be acting in the right way both in relation to environmental issues and sustainability of their operation. NEA (in relation to the Environment) and GTA (in relation to tourism operations) are required to monitor any industry progress and be consistent in the implementation/enforcement of regulations. There are claims that this is already in progress, but that the two institutions should put in place a more effective monitoring system to that effect.

Enforcement: The enforcement of the existing environmental legislation is key to the success of any future newly created environmental codes of conduct or regulation. Particular attention should be paid to environmental degradation due to waste management, sand mining and

unregulated coastal development. It may be difficult to control or regulate coastal development as the responsibility for land allocation and administration is under the Ministry for Local Government and land. To solve this existing problem, there is a need to engage the Ministry of Local Government in the COAST Project's activities.

Simple and achievable objectives: The demonstration projects were identified before the budget was finalised, and the proposed list of sites is highly ambitious given the resources that are available. Therefore, the intervention needs to be focused on the imminent priorities to make it easy and achievable within the COAST timeframe, and with the resources available. One option may be scaling down the size of the demo project area to KART and Kartong Beach area where the main ecotourism resources are located, with potential for individuals from other demo projects' areas to be involved in some of the capacity building training.

Use of Terminology: For example, the demo projects mentions ecotourism, but there is a need for a wider set of actions under the wider context of responsible tourism. Due to the infancy of the COAST project and the complexity of some of the EMS and Ecotourism issues, it is important that the terminology is clarified amongst the NEA and the GTA to enable mutual understanding and a common agreed agenda.

References

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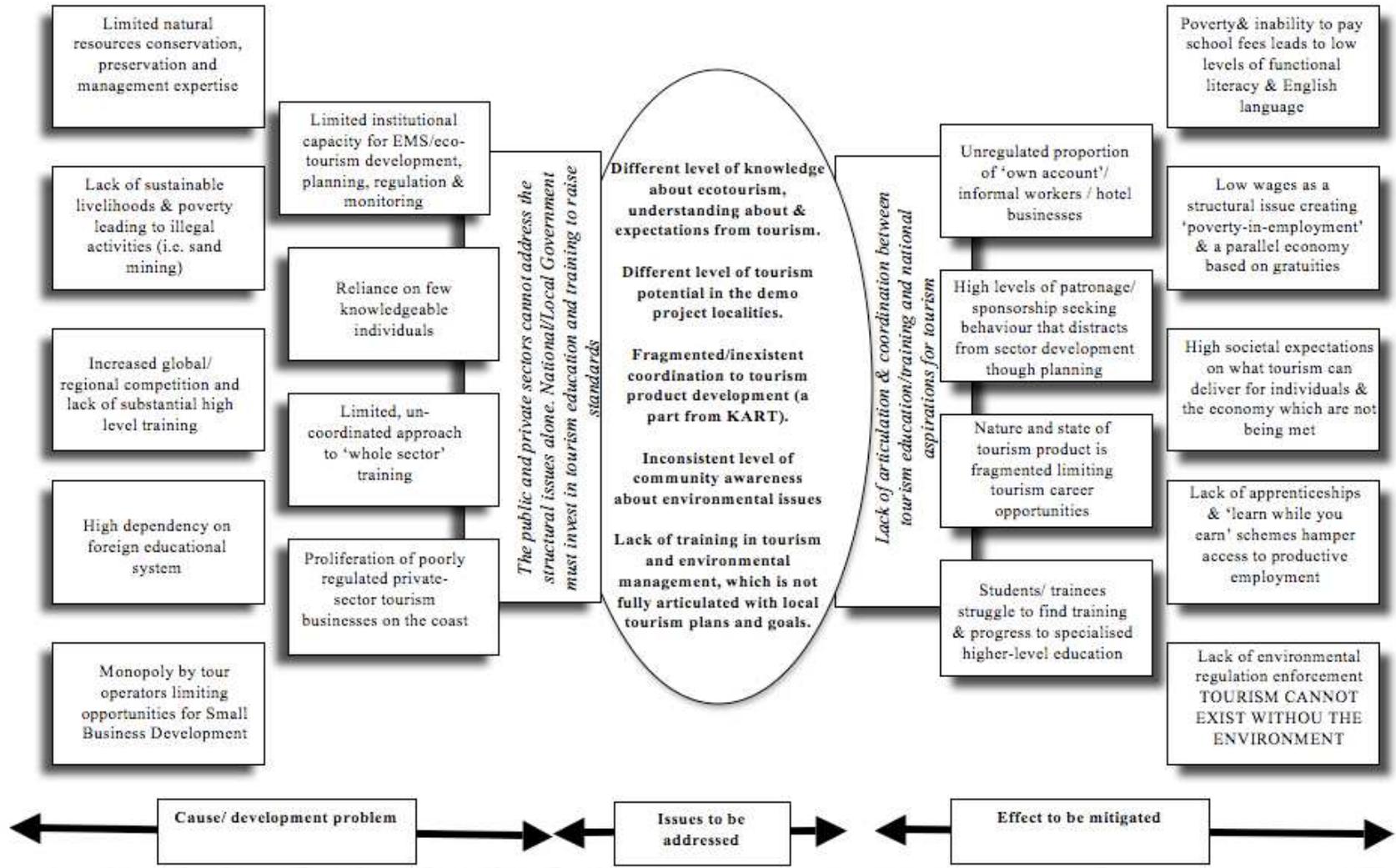
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World Bank (2009) *Restructuring the Gambia Hotel School into a National Tourism Training Institute*, October.

Annex 1

Tourism problem tree analysis for The Gambia (hierarchy of problems)



Annex 2

Meeting Report Sheet: COAST Training Needs Assessment

Date:

Location:

Attendees:

1. Subjects covered: (e.g. EMS, certification, poverty reduction, ecotourism, reefs, other)

TRAINING NEEDS

2. What is the current status of training on this issue? Who is already trained in the country? (people, institutions providing training)

3. Who needs to be trained on this issue? (specifics, numbers where possible, officials, industry, managers, workers etc)

4. What extra training is needed? What are the priorities?

5. What are the specific subject areas (curriculum modules) where training is required? (List about 3-5 priority issues to address in this training)

TRAINING CAPACITY

6. What is the current capacity to provide this training or similar (e.g. institutions, local

7. What training modules are already available? (local, in region)

8. What specific training modules are still needed? (i.e. gaps)

9. BAP/BAT – examples or potential for on-site training and mentoring?

SPECIFICS FOR PRIORITY TRAINING AREAS

10. How much time would the training take? (days, weeks months)

11. What budget and resources are needed? What co-financing do you have? What do you want to 'spend' your co-financing on (i.e. priorities)?

ACTIONS AND RECOMMENDATIONS

12. What are the proposed priority actions and strategy for implementation? (approaches, events, modules, where and when)

13. What are the key challenges? (learning and sharing issues, information capture and processing)

14. What are the logistics and governance issues ((level of support for priority areas, assumptions regarding host country inputs)

15. Who are the potential partners, and what are their roles and responsibilities (and see next sheet)

16. Stakeholder roles and responsibilities

Stakeholder	Roles	Responsibilities	1. EMS	2. Ecotourism initiatives to alleviate poverty, diversification or alterative livelihoods, biodiversity conservation
Government:				
• Local				
• State/ Province				
• National				
Private sector:				
Communities				
NGOs and media				
Donor agencies				
Focal point				

17. Other comments:

Annex 3

List of Participants/Respondents

Date/Format	Person	Institution	
12 th May 2010 Meeting at NEA	Momodou B.Sarr	NEA Focal Point	
	Momodou J. Suwareh	NEA	
	Abubacarr Kujabi	Demo Project Coordinator	
	Famara Drammeh	NEA	
13 th May 2010 Meeting at Sanyang VDC	Fatou Beyai Raji	GTA Focal Point	
	Gunjur Jabang	Alkalo (Head) of Sanyang Village	
	Saikou Bojang	VDC Member	
	Dembo Sillah	Council of Elders Member/ Land Owner – Sanyang Forest site	
	Findy Sanyang	Land Owner – Sanyang Forest site	
	Demba Bojang	Land Owner – Sanyang Forest site	
	Sang Sylva	GTA – product development	
	Alhagie Jabero Jabang	Council of Elders Member	
	Alieu Bojang	Council of Elders Member	
	Saikou Badjie	Council of Elders Member	
	Bai Bojang	Ward Leader - Sanyang Forest site	
	Demba Sanyang	Messenger to the Alkalo	
	*Abubacarr Kujabi	Demo Project Coordinator	
	Famara Drammeh	NEA	
14 th May 2010 Meeting at NEA	Mr Doudu Trawalleh	NEA – Coordinator of ACCC project	
14 th May 2010 Meeting at the Boat and Fishing Association of Denton Bridge	E. Sanyang	BFADB President	
	Sambou Soulko	BFADB Security	
	Lamin Bojang	BFADB Treasurer	
	Lamin Saidy	BFADB Assistant Treasurer	
	Malang Baoljie	BFADB Captain	
	Modou Janneh	BFADB Member	
	*Abubacarr Kujabi	Demo Project Coordinator	
	Famara Drammeh	NEA	
	14 th May 2010	Daoda Njang	ASSET
	15 th May 2010 Meeting at Tumani Tenda	Kebba A.M. Sanyang	Tumani Tenda Camp Manager
Ebmima Jarju			
Momodou L. Sanyang			
Alkalo Mohamed		Alkalo (Head) of the Village	
Hawa Sanyang			
Fatou Jarju			
Batou Jarju			
Mamie Gomez			
Muhfarr Sanyang			
Basiru Sanyang			
Sanna Manga			
Fatsujara Sanyang	Cook		

	Alieu Nyang	NEA Research and Development Manager
	Sang Sylva	GTA – product development
	*Abubacarr Kujabi	Demo Project Coordinator
15 th May 2010 Meeting at KART Office	Badibu Sambu	KART Executive Member
	Foday Juwara	KART Executive Member
	Buba Kwame Jarjou	KART Administrator
	Ebrima K.M Jabang	KART Member
	Geri Mitchell	Sandele/KART Chair
	Mbye Jabang	KART Executive Member
	Fa Musa Camara	KART Member
	Mbassey Jatta	
	Bertha Johnson	Lecturer at GTTI - Community Mapping, Profiling and Planning
	Ousmar K. Jammeh	
	Modu L. Manneh	KART Assistant Administrator
	S. Sambu	KART Assistant Administrator
	Kanjura B. Sambou	Kartong Youth Council
	Casey Donhue	KART/Peace Corps Volunteer
	Mai Jabang	Kartong Women Village Activities
21 st May 2010 Interview	Alpha Omar Jallow	Earthworks
21 st May 2010 End of Mission Meeting with NEA/GTA at Safari Garden	Abubacarr Kujabi	Demo Project Coordinator
	Famara Drammeh	NEA
	Fatou Beyai Raji	GTA Focal Point
22 nd May 2010-06-13 Interview/Site Visit	Maurice Phillips	Earthworks/Sandele
	Geri Mitchell	Sandele/KART

Annex 4

EARTHWORKS CONSTRUCTION

10 Key Facts

1. Earthworks Construction Company Limited ('Earthworks') was registered in 2008 having evolved from the staff who constructed Sandele Eco-Retreat and Learning Centre ('Sandele'). Based at present at Sandele (where there is a fully equipped construction workshop) the company base will move to a major road frontage site when upgrading works there are completed.
2. Employees are primarily drawn from Kartong – the nearest village to Sandele - and with which Sandele has a Memorandum of Understanding that will see the site and its structures becoming the property of the village in 2033.
3. Earthworks has trained more than 200 people in the techniques of block making and construction with compressed, stabilised earth blocks (CSEBs).
4. The Gambian government, through several of its Departments, has shown great interest in Earthworks and has stressed the importance of training in the technology for many more people.
5. The CSEB technology is very ecologically friendly as the (much more expensive) use of cement and sand is minimised or eliminated. The machines are manually operated, are portable and allow construction to be undertaken on any site.
6. Earthworks offers a design and build service if required or works to the client's own specification. Since 2007 Earthworks has worked for a variety of different organisations, institutions (the UNDP, NGOs) and individual clients. By building water towers and training people from a variety of places and organisations Earthworks has had a major impact on nine rural villages.
7. Commissions currently being explored include another two houses, additions to an existing property and low cost housing for a government department.
8. Earthworks has imported five (5) CSEB machines from Aureka for its own use and five (5) more for other organisations or individuals. In the whole of West Africa there are currently no more than fifteen (15) other machines in operation. Earthworks is Aureka's agent for the machines within West Africa. Aureka is a company established in Auroville, Tamil Nadu, India. Auroville hosts The Earth Institute and Earthwork's initiative is an outstanding example of south-south development;
9. Earthworks – The Gambia – has formed a sister company in Senegal (Earthworks Construction – Senegal). This company is not currently functioning as a build up of personnel and company infrastructure is required before construction can begin.
10. Earthworks is about to submit a proposal to the UNDP for funds for a social enterprise project that will enable Gambians (initially) to be trained in CSEB technology and to establish their own social enterprise construction companies on completion of their training (see following page) . People from other countries will be encouraged to participate in this programme once it is well established.

Earthworks Training Enterprise: a public/private partnership

Aim: To establish a programme for young Gambians that generates rural employment, provides vocational training in construction, benefits local communities and makes ‘urban drift’ by young people less likely.

Concept: Funds are sought for:

- Sponsorship so that the board of the Pathways Foundation – a not-for-profit charitable organisation linked to Earthworks Construction Limited – can run a comprehensive social enterprise training and employment scheme
- Opportunities to bring ‘self –interested’ groups of people together to train in the use of CSEBs with a view to establishing their own business/social enterprise based on the Earthworks technology. Groups will be selected from different parts of the country so that future employment opportunities are sought locally and the ‘drift to the coast’ (or further afield) is lessened
- On and off the job training and experience of using CSEBs in a ‘real’ and practical situation (minimal ‘class room’ teaching and maximum exposure to the real world while training)
- A training period and financial allowances for trainees for six months (during which ‘live’ construction is undertaken as part of the training - initially by building infrastructure for the programme in the Kartong area and subsequently at Sandele Eco-Retreat and Eco Village)
- One day a week formal training by an accredited training institution (GTTI?) that brings ‘the trainer(s) to the trainees’ rather than the trainees travelling to the institution
- On-going employment after the training period through Earthworks Construction Limited or other contracts (building of low cost housing for the Department of Social Security and Housing Finance and similar?)
- A ‘savings and loan’ system so that Co-operative/Franchise groups are able to retain the machine that was used during their training period for their future contracts/work
- For commercial institutions (CDC/AUREOS/Reliance Financial Services?) to provide management and finance either to enable Earthworks Construction to run the system or to manage and fund independent franchises or SMEs.

Programme elements: It is envisaged that the programme might run in the following way:

- Villages select potential trainees based on criteria set by the programme sponsor, the training institution and The Pathways Foundation/Earthworks; **OR** would apply in self-selected groups from different parts of the country; **OR** would apply totally independently as individuals
- Initial training would enable village or other groups to be formed that might eventually become Earthworks Co-operatives/Franchises. Each group would function together throughout the training - ready for the time when they are an independent working unit
- Trainee groups would involve existing masons and carpenters, together with people ready to train as block makers. During the training period all trainees would be expected to operate as their own labourers
- Each group would comprise of, say, 12 people (two masons, two carpenters and eight block makers). All group members would receive training in all aspects of CSEB technology and at the end of the course each group would be encouraged to agree upon a group leader

- First groups would live in home stays in Kartong or in one of the various camps around the village and would build, as part of their training, accommodation for themselves and subsequent groups. The accommodation would be in the form of low cost housing that could subsequently be rented/sold to local people
- All groups would spend all or part of their time at Sandele building ‘real life’ structures
- A monthly allowance would be paid to individual trainees. In addition, a sum would be credited to the work group – not individuals – that would enable the group as a whole to apply for a loan to purchase ‘their’ machine and moulds at the end of the programme. (For each day of successful attendance and performance by individuals and the group a payment would be made into the ‘machine purchasing fund’.)
- The technology, the saved funds and the loan would not be provided until the group had gained a signed contract for their first job – during which time Earthworks Construction personnel would oversee the quality of the work

Funding: A proposal to potential sponsors based on the concept and programme elements might take the following form:

- **A three to five year training programme** that includes:
 1. Training for, say, six work groups a year – each group will receive six months training so that 36 people would be training at a time. Training groups might overlap so that skills acquired by earlier groups can be experienced at an early stage by incoming trainees
 2. A daily food allowance
 3. An accommodation allowance
 4. A travel allowance
 5. A performance allowance per person per month to provide a ‘savings deposit’ of one third of the cost of an Aurum Press 3000 and associated moulds
 6. The Performance Allowance would be retained by the sponsor and used to buy the machine for each group. The group would take a loan from, say, Reliance Financial Services, for the remaining two thirds of the cost – to be repaid over five years
- **Training Institution’s** costs
- **Earthwork’s Construction** supervision costs:
- **Pathways Foundation** Scheme Management Fee
- **Cost of materials**
- **Other set up costs** (one off):
 1. Set up tool costs,
 2. Cost of initial 6 machines and moulds(cost of these is recoverable at the end of each training period from the Performance Allowances and loans made available by, say, Reliance Services
 3. A truck to transport goods and trainees

Conclusion: This is a first, rough draft of a possible scheme that is put forward to test its likely feasibility if turned into a full scale proposal. Costs are, at present, rough guides and will be subject to comprehensive review.

What is being proposed is a public/private partnership that will first offer training and will then offer assistance with setting up a number of SMEs for a large group of people each year. The scheme involves:

- collaboration between the Gambian government (to provide formal training - the GTTI)
- a funding sponsor (for the employment training and capital deposit costs - UNDP)
- the commercial funding sector (to provide on-going loans for set up capital - Reliance Financial Services)
- a private enterprise organisation (to provide on the job learning and practical experience - Earthworks Construction Limited) .

Next steps include:

- informal discussion with UNDP representatives
- redrafting of the proposal after informal discussion
- contact with relevant government departments and institutions
- contact with the commercial funding sector
- final drafting of proposal

Annex 5

Kartong Association for Responsible Tourism (KART) – Training Needs Analysis

	Description	Number to be Trained	Local/External	Format
1.	RT Awareness – KART Executive, members, staff and volunteers	40	Local	4 Workshops
2.	RT Awareness – schools, women’s groups and wider community	100	Local	10 Workshops
3.	RT Awareness – decision makers from grass roots to National Assembly	20	External	2 Workshops and one conference
4.	Eco-village Design Educators Programme	30	External	1 Programme
5.	Initiative to draw up a participatory plan for village development with GTTI	50	Local	5 Workshops + Visits from GTTI students
	Storytelling Initiative	15	Local/External	3 Events
6.	Eco-systems approach Planning <ul style="list-style-type: none"> • Alternative sources of energy • Fuel efficient cooking • Waste management • Conservation • Preservation of Cultural and Environmental assets • Transport • Mining • Marine conservation, mangroves & fishing • Restoration of impacted areas 	20	Local	1 5 day course to train trainers
7.	Ecology and Environmental Preservation	15-20	Local	Part of the above?
8.	Administration			
	• For KART	7	Local	2 Workshops
	• For Businesses	20	Local	1 Workshop
	• Governance for wider community	20	Local	4 Workshops
9.	Intercultural Exchange facilitation for Executive and stakeholders	25	Local	2 Workshops

10.	Tour Guide Development	10	Local	2 Events
	• Knowledge of specific environments			
	• Village excursion development	20	Local	1 x 14 day programme
	• Guide training			
	• Codes of Conduct Development for sites and suppliers	30	Local	5 Meetings
11.	Hospitality Management			
	• Customer Care	20	Local	1 Workshop
	• Housekeeping	20	Local	1 Workshop
	• Health & Hygiene	20	Local	1 Workshop
	• Front Office Ops	15	Local	1 Workshop
12.	Business Development	20	Local	1 x 5 day Programme
13.	Marketing	20	Local	1 x 2 day Workshop

