

**Senegal training needs analysis  
for the COAST program  
(English version)**

Compiled by Norbert Trehoux



## Table of contents

1. Introduction .....	4
1.1. Background and status .....	4
1.2. Key tourism issues for the project.....	4
1.3. Specific field methods used in the training needs analysis .....	5
1.4. Report structure .....	5
2. EMS, CERTIFICATION, MARKETING, LABELLING .....	5
2.1. Training Needs .....	5
2.2. Training Capacity.....	8
2.3. Specifics for Priority Training Areas .....	10
2.4. Actions and Recommendations .....	10
3. ECOTOURISM .....	13
3.1. Training Needs .....	14
3.2. Training Capacity.....	16
3.3. Specifics for Priority Training Areas .....	17
3.4. Actions and Recommendations .....	18
4. Country Summary.....	19
Annex 1 : Interviews held	
Annex 2 : Useful links	

### Acronyms used

ANPT	National Agency for the Promotion of Tourism
COAST	Collaborative Action for Sustainable Tourism
CZM	Coastal Zone Management
EIA	Environmental Impact Assessment
EMS	Environmental Management System
ENFHT	Ecole nationale de formation hôtelière et touristique
MDG	Millenium Development Goals
ONAS	Office National de l'Assainissement du Sénégal
ONITS	Organisation Nationale pour l'Intégration du Tourisme Sénégalais
ROI	Return on Investments
SAPCO	Department of Studies, Work, Planning and Promotion
SGS	Certification company
UNWTO	World Tourism Organisation

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## **1. Introduction**

### ***1.1. Background and status***

Endowed with a total coastal line of 700 km among which are 300 km of sandy beaches, the coastal areas of Senegal constitute more than 90% of the tourist destinations, hosting almost all of the tourism infrastructures. They are especially well developed along the Petite Côte, comprising a sandy coast with mangroves and the Saloum estuary in its southern part, as well as on the coast of Casamance.

While attention is being given to the development of tourism, far less attention is being given to the social and environmental impacts.

### ***1.2. Key tourism issues for the project***

This tourism training needs analysis aims to assess training needs across the two main thematic subject areas of the project namely:

- Environmental Management Systems (EMS) and Voluntary Eco-certification and Labeling Schemes, in Saly,
- Ecotourism initiatives to alleviate poverty through supporting diversification or alternative livelihoods for conservation of biodiversity and for the benefit of local communities, in the zone of Ngasobil.

The exploitation of these popular sites is not yet very well structured (no reliable hosting infrastructure, no policy of promotion, lack of training, poor local sensitization). According to the Petite Côte Demonstration Project Background Document (July 2009), key issues include:

- Lack of integrated planning in the coastal zone,
- Insufficient coordination of activities among stakeholders,
- Insufficient capacity to effectively design, manage and market an ecotourism product in the coastal zone,
- Lack of awareness by key stakeholders of tourism and protection issues and opportunities,
- Insufficient information regarding ecological and sociological impacts, sensitivity and limits of acceptable change,
- Gaps in institutional capacity and training of key officials and representatives,
- Insufficient access to models, technical support for planning and management,
- Lack of infrastructure or mechanisms to deal with solid and liquid waste,
- Expanding population and immigration of people seeking employment.

Saly is the most important village dedicated to tourism in Senegal, 80 Kms south of Dakar, on the "Petite Côte". It has known a rapid growth in the last 15 years. With around 15000 inhabitants (whose 2500 are westerners), it is now facing several issues, most of which are directly related to environmental management:

- Wastewater management: only the hotels are linked to the public wastewater system, not yet the private houses.
- Solid waste management, with all the garbage dumped in an open space behind the golf.
- Water management: although there is no specific water problem in the zone so far, shortages happen nearly every day for 1 hour (linked with electricity shortage).
- Beachfront management: the public Domain limit (200m) is not respected and there is no real planning for urban development.

### ***1.3. Specific field methods used in the training needs analysis***

To evaluate the training needed to implement the COAST program in Senegal, a semi-structured interview format was devised to provide a basis for meetings with key stakeholders. This format was subsequently used for all nine countries evaluated in the training needs analysis to ensure consistency (see Annex 1).

A field visit was made to Petite Côte between 22 and 29 April 2010 and a series of meetings were held with representatives of ANPT, SAPCO, the Mayor of Saly, Hotels managers and owners (Les Bougainvilliers, Les Filaos, Le Lamantin, Teranga) and the Youth Village Association.

In Ngasobil, meetings and field visits were held with the members of the Pilot Committee, headed by the local Demo Site Coordinator.

Most of the meetings were with individuals or small groups involved in environmental and tourism issues in Saly. The meeting notes for each of the meetings are attached as Annex 1.

### ***1.4. Report structure***

This report is structured into two main sections: EMS and certification (Saly); Ecotourism and poverty reduction (Ngasobil).

## **2. EMS, CERTIFICATION, MARKETING, LABELLING**

### ***2.1. Training Needs***

***Current status of training re this issue (key areas such as EMS, certification, audit, greening***

***etc) Who is currently already trained in the country? (people, institutions providing training)***

- An EMS is a systematic way of managing environmental issues by integrating them into everyday operations and business strategy;
- There is no national certification for the hotel industry, just an hotel classification, with no focus on environmental concern. The Minister of Tourism (who has been Minister of the Environment) plans to create a national standard.
- Hotels are subjects to an EIA before construction.
- Nearly 30 private schools in Senegal give training in tourism (Institut de Tourisme et d'Hôtellerie, Institut de Formation Professionnelle et Assistance pour l'Afrique, Institut de Formation en Tourisme et en Restauration (IFTR), Ecole Supérieure Polytechnique...), but ENFHT is the only recognised national tourism school, training in tourism management but having no specific course in environmental management.
- SGS is providing specific EMS training for auditors in Dakar but is not focused on tourism issues.
- An annual Salon is organised by ONITS in collaboration with ASSET (Association of Small Scale Entreprises in Tourism in Gambia) regarding certification of regional food products and handicraft. They plan to organise one for ecotourism.
- Out of the 16 hotels in Saly, 14 are working and Les Filaos, member of the Germano-French group Nouvelles Frontières (TUI), is the only one recently certified ISO14000 (October 2009). Mr. Ousmane Diop, has been trained by the company Eurima and is now appointed as Customer Relationship and Environment Manager.

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

- Administration and planners: Local government officials (the Mayor of Saly has been recently elected for 5 years) need training on best practices in wastewater and solid waste management. So far, all the garbage in Saly are collected by donkey-karts belonging to the city, while SAPCO is in charge of the garbage collection in the hotels (1 truck out of 2 is out of order due to spare parts problems). Garbage are dumped in a public land behind the golf.



*Garbage site behind the golf, Saly*



*Typical quad excursion, Saly*

- A training in CZM, planning and zoning would be relevant: due to a lack of control of the new building projects (marina in Saly), erosion is very fast: Hotel Teranga has lost 50m of beach within 6 months, and as a result has lost his most important tour operator (Thomas Cook) and thus got rid of 40% of his staff.
- A training in the basic environmentally friendly technologies to be implemented by any new investor would enable a shared knowledge of the persons in charge of tourism development and would lead to a reinforcement of the legislation.
- Tour operators: Two of the best sellers tours are jet ski and quad/buggy excursions in the villages and on the beach. A global awareness program about group sizes, behaviour has to be set up to avoid capacity overcharge in sensitive spots.
- Hoteliers: In Saly, all the hotels are members of a "Comité de station" and most of the hotel managers are members of the Hotels Managers Association. Together, they work closely with SAPCO to define the priorities to work out, especially in terms of development, environment and safety.
- Some of them are individually getting a green conscience and promote best practices inside their hotel (La Teranga, Lamantin Beach Hotel, Les Bougainvilliers), but there is little general awareness of EMS and benefits of environmentally sound management for the whole station. Many of them though would like to be part of the project and benefit from environmental advices (5 hotels, selected by the Demo Site Coordinator, will be part of the project: les Filaos, La Teranga, Le Lamantin, Les Bougainvilliers and le Palm Beach).
- They all wish a global awareness program for the hotel managers about best available technologies in Senegal and their advantages in terms of savings and fast ROI.
- Hotel engineers and technicians: Training is needed regarding the best technologies available in the country for solid and liquid waste management, energy efficiency, water management and solar solutions (water-heaters).

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

- Priorities in training should be addressed to the local population, with emphasis on the basics of tourism, its advantages and impacts, the tourists needs and expectations, the behaviour to adopt to work with them, as most of the tourists' complaints come from the bad relationship they experience with some of the local population.
- Environmental sensitization and education addressed to villagers: many young people as well as women are organised in GIE (groupement d'Intérêt Economique) and propose collective activities to tourists. They have a good will but lack of knowledge about the environmental management and opportunities to interact with the administration and tourist.
- A better role display between SAPCO and the village authorities is needed as today it is not clear who is in charge of the environment and hygiene and who is in charge of safety and security in the village.
- Sensitization and training of SAPCO staff (security and hygiene), to clean all the streets and in front of the hotels, in a specific order and within a certain time schedule.

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

- For the authorities and the hotels: Planning, zoning and CZM.
- Best practice in water and wastewater management, according to available technologies.
- Best practice in hotel design and energy management.
- Best practice in solid waste management and valorisation (Reduce, reuse, recycle).
- For the population: General environmental awareness and benefits related;
- The Mayor of Saly is planning to create "Suburb Committees": a good opportunity to create environmental commission and spread the word among villagers.

***2.2. Training Capacity***

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

- There is no training capacity for these matters in Senegal nor specific curriculum module. It could be achieved through a "Train the trainers" program first, given by outside companies. IFHT has no competence but is willing to be trained in EMS, in order to train its tourism students.



- The only one ISO 14001 certified hotel in Saly (Les Filaos) has been trained by a French company. Today, the environmental manager agrees to give sensitization modules to the hotels engineers and to students, in the hotel or in schools.

***Training modules already available? (local, in region)***

- No specific EMS training module seems available in Saly and in the region, although tourism is taught in two schools in Mbour: Centre Polyvalent Professionnel de Formation en Tourisme (CPFPT) and Institut de Formation en Hôtellerie et Tourisme (IFHT).

***What training modules are still needed? (e.g. gaps or swot)***

All types of environment management curriculum and training modules:

- Environmental Law and Regulation
- Waste Systems Management
- Green buildings and clean energy (benefits associated with BAT/BAP)
- Sustainable collaboration with communities (economic and cultural integration)

***BAP/BAT – examples or potential on-site training and mentoring?***

- The ISO 14001 certified hotel Les Filaos for an EMS implementation and the steps to reach a certification (sensitization provided by the Environment manager);
- Hotel La Teranga for grey water recycling (used in gardening);



*Hotel La Teranga, saly*



*Beach erosion, Saly*

### **2.3.        *Specifics for Priority Training Areas***

#### ***How much time would the training require? (days, weeks, months)***

- General awareness of environment for the population: 2 days for the social leaders (chiefs of villages, committee representatives, associations and GIE leaders) and a communication plan for the villagers (radio spots).
- For the authorities and the hotels managers, in low season: 2 days of Planning, zoning and CZM.
- For the hotels managers and engineers: 3 to 5 days onsite in a hotel, spanned across 3 months (in different hotels each time, coordinated by the Hotels association) of best practice in water and wastewater management, energy management and solid waste management.

#### ***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)?***

- There is no co-financing so far, although the Mayor of Saly is willing to push environmental sensitization.
- The Hotels Managers Association could cooperate and help to organise these training courses.
- The ISO 14001 certification cost for the hotel Les Filaos was, in total, 25 000 000 CFA.

### **2.4.        *Actions and Recommendations***

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

- Collect existing documentation from UNEP and other agencies about EMS, tourism in coastal areas and other practical guides (Cf. Useful links)and spread it to hotel managers and technicians.
- Use Les Filaos hotel as a pilot example for EMS implementation as they are willing to be part of the leaders in the training projects.
- Organise a 2 days workshop focused on costs/benefits of EMS for hotel owners, managers and local authorities.
- Insist on people's sensitization through street posters, signs, radio advertisements...

#### ***Key challenges (Learning and sharing issues, Information capture and processing issues,***

**others)**

- EMS implementation in the hotels seems a priority before certification, as few people, in the hotels as in the administration and even more among the population, are aware of the threats and impacts of tourism development and the ways to face it everyday.
- The same challenge occurs for training courses, which will be relevant for few already concerned people; for the majority of them, sensitization to environmental threats should be the first step.
- Create locally made training materials (with local artists), simple and easy to access by local population.
- Demonstrate that ROI can be relatively short, despite very high cost of implementation for PV, solar heaters or shower taps (the tax applied for imported PV is 75%).
- Obtain a real and effective collaboration between the Mayor, hotel managers and SAPCO to take the lead of environmental sensitisation and concrete actions.

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

- The Mayor of Saly is new and his priority projects are the building of a new City Hall and of a regional hospital. Environment management is supposed to be his third objective.
- EIAs are required but not really effective or enforced (the consequence in Saly is that the hotels think the erosion is due to a very bad EIA made for the Marina);
- It is an opportunity that the Saly Demo Site Coordinator is the local Manager of SAPCO; these two positions are complementary and give him the role of pivot, federating the different actors.

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

<b>Table 1: Roles and responsibilities in EMS</b>		
<b>Stakeholders</b>	<b>Roles</b>	<b>Responsibilities</b>
ENFHT	Training institution	Could participate in EMS module creation
<b>Government</b> Direction de l'Environnement et des Etablissements classés	Management and Preservation of the Environment	Focal point for organization Establish partnerships
Municipal councils	Identifying key personnel involved in dealing with regulation of beach and of	

	hotels and construction	
ONAS	Wastewater management and sanitation	Give sensitization to local population
<b>Private sector</b> Comité de Station; Hotels Managers Association	Coordination between all the hotels in Saly	Can identify key hoteliers, owners, managers, investors and help them in their implementation Host training sessions
Hotel les Filaos		Help develop EMS sensitization modules
<b>Communities</b> Young people association (GIE); Women association (GIE)		Can get trained on environment management and give training in schools and hotels
<b>NGOs and media</b> Local radio	Information re waste management, promotion of initiatives...	
CTA	Environment Association specialized in solid waste management and plastic recycling	Organise training for local population
<b>Donor and development agencies</b>		
<b>Focal point and Demo site coordinator</b>		Coordinate actions between SAPCO, the authorities and the Hotels Managers Association

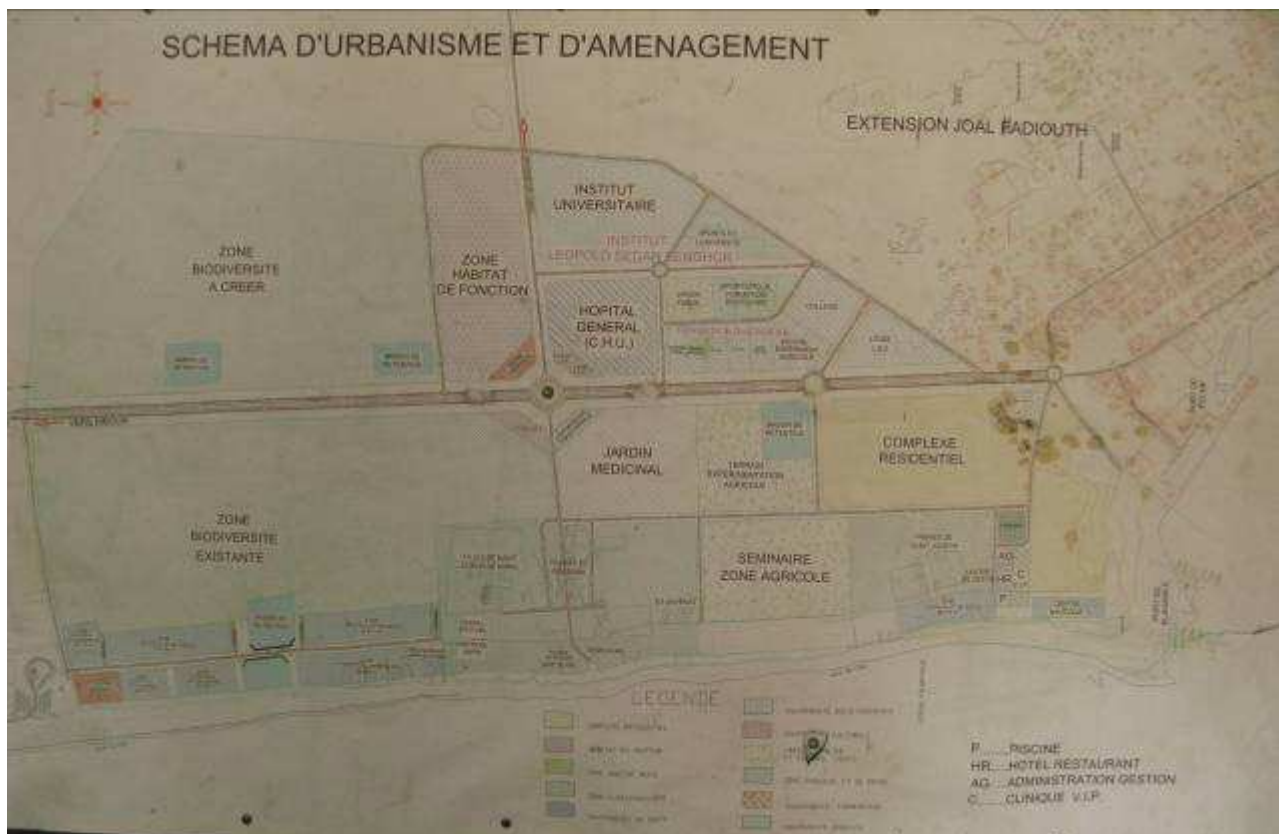
### 3. ECOTOURISM AND POVERTY REDUCTION

The Domain of Ngasobil, 110 km south of Dakar, is composed of a tiny village (Ngasobil), a seminary and two religious communities (Sisters and Brothers). The whole site, the only one remaining forest on Petite Côte, belongs to the Church as well as the coast (4800m). The Archdiocese is planning this reserve to:

- Preserve the biological diversity and threatened species,
- Sensitize local populations on the importance of the biodiversity,
- Promote eco activities with surrounding populations. All the tourist will be hosted in one site on the beach (managed by ONITS).

Besides this preservation project, many economic activities will be developed and promoted through this project:

- Creation of community-based woods
- Development of apiculture in the woods,
- Creation of a medicinal garden,
- Ecology awareness towards schools, students and villagers,
- Creation of schools and a University,
- Creation of a Hospital,
- Construction of residential houses...



- Land pressure from the six villages surrounding the reserve is very strong. To deal with the project, the steering committee is very active and organizes regular workshops. The members insist on the necessity to develop a "religious and spiritual" ecotourism (though ecumenical).

### ***3.1. Training Needs***

#### ***Current status of training re this issue (key areas such as ecotourism planning, development, conservation activities, community benefits). Who is currently already trained in the country?***

- Many actions have been carried out so far in Ngasobil: flora and fauna inventory, construction of a pond, tree planting along the fences, creation of walking tours... Taking into account the will of the owners to preserve the religious spirit of the site and creation of a University, of a medicinal garden, the construction of 6 places promoting local traditional medicines and the creation of an organic garden, it would be relevant to promote a spiritual tourism, directed towards environmental preservation, wellbeing and rejuvenation in a quite atmosphere.
- There is no specific promotion in Senegal for ecotourism, and no specific training either in the local tourism schools. The only training sessions are being done by private projects for their staff ( Les Collines de Nyassam, La Réserve de Keur Bambou, Royal Lodge, Souimanga Lodge);
- Ecotourism is still discrete in Senegal, the few projects are isolated and there is no specific ecotourism training in the tourism schools. ESTEL School is the only one which has set up a Master degree curriculum in sustainable development and tourism, program managed by Mr Pape Ibrahim Diouf, UNWTO representative in Senegal.
- The Community Filles du Saint Cœur de Marie runs a training course hotels and restaurants' staff, recognized by the whole of the establishments in Petite Côte;

#### ***Who needs training on this issue? (Specifics, numbers where possible – note different levels of training from officials to operators to guides, industry managers, workers local wardens etc)***

- Accordingly, Ngasobil project needs accompaniment and training on the set up of community-based ecotourism, inside and outside of the reserve, the way to manage it and to communicate, the green building techniques and technologies, the creation of tours inside and outside the reserve, the development of "well-being" activities (meditation, yoga, lectures...)

- ONITS will be responsible of the ecotourism activity. Very militant at national level and working for the creation of a responsible tourism label, the organization lacks finances and visibility. This project is a good occasion to promote a model of ecotourism development which could be duplicated at the national level.
- Local authorities of the 6 surrounding villages, on the concept of community-based ecotourism (reception of tourists, creation of products) and on the environmental problems (deforestation, pollution), the objective being to make them adhere to this project.
- School teachers and scouts: they take part already in excursions in the reserve and in beach cleaning sessions. They need more knowledge on the tourism activity and its possible repercussions, the environment and the local threatened species (taking part into projects, e.g. turtles' preservation).
- Community-based organisations and villagers: training and sensitization of young people and women (the village of Pointe Sarene counts 800 young people organized in associations): the surroundings villages associations will be the dissemination tools of the ecotourism information towards the villagers, and must understand the advantages they can get from community-based managed tourism.
- Private Enterprises: Training in small enterprise management, in order to reduce the huge existing gaps (basic hygiene, reception and service).
- The training and sensitization requirements are the same in the villages along the coast, until Joal Fadiouth. (the population in Joal is supported by several projects: Solid waste Management (USAID), shells and mangrove conservation (FIBA, Total Foundation).



*Backside of a restaurant in Joal Fadiouth*



*Hotel in Joal*

***What extra training is needed? (what are the priorities)***

- Training for ecoguides (mangrove, beach, reserve, flora and fauna) and ecoguards inside the reserve;
- Training on how to produce food (honey, organic agriculture), essential oils (according to export standards), handicraft with local sustainable materials.
- Training for medicinal garden guides and associate activities (essential oils...);

***What are the specific subject areas (curriculum modules) where training is required?***

- Planning of CZM and coastal development for authorities and leaders (beach management and cleaning, waste disposal, signs...);
- Awareness of tourism and environment for leaders;
- Awareness of tourism and environment for public, schools;
- Small ecotourism management (how to create, run manage ecologically sound accommodations and restaurants);
- General awareness on how beaches and protected areas need to be conserved and managed .

***3.2. Training Capacity***

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

- ONITS: It is important to work closely with this organisation, as they will be in charge of ecotourism development in the reserve and they have the opportunity to spread the BAP/BAT to all their members. They need an in depth training on ecotourism prerequisites, opportunities and ecotourists expectations.
- Donor agencies active in Joal (USAID) NGOs (ENDA).
- Mr Pape Ibrahim Diouf, UNWTO representative in Senegal, could select relevant local resource persons for punctual training sessions on specific matters.

***Training modules already available? (local, in region)***

- No training module specific to ecotourism is locally available or at regional level; the only ones are Mr Diouf's.

***What training modules are still needed (key gaps)?***



- There is a possibility to make documentaries about this project for presentation in schools and on site, radio events, (members of the steering committee are part of the local press and radio), implying the villagers. They need training on marketing and communication in order to spread efficient messages to the population.

### ***BAP/BAT – examples or potential on-site training and mentoring?***

- The most advanced sites for site design are: Les Collines de Nyassam, Keur Bambou Reserve and Delta Niominka. They need as well awareness modules on ecotourism and visitor management and there is, so far, no specific ecotourism experience or site that can be set as an example.

### **3.3. *Specifics for Priority Training Areas***

#### ***How much time would the training require? (days, weeks, months)***

- For local authorities, awareness modules of 2-3 days
- For local organisations and associations: awareness should consist of 4 to 6 ½ day sessions, within 2 months.
- For ONITS, it would be a real in-depth training of 3 weeks, comprising all the typical ecotourism and environment management modules.
- For school teachers and students of the surrounding villages: 2 days session (1 in the school and 1 in the reserve); sensitization programs insisting on the basics of tourism, preservation and waste management (ludic sensitization, creative activities and games, beach cleaning...). It could be announced as "the ecotourism day".

#### ***What budget and resources are needed? What co-financing do you have? What do you want to spend your co-financing on (ie. priorities)***

- Awareness training can be done on site, in local facilities such as the Seminaire, schools or municipal buildings at low cost (wages for the lecturers).
- UNWTO has been identified as a key partner in setting up villagers sensitization programs (in line with the MDG).
- No other co-financing was identified at this stage; there could be a possible partnership with hotels identified above for on-site training.

### **3.4.        *Actions and Recommendations***

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

- Modules need to be jointly developed with regional authorities and representatives from the religious community (seminarists for example). The religious aspect is very important and Sisters and Brothers are very active: some could be part of the training courses and the implementation of the activities (organic garden, cooking...).
- To get real commitment, the project will need to be deeply committed towards communities and work with them (as the land pressure is very strong and communities still cut trees inside the reserve).
- Guide training could be coordinated with Gambia, through ONITS (associated with ASSET) and/or with Joal Fadiouth where guides are organised and environmental projects are on their way.
- Ecotourism is just a tiny part of the whole project and training will have to insist on EMS implementation for the global area as a hospital, a University and several buildings should be built (problems of wastewater management, solid and toxic waste evacuation...).

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

- Generating interest for awareness modules;
- No available documentation onsite (reports, assessments, webography related to ecotourism);
- Necessity to give clear and simple knowledge and low/no cost practices to villagers; awareness program should take into account that in most of the villages, environment is not the priority.
- Necessity to give deep and precise knowledge to hospital staff for security reasons.
- Many villagers want to settle down inside the reserve (and some cut trees for firewood); the Archdiocese has decided to build a wall around the site. The risk is that this wall creates a real gap between the area (and tourists) and the villages.
- Despite villagers efforts and associations commitment, there is still a solid waste management problem in Joal.

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

- Levels of support are very important from the Archdiocese, the Steering Committee (headed by the Demo Site Coordinator), ONITS and UNWTO. Other potential partners have not been solicited yet as the project has not been officially launched.

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

<b>Table 2: Roles and responsibilities in Ecotourism</b>		
<b>Stakeholders</b>	<b>Roles</b>	<b>Responsibilities</b>
<b>Government</b> Direction de l'Environnement et des Etablissements classés	Management and Preservation of the Environment	Focal point for organization Establish partnerships
<b>Local authorities</b>		Setting up clear regulations for settling down nearby the reserve and nearby the beach
<b>Private sector</b> ONITS	Coordination of small scale hotels in Senegal	Can give training sessions
<b>Communities</b> Archdiocese (Seminaire)  Associations from Joal Fadiouth		Can get trained on environment management and give training in return Spread knowledge
<b>NGOs and media</b> Local radio Local press and TV for documentaries about the project		Information re ecotourism, waste management, promotion of initiatives... towards local populations
CTA	Tour operator and environmental association specialized in solid waste management and plastic recycling	Organise training for local population
<b>Donor agencies and International Organisations</b> UNWTO	Reaching the MDG	Is interested in co-financing this ecotourism project
<b>Focal point and Demo site coordinator</b>		Coordinate actions between Archdiocese, the authorities, the 6 villages, ONITS and local associations

#### 4. Country Summary

	<b>EMS and certification</b>	<b>Ecotourism and poverty reduction</b>
<b>Training capacity</b>		

People with training	1 in ISO14001	ONITS
Institutions that can give training	1 person can give EMS sensitization CTA tour operator	ONITS, after a "train the trainer" program Resource persons from UNWTO
Materials available	None available locally	None available locally
<b>Training needs</b>		
Which training for whom?	<p><b>EMS</b> Hotels: 24 pax (lead assessor level - 2 from each hotel in Saly) Basic awareness for hotel staff Tourism schools: 10 teachers Ministry of environment, planning authority, Ministry of tourism, ONITS</p> <p><b>Wastewater treatment, Solid waste management, BAT</b> 10 pax from ONAS, Ministry of Environment and environment managers in hotels</p> <p><b>Certification ISO 14001</b> 10 pax from the most advanced hotels (internal auditor level) 3 pax from Ministry of tourism and ONITS (lead assessor level)</p>	<p><b>Ecotourism, CBT</b> Train the trainers program for ONITS and DSC</p> <p><b>CZM</b> Ministry of environment (3 pax), planning authority, Ministry of tourism, ONITS</p> <p><b>Guide training</b> 5 from ONITS 5 from private sector 20 from local Young Associations</p> <p><b>Tourism sensitization for population</b> How to benefit from tourism (e.g. supplying goods and services) Vocational skills training (e.g. food production and processing, handicraft) Beach and villages management (waste) International BAP in ecotourism</p>
Gaps in materials	All materials required, Books and training modules, BAT.	Undergraduate and vocational courses, with local materials. Books and training materials Generic materials adapted for local conditions

## Annex 1: Interviews held

Person	Institution	Contact details
<b>DAKAR et SALY</b>		
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Mr Gabriel BIAM	Member of the steering committee	
Mr François DIOUF	Member of the steering committee	
Mr Doudou Gnagna DIOP	ONITS (President), Member of the steering committee	<a href="mailto:dgdaction@yahoo.fr">dgdaction@yahoo.fr</a>
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## Annex 2: Useful links

- A manual for Water and Waste management: What the Tourism Industry can do to Improve its performance, UNEP, GTZ, 2003
- Environmental Good Practice in Hotels: Case studies; UNEP, IH&RA, 1996
- Ecolabels in the Tourism Industry, UNEP, 1998
- Environmental Action Pack for Hotels, UNEP, The International Hotel Association,
- Environmental Management for Hotels (3rd Edition)
- <http://www.tourismpartnership.org/Publications/EMH.html>
- Going Green. Minimum Standards towards a Sustainable Hotel

- <http://www.tourismpartnership.org/downloads/Going%20Green.pdf>
- Environmental Action Pack for Hotels. 1995
- <http://www.unep.fr/scp/publications/details.asp?id=WEB/0011/PA>
- Sowing the Seeds of Change. An Environmental Teaching Pack for the Hospitality Industry. 2008
- <http://www.unep.fr/scp/publications/details.asp?id=DTI/1043/PA>
- Integrating Environmental Practices in Small and Medium Hotels – A Practical Guide (e-Tool / CD-ROM). 2008.
- [http://www.unep.fr/scp/tourism/publications/2009nov\\_Tourism\\_Publications.pdf](http://www.unep.fr/scp/tourism/publications/2009nov_Tourism_Publications.pdf)
- A Manual for Water and Waste Management: What the Tourism Industry Can Do to Improve Its Performance. 2003
- <http://www.unep.fr/scp/publications/details.asp?id=WEB/0015/PA>
- A Directory of Environmentally Sound Technologies for the Integrated Management of Solid, Liquid and Hazardous Waste for Small Island Developing States (SIDS) in the Pacific Region. 2004. UNEP and the Caribbean Environmental Health Institute, Morel, P.G. 2007. Sustainable Tourism is Good for Business. The Travel Foundation.
- [http://www.thetravelfoundation.org.uk/assets/files/get\\_involved/accommodation\\_providers/sustainable\\_accommodations/top%20tips%20for%20f&b.pdf](http://www.thetravelfoundation.org.uk/assets/files/get_involved/accommodation_providers/sustainable_accommodations/top%20tips%20for%20f&b.pdf)
- Energy Conservation – What you Need to Know. Toolkit Series for Small Hotels. 2001. Caribbean Alliance for Sustainable Tourism.
- <http://www.cha-cast.com/ResourceCenter.html>
- Water Conservation – What you Need to Know. Toolkit Series for Small Hotels. 2001. Caribbean Alliance for Sustainable Tourism.
- <http://www.cha-cast.com/ResourceCenter.html>
- Waste Water Treatment – What you Need to Know. Toolkit Series for Small Hotels. 2001. Caribbean Alliance for Sustainable Tourism.
- <http://www.cha-cast.com/ResourceCenter.html>
- Switched on. Renewable Energy Opportunities in the Tourism Industry. UNEP. 2003.
- [http://www.unep.org/publications/search/pub\\_details\\_s.asp?ID=84](http://www.unep.org/publications/search/pub_details_s.asp?ID=84)
- Sustainable Hotel Siting, Design and Construction, Conservation International and the International Business Leaders Forum.

- Climate Change Adaptation and Mitigation in the Tourism Sector: Frameworks, Tools and Practices. 2008.
- <http://www.unep.fr/shared/publications/pdf/DTIx1047xPA-ClimateChange.pdf>