

GHANA TRAINING NEEDS ANALYSIS FOR THE COAST PROGRAM



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Acronyms used

EPA	Environmental Protection Agency
GIMPA	Ghana Institute of Management & Public Administration
GREET	Ghana Rural Ecotourism & Travel
GROWTH	Growth Integrated Development Programme
GTB	Ghana Tourism Board
MoES&T	Ministry of Environment, Science and Technology
MoT	Ministry of Tourism
NCRC	National Conservation Research Centre
SNV	Netherlands Development Organisation
UNIDO	United Nations Industrial Development Organisation
UNWTO	United Nations World Tourism Organization

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1 Introduction

1.1 Background and status

Known for its political stability, Ghana is one of the safest destinations in Africa with very low crime rates, this supports an economy which continues to grow and attract investment; foreign investment rose by 55% in 2005. The main sources of investment in Ghana are Germany, India, Lebanon, the UK and the United States; however investments from Nigeria and South Africa are now also starting to rise significantly. Consequently, the outlook is better than in many other parts of Africa however; Ghana still has to face the fact that it is one of the poorest countries in Africa with 35% of its 22 million people living on less than US\$1 a day (Euromonitor 2007).

The Tourism sector continues to be one of the most important and fastest growing sectors of the Ghanaian economy. The Government of Ghana is therefore seeking to use tourism as a tool for poverty alleviation. The tourist industry is now booming and is currently recognized as Ghana's third source of foreign exchange after mining and cocoa. The contribution of Travel and Tourism to GDP is expected to rise from 6.7% in 2010 to 7.3% by 2020 (WTTC 2010).

The population of Ghana is 22.5 million (2006) making it one of the most densely populated countries in West Africa. The contribution of the Travel and Tourism economy to employment is expected to rise from 5.4% of total employment (288,000 jobs) in 2010 to 5.9% of total employment, 383,000 jobs, or 1 in every 16.8 jobs by 2020 (WTTC 2010).

The number of visitors has increased over the last two decades from 113,784 in 1988; 347,952 in 1998 and 497,129 in 2006; 34% of visitors are from Africa 32.8% from Europe, 25.4% from the United States and 15.85 from Asia. Approximately two-thirds come on holiday, 35% on business, and 1.4% for training. Each year some 83,000 non-resident Ghanaians, account for 27.2% of arrivals as they come to visit their country.

Ecotourism still only represents a small portion of incoming tourism into Ghana; it is an emerging trend and is considered to be in a nascent stage. The country is rich in national parks, wildlife and coastline which extends for about 550 km and is generally low lying and abounds in rich marine ecosystems. All of which have significant potential for ecotourism development.

The Ada area consists of Big Ada, Ada Kasseh and Ada Foah. There are three main water sites (1) Beach area (45 km); (2) Songor Lagoon (this area is within the designated Ramsar Site) and (3) Volta River, Estuary and Islands. It is the Ada Foah area with its riverfront setting and beaches that attracts most tourists. The structure of employment in the district shows that 58% of the labour force is employed as compared to 81% at the national level; the majority are employed in agriculture and commercial activities. There are a number of tourist attractions and hotels (26) in the area. In 2010, a site in Ada Foah has been identified to be the focal point of tourism activities, a "one stop shop". The land has been cleared, the Volta River Dredging Authorities are set to dredge the estuary and cover this area with sand making it a newly formed beach area. It is intended there will be a tourism information office and all tourist boats will operate from this area (at present they operate from various locations). The District Government have identified the problem of Waste disposal, both refuse and human excreta as a very serious problem in the entire district, toilet facilities are lacking in most communities and even where

they are available they are woefully inadequate. Hence there is always pressure on the few toilets, which unfortunately discourage their usage. It is therefore a common sight to see people using the beaches, the fringes of lagoons and rivers and the bush as places of convenience. The lack of acceptable refuse disposal systems or facilities is also a serious environmental problem in the District. In Ada Foah, Big Ada, Kasseh and Sege, for example, there are only few refuse disposal sites and in most cases they are not conveniently located in terms of distance from the users. The environmental Health Division of the District Assembly also lacks the manpower and the Sanitary Equipment to manage the existing refuse disposal sites and hence their deplorable state (<http://www.ghanadistricts.com>).

Within this context, a wide range of challenges still exist and need addressing if the sustainability of tourism in Ghana, and in particular the Ada Estuary, is to be realised. The list is based on desk research undertaken for this report:

Governance: Ghana is plagued by poorly developed infrastructure and lacks the financial support to maintain existing infrastructure (although the road to the Ada area is good). There is a general consensus on a need for tourism skills development in general in all sectors and sub-sectors of the industry. A major identified need is management skills for SME accommodation providers, as many of the SME owners are unskilled. Another major deficiency lies in the public sector, both at an appointed managerial position and at civil servant level. Even at the Ghana Tourist Board there are few employees with prior experience or training the tourism industry. The Volta Estuary is ripe for tourism development which is currently occurring in an unplanned manner.

Environmental: Contamination (sewage, solid waste) of coastal waters from both local populations and growing tourism activity; litter (plastic bags and other plastic objects) and garbage in public areas / beach; destruction of mangroves and wetlands; loss of coastal habitats and land degradation; high pressure upon scarce shared natural resources such as fresh water; erosion due to sand mining and mangrove cutting and poor sanitation and management of human wastes in coastal settlements and beach areas. The historic city of Ada, which is a key tourist attraction, has lost 150 metres of land to the sea as a result of coastal erosion over the past 45 years.

Socio-economic: Conflicts between local communities and the tourism sector; conflicts between water users; lack of knowledge regarding ecotourism as a feasible alternative livelihood option (both direct and indirect) by local communities.

Tourism Management: Limited capital also affects the scale of marketing efforts and Ghana struggles to compete against destinations with greater capital reserves; general awareness of the concepts of sustainable development, sustainable tourism and how to take advantage of these approaches

1.2 Key issues for the project

This tourism training analysis for Ghana aims to assess training needs across two (of the three) main thematic subject areas of the project namely:

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

The COAST project in the Ada area is now being implemented, the research undertaken for this report (2010) identified a number of issues, as follows:

Issues directly related to The Ada Project:

- The demo project officer holds 2 posts: (1) Park Manager, Songor Ramsar Site, Ada Foah, Wildlife Division of the Forestry Commission. (2) Demo Project Officer for the Ada Estuary for which the hours/ days associated with this position have yet to be agreed. So at present there is no demarcation of duties.
- The demo project officer commenced his post in 2010, undertaking his Induction training in Nigeria January 2010. This means the work plan for year 1 (1st July 2009 – 31st March 2010) in Annex B3 is behind schedule.
- No budget has yet been agreed / established for the demo project officer and the project
- The Pro bono management committee has yet to be established.
- The boundary lines of the project have yet to be agreed (demo project office would like the pro bono management committee input in order for them to take some ownership of the project)
- There appears to be no baseline data for the area for the demo project officer to work from.

Issues related to the Environment:

Some of the issues in this section are outside of the control of the area and can be attributed to climate change, anthropogenic and excessive tidal wave actions along the coastline, changes outside the area that affect the Ada area (e.g. control of water upstream has meant local salt intrusion).

- Some poaching is still evident in the area – turtles / manatees / crocodiles - however, there are collaborative conservation efforts to reduce this activity
- Destruction of mangroves (although replanting is evident)
- Erosion of beaches (Sea defence wall has now been agreed)
- Pollution of water however, there is a lack of baseline data in order to monitor (e.g. Chemicals from agriculture into water)
- Human waste on the beach due to lack of facilities in villages
- Litter on the beaches although, there is now an initiative - Eco-brigade – which has been clearing this in the more popular parts of the beach. Also some hoteliers clean outside their frontage. This is not a localised problem as much of the litter comes in on the tide from Accra and Tema
- Fish stock reduction and land is becoming infertile due to salt intrusion. Both of these issues have implications for local communities and alternative livelihoods.

- Inadequate awareness about environmental management practices in local community (although some initial work has been done)

Issues related to Tourism / Ecotourism:

- COAST Project specifies Ecotourism but the Ada project is not always contextualised within this framework. Some confusion between tourism / ecotourism / recreational tourism.
- Ghana Tourist Board is not present in Ada – there was a tourist office but it closed down, the extent to which the new information office will be related to the GTB is yet to be discussed. It should be noted there is an informal Tourist Information Kiosk run by one of the beach hotels but this primarily self promoting.
- There is an organization in Ghana - GREET – which provides technical support to ecotourism sites. Although the organization appears to be supported by The Ghana Ministry of Tourism, Ghana Tourist Board and the Wildlife Division, there appears to be no linking of this organization to the COAST project.
- Currently there is no district development plan for tourism; however, a Tourism Committee has been formed. There is at present some documentation being prepared at district assembly level which will include tourism but this was not available for viewing
- Issues of seasonality, low numbers on weekdays
- Little / no baseline data is available. For example no current tourism statistics were available for the area
- Tourism infrastructure is limited with few tourist shops / restaurants. There is currently a plan to open a shop within the ‘one stop shop’ tourist area in Ada Foah with products from the local communities being sold.
- At present boat operators are not licensed, this is currently being investigated.

Tourism is currently present in the Ada area which includes a few ecotourism and biodiversity conservation initiatives. The following are issues related to three key areas of the existing infrastructure:

Boat Operators / Water Users:

- Number of water operators, this has caused some conflict and discussion of zoning is currently being undertaken (Sailing, jet skis, fishing, tourist trips, wakeboarding, water skiing, canoeing))
- At present boat operators are not licensed or insured to take tourists
- Life jackets are not worn by tourists (although there is a new initiative to address this)
- Operators running tourist trips are not familiar with wildlife and cannot educate tourists as part of an ecotourism product
- There has been a number of water related deaths in the Ada estuary area over the last few years

Hotel Operators:

- Service is poor and often slow
- Food (and beverages) on the menu not always available
- Food often not served at the same time to guests on the same table
- Staff unfriendly

- Loud music interrupting conversation
- Lack of washroom facilities
- Staff turnover appears to be high in some establishments

Visitor Sites:

- Lack of visitor management skills
- Lack of tour guides to make the experience meaningful - unofficial guides are evident!
- Lack of information available for visitors
- Marketing weak
- Customer service attitudes are poor

1.3 Specific field methods used in the training needs analysis

To evaluate the training needed to implement the COAST demonstration project in the Ada Estuary Area, Ghana, 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 Ghana between 25th April and 2nd May 2010. An initial meeting with the steering committee and government officials all based in Accra took place the day arrival. A series of meetings with individuals and small community groups were then held in the Ada Foah area with representatives from the Dangme East District Assembly, local community groups, GROWTH, Rural Enterprise Projects and local hoteliers.

A meeting was held to review the initial findings of the assessment in Accra with members of the Accra Steering Committee which included representatives from the Ghana Tourist Board, the EPA and the MES&T on 30th April.

A list of the stakeholders consulted, and their contact details, can be found in Annex 2.

A review of literature researched prior to the field work was also undertaken, to provide context. A list of appropriate documents is provided in the references section of this report.

A draft of this report was circulated to stakeholders for comment, and revised accordingly with comments received from the Demo Project Coordinator and COAST Project Technical Coordinator.

1.4 Report structure

This report is structured into two main sections: EMS and certification; ecotourism and poverty reduction.

2 EMS, certification, marketing, labelling

2.1 Training Needs

2.1.1 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)

EMS Capacity:

- The Hotel Association (Accra) indicated that there are international chains in Accra, and they have good examples of EMS, however, they are not aware of EMS or training capacity in the Ada Estuary region.
- Zoomlion Ghana Ltd (Waste Management Experts) have been working on a public education campaign (TV / Radio); training local youths on beach cleaning (i.e. ecobrigade)
- Zoil Services Ltd (a subsidiary of Zoomlion Ghana Ltd) have trained lifeguards nationally, 2 for the Ada area. This is on the basis of cascade training and each lifeguard then trains and is a gang leader for 10 others.
- Ghana Maritime Authorities and Regional Maritime University have trained the Zoomlion and Zoil nominated personnel.
- A number of teachers are certified ISO 1400 teachers. Zoomlion and Zoil have been working with them in order to establish a Zoom Kids club and educate children
- District Environmental Health have staff that are EIA trained, this training took place in Accra
- ISO 14001 is evident in Ghana, with a small number of organisations registered in the manufacturing sector.
- There is a strong university sector in Ghana, with many of the institutions providing environmental courses
- GROWTH are currently working on a project related to community sanitation - training artisans to build compost toilets.
- Local Hotelier is working with a nearby community on sanitation issues to improve the beach environment and make the village more acceptable by visiting tourists

Tourism Certification:

- Ghana does not currently have a tourism / ecotourism certification scheme, neither are other schemes evident
- No one trained, low awareness of certification
- However, some international hotels do engage in certification. For example: Novotel hotels have aligned themselves with the Green Globe Certification scheme. The Novotel, Accra is currently not accredited although it does appear to have an Environmental Management System.
- NCRC / GREET has established a certification program for ecotourism sites to provide visitors with information about standardized levels of service

2.1.2 Who needs training on this issue? (specifics, numbers where possible, officials, industry, managers, workers etc What extra training is needed? What are the specific subject areas?)

- Government at District Level: While there is some expertise within the district on EMS and some initial work has been undertaken with both the private enterprises and local communities, this has been limited due to the number of staff that are adequately trained. Therefore, a wider range of Tourism and Environmental officials and committee members from the District government need training on EMS to raise awareness. In addition, Environmental officials from the District Offices require EIS, EIA and EMS training to reduce the burden on existing staff. Courses at various levels are required from awareness through to certified trainers.
- Private Sector: This includes hoteliers, visitor sites and boat owners. The private sector require greater awareness of EMS and its importance and practical tips on how to reduce their impacts on what they are doing. This would ideally be a one / two day course that is locally delivered which outlines the benefits of environmentally sound design and practice, parts of the course would need to be tailored for the different stakeholders. Workshops could then be used to follow up to reinforce concepts and introduce new ideas. The majority of the hotels appeared to be clean and tidy with some EMS practices being evident but hoteliers need to have good practical examples of how they can cost reduce, make management savings and understand government's environmental requirements. Further training on environmental management systems/ratings & certification is also important, this would then take the pressure of local district officers and move the responsibility to the private enterprises. A person from each area of the

tourism operations could be nominated and trained i.e. a person from the Ada Hotel Association.

- Local community: Awareness training of environmental issues. In particular training on sanitation and waste disposal is required. On waste disposal, training is needed on how to separate waste making things from recycling; composting; how to produce goods/products from waste; how to produce less rubbish, and reuse/reduce consumption (e.g. plastic bags). Practical inputs from other agencies need to be implemented here, for example if sanitation training is undertaken with local community members an improved infrastructure will also need to be evident.
- The Pro bono management committee should draw from all three key stakeholder groups and sub groups within them. They should also receive awareness training in the early stages.

2.2 Training Capacity

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

- EPA currently provide the following courses: Strategic Environmental Management; Environmental Impact Assessment; Environmental Management in the Manufacturing Industry; Environmental Management Plans and Environmental Monitoring among others
- Ministry of the environment staff can provide training on many of the aspects of EMS at awareness level
- Private companies that have ISO 14000/001 and can pass on their experience
- There are a number of Universities in Ghana that have environmental courses, it may be possible to adopt / adapt some modules
- Zoomlion / Zoil can provide training on waste management issues
- GROWTH can provide training on sanitation issues

Training modules already available? (local, in region)

- No EMS/certification training materials are available locally

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

- Modules at all levels

- Books, visual diagrams and training materials are needed which is accessible to a range of stakeholders (there is a high rate of literacy at community level)

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

- A number of Hotels in Accra (3 – 5 star) have adopted a range of EMS practices
- A number of manufacturing firms have adopted ISO 14000/14001

2.3 Specifics for Priority Training Areas

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

- Short term - Initial focus should be on awareness courses which would consist of 1 day with follow up ½ day workshops every six months
- Food Safety course – Introduction 1 day
- Energy management courses Introduction and Implementation 3 days.
- Medium term - Modules that are adopted / adapted from university courses normally consist of 60 hours – 120 hours and would be delivered 2 – 4 hours over 15 – 30 weeks, it may be possible to arrange this over block periods of time for example: learning in 5 working day sessions. After 1-3 months later, another 5 working days of training could be done.
- Longer term - Professionally conducted ISO14001 courses are normally: Awareness Courses are 1 day; Implementation courses are 2 days; Internal Auditor courses 2 days and Advanced EMS Auditor 5 days.

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)?

- Due to the COAST project just commencing the demo project coordinator has not yet been allocated budgets. However, within the COAST project budget itself an initial figure of 154, 000 euros in the first year and 114,000 euros in the following 4 years has been identified for training purposes. In addition potential partners have not earmarked budgets for EMS or certification training and with early consultation this could be available for allocation in the budget for the next year and subsequent years.

- If awareness training was held locally, facility costs could be minimal, as there are a number of district government buildings or hotel facilities that could be used for course delivery
- Local facilitators of training (i.e government officials, GROWTH and Rural Enterprises Project staff) could be considered as potential resource persons.
- Course fees for adopted / adapted university modules. Additional fees of travel may be required.
- Course fees for professional training courses linked to ISO 14001 are normally expensive and budgets would need to be planned accordingly. The costs would depend on whether expertise was within Ghana, Africa or Worldwide.

2.4 Actions and Recommendations

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

- Liaison with potential partners on co-ordinating activities and pooling resources
- Identify interest level from key stakeholders on EMS training activities: Government, Private Sector, Community Groups
- Develop awareness training package(s) – ensure fit for purpose of different groups i.e hoteliers and boat owners will require some different elements
- Pilot introductory awareness training (make it fun and interesting as well as informative enabling word of mouth feedback to encourage future participants)
- Amend awareness training from the pilot scheme and then roll out to other participants
- Utilise environment modules from existing training institution courses, aim to deliver locally. This can be used to develop training in specific areas.
- Use trainers from national and international contexts to work alongside local trainers.
- Build capacity at a higher level of training by identifying key persons to attend professional run courses (e.g. ISO1400/14001) – train the trainers concept.

With respect to certification, it is unclear as to whether Ghana will engage in certification at a national level or not. As the majority of hotels in the Ada area are small enterprises it is unlikely they will engage in a certification process without considerable input from a government level.

2.4.2 Key challenges (Learning and sharing issues information capture and processing issues, others)

- Financing
- Time to develop learning materials
- Materials will need to be developed for various levels of educated persons. Course material is often academic but it needs to be made practical and simple, and therefore accessible to a range of stakeholders - particularly for communities who often have little education.
- Incentives to engage private sector and community groups
- Awareness training in the area will be relatively easy, developing the intermediate and advanced stages of training will require funds / time and effort.
- Ensuring training is continuous and sustained over the duration of the project and beyond
- Turnover of staff and transfer of knowledge
- Finding champions in the different stakeholders sectors
- Finding trainers and mentors over the longer time period
- Low levels of education at community level

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

- Bureaucracy is a problem, as processes are long and complicated
- Expertise within the government structures in Accra, however, this does not appear to have trickled down to the Ada area
- Poor infrastructure in terms of recycling facilities
- Poor infrastructure in terms of sanitation facilities within communities
- Education and Awareness Training should become before law enforcement on environmental issues
- Consideration of certification needs to be addressed

Table 1: Roles and responsibilities in EMS and certification		
Stakeholder	Roles	Responsibilities
Government:		
• National		
Ministry of Environment, Science and Technology	Protection of the environment through policy formulation and economic scientific and technological interventions	Advise on EMS
EPA	Protecting the environment Awareness Creation and Sensitizaion	Can deliver a range of environmental training
University Sector	Training institutions	Can find the participants for courses Offer contribution to the creation of the courses Can pass the module to focal point, to see if it can become an integral point of the university program.
• Provincial		
Municipal council	Coordination Providing responsibilities. Providing transport Law Enforcement	
Wildlife Division	Conservation, sustainable management and development of Ghana's wildlife resources for socio-economic benefit	Advises on environmental practices
Private sector:		
Hotel Association	Facilitate on behalf of members	Can find examples of good practice Can find trainers / mentors
Zoomlions and Zoil	Expertise on waste management	Can provide training and mentorship
Communities	Participation in meetings	Speak out on issues that affect them
NGOs		
GROWTH	Youth unemployment and health related problems	Facilitating technical and entrepreneur skill to enhance job opportunities
Donor agencies		
Focal point	Communication and coordination	

3 Ecotourism

3.1 *Training Needs*

3.1.1 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? (people, institutions providing training)

- Ministry of Tourism and Ghana Tourism Board have a range of experts within their staff
- University of Cape Coast, Department of Geography and Tourism has a BSc in Tourism, it is unclear if they have specific modules on ecotourism
- University of Ghana, Department of Geography and Resource Development have a Tourism elective
- GIMPA (formerly Hottcatt) have a number of management modules that could be used /adapted i.e. Customer Care, Human Resource Management
- SNV (Dutch NGO) and Ricerca e Cooperazione (Italian NGO) work on tourism and poverty reduction in Ghana but not in the Ada Estuary Area, they have been approached regarding this particularly in relation to the STEP programme.
- NCRC – provide technical support for ecotourism sites
- Dange East District Environmental Health Office provides informal food hygiene and personal hygiene training with food vendors.
- Rural Enterprises Project in Ada engage in a number of training programmes for community members. For example Small Business Management Training; Leadership Training Skills; Marketing; Quality Improvement Training and Technical Training for Bamboo processing, Beekeeping, Basket Weaving. This training is not focused on the tourism sector
- Local Hotelier has sent his staff for 2 / 3 months to train in Accra in larger Hotel establishments

3.1.2 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)

- Policy makers, focal point officers, demo project officer need to have clear understanding of what ecotourism is and how it needs to be sustainable

- Key stakeholders, members of the district government, officers and committee members, community leaders also need to understand the difference between tourism and ecotourism and the implications
- The private sector, hoteliers, visitor sites and boat operators.
- Training for the private sector chefs on how to use local crops and change menus – and seasonality – would really help the local people
- Local community members and how they can benefit from tourism / ecotourism (training for community members), and how to actively involve them in tourism / ecotourism development (for the private sector and government)

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

- Training on the impacts of ecotourism on the local economy. Information on why tourists are coming to Ada and how they can make them stay longer. Need to link tourism to jobs, benefits, power changes, and get data on basic numbers.
- Training on how to produce food/materials locally
- Food service/catering
- Customer care
- Value chain development: people need to know that there are opportunities in tourism outside of having a tourism enterprise. Diversification of products already being produced.
- General management and business planning
- Hospitality training – bars, kitchen, preparation of food
- Marketing
- IT Training - designing websites
- Training for tour guides

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

- There is a need for general training on sustainable tourism and poverty reduction, value chain interventions, techniques, best practices and information on how the local economy benefits from tourism. (i.e. not just ecotourism)

- There requests for general hospitality training (e.g. housekeeping, waiters, cooks, tour guides etc),
- Specific request for life saving training from boat operators

3.2 *Training Capacity*

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

- Expertise of staff at the Ministry of Tourism and Ghana Tourism Board
- University of Cape Coast, Department of Geography and Tourism has a BSc in Tourism,
- University of Ghana, Department of Geography and Resource Development have a Tourism elective
- GIMPA (formerly Hottcatt) have a number of management modules that could be used /adapted i.e. Customer Care, Human Resource Management
- Growth Integrated Development Programmes (NGO) wish to carry out a project related to ecotourism and training the community to engage in ecotourism enterprise. Consequently, they commissioned a piece of research entitled - Tourism Development in the Dangme East District: An analysis of the (eco-) tourism potential of the Dangme East District in Ghana. This document is currently in draft. A further report has also been commissioned for 2011.
- Rural Enterprises Project in Ada could provide training on technical training and understanding of value chain
- Wildlife Division could provide Tour Guide training
- GREET / NCRC could provide technical and marketing training / assistance to ecotourism attractions

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

- Education sector already has modules on tourism and general management. These could be adopted / developed / expanded to fit the scope of the project, as necessary.

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

- Tourism legislation should be integrated into modules, particularly regarding how to involve and develop communities.
- Courses on ecotourism interventions, and how to reduce poverty through tourism

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

- GREET / NCRC have assisted in developing 30 ecotourism destinations in Ghana (non in the Ada area). Many of the sites have accommodation and tour guides, whilst it was not possible to visit these sites during the field work phase it is suggested that this is worth further exploration.
- Hotel sector in Accra (3 – 5 stars)

3.3 Specifics for Priority Training Areas

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

- Short term - A number of 1 day courses – related to general awareness on range of issues e.g. ecotourism, legislation, value chain, poverty alleviation, environment and tourism. For managers and local officials.
- Short term - Specific training on visitor management and customer care for visitor attractions 1- 3 days.
- Short term / medium term - Specific training for boat operators – legal requirements, tour guiding, life saving.
- Short term / medium term - Tour guide training (land and water based) initial 5 day course and a series of workshops to develop skills further
- Short term - For the community members, training would focus on awareness of tourism and the environment. Medium term- Communities that were engaged in production (i.e. basket weaving, soap making, honey making) would have require specific technical training on product improvement / development.
- Medium term - University Modules that are adopted / adapted from university courses normally consist of 60 hours – 120 hours and would be delivered 2 – 4 hours over 15 – 30 weeks, it may be possible to arrange this over block periods of time for example: learning in 5 working day sessions. After 1-3 months later, another 5 working days of training could be done. This could be for both the tourism and hospitality aspects.

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 (ie. priorities)

- Due to the COAST project just commencing the demo project coordinator has not been allocated a yet. However, as indicated earlier there is a training budget allocated within the COAST project, despite this the line indicating the ecotourism spend is 0, perhaps a reallocation of training resources could be considered, as there are a number of training issues associated with the ecotourism aspect of this project. In addition potential partners have not earmarked budgets for Ecotourism training. If possible / available this could be allocated for next years budgets.
- If awareness training was held locally, facility costs could be minimal, as there are a number of district government buildings or hotel facilities that could be used for course delivery
- Local facilitators of training (i.e government officials, GROWTH and Rural Enterprises Project staff) could be considered as potential resource persons.
- A fee will be required for University Modules - these vary.
- No co-financing was identified.

3.4 Actions and Recommendations

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

- Potential training providers should prepare materials/contents. The content can be checked (for example by the Pro bono management committee), piloted on persons that have demonstrated and early interest in training. Course material should be adapted as necessary and rolled out as on-going training programme.

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

- Financing
- Collaboration with local institutions and work towards the same agenda
- Time to develop learning materials including materials will need to be developed for various levels of educated persons.
- Ensuring training is continuous and sustained over the duration of the project and beyond. Follow up and consistency – ensuring training provided is applied, and that it is refreshed over time. Often there have been excellent ideas, and training initiatives have begun, but then it stops.
- Need to work on a retaining knowledge in the destination due to staff turnover

- Low levels of education at community level
- Finding champions in the different stakeholders sectors, give them roles and responsibilities to move the agenda on
- It would be useful to undertake a technical study just on food, and on what can be produced in Ada. Food can then be grown and supplied to the tourism sector.
- Creating a value chain from community production to sales in the tourism sector (hoteliers / tourists)

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

- COAST Project specifies Ecotourism but the Ada project is not always contextualised within this framework. Some confusion between tourism / ecotourism / recreational tourism.
- Ghana Tourist Board is not present in Ada – there was a tourist office but it closed down, the extent to which the new information office will be related to the GTB is yet to be discussed.
- Currently there is no district development plan for tourism; however, a Tourism Committee has been formed. There is at present some documentation being prepared at district assembly level which will include tourism but this was not available for viewing
- Little / no baseline data is available. For example no current tourism statistics were available for the area
- Tourism infrastructure is limited with few tourist shops / restaurants. How are officials going to incentivise business?
- At present boat operators are not licensed, this is currently being investigated, but it would appear that the costs were affordable by local boat operators. What intervention is possible within Government departments to facilitate licensing at a cost that allows boat operators to stay in business?

Table 2: Roles and responsibilities in ecotourism and poverty reduction		
Stakeholder	Roles	Responsibilities
Government:		
• National		
Ministry of Tourism	Ensure the development and promotion of tourism	Advise on Tourism Staff could deliver tourism / ecotourism awareness training
Ghana Tourist Board	Implementing Agency of tourism policies	Advise on Tourism Staff could deliver tourism / ecotourism awareness training
University of Ghana University of Cape Coast GIMPA	Training institution	Can find the participants for courses Offer contribution to the creation of the courses Can pass the module to focal point, to see if it can become an integral point of the university program.
• Provincial		
Municipal council	Coordination Providing responsibilities. Providing transport Law Enforcement	
Wildlife Division	Conservation, sustainable management and development of Ghana's wildlife resources for socio-economic benefit	Advises on conservation / wildlife and tourism conflicts Can provide tour guide training
Private Sector:		
Communities	Participation in meetings and training	Value chain - diversifying products produced and improving quality
• NGOs		
GROWTH	Youth employment and health related problems	Can provide training in ecotourism
Rural Enterprise Project	Create wealth and reduce poverty in rural areas	Can provide training in a number of areas i.e. customer care, improved quality. Link to community and value chain objectives
Donor agencies		
Focal point		

4 Country Summary

Ghana is developing its tourism product and whilst there is expertise within Ghana that can be drawn on for the project this will nevertheless take a great deal of communication and coordination. A number of issues have been identified in relation to the project itself, EMS and Ecotourism, however, there is no doubt that the Ada area offers great potential as an ecotourism destination. In respect of training the common area across EMS and Ecotourism is the general lack of awareness and understanding of both EMS and Ecotourism, in terms of its opportunities and its challenges. For this reason the report has heavily emphasised these elements of the training requirements.

4.1 *Actions and recommendations*

Raising awareness: Generic introductory training on areas of EMS and Ecotourism can be combined and delivered to stakeholders.

Development of materials: Generic materials on themes relevant to the demonstration project can be developed. The outline of course materials should be reviewed by beneficiaries before they are developed, to ensure they are 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.

Format for training: a mixture of practical sessions combined with seminars and workshops may work best in this destination.

Monitoring: the extent to which the training ‘makes a difference’ should be monitored, this will enable the programme to be amended as necessary to achieve the objectives of the project.

4.2 *Challenges*

Motivating the private sector: Incentives will need to be used to encourage the private sector to give up time to engage in training.

Lack of Clarity on the COAST Project: The original documentation, the action plans and the actual project are not all in agreement. As outlined in the introduction there are a number of issues related to the project that need addressing. These should be addressed as early as possible in order to support and empower the demo project coordinator.

Limited trainers at the higher levels locally: Whilst much of the awareness training for the two key area can be delivered by local trainers and should be the priority area of training and

consequently undertaken in the short term; the higher levels of training will need support from outside the district, consequently, this will take money, time, collaboration and planning and therefore, can be considered to be more medium / long term.

5 References and supporting documents

Black, R and Crabtree, A (2007) (Eds) *Quality Assurance and Certification in Ecotourism*. Wallingford, Oxon: CAB International

Euromonitor International's *Travel and Tourism in Ghana* report. October 2008

GREET (2009) *Ecotours: A Guide to 30 Unforgettable Destinations*. Accra, Ghana

Mensah, I (2006) *Environmental Management Practices among Hotels in the Greater Accra Region*. *International Journal of Hospitality Management* 25 : 414-431.

NEP/GEF (2007) *Demonstrating and capturing best practices and technologies for the reduction of land-sourced impacts resulting from coastal tourism*, Project document, Project number GEFL/2328-2732

Annex 1: interview questions

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 and voluntary eco-certification and labelling schemes	2. Ecotourism initiatives to alleviate poverty, diversification or alterative livelihoods, biodiversity conservation	3. Reef recreation, management, monitoring and strategies
Government:					
• Local					
• State/ Province					
• National					
Private sector:					
Communities					
NGOs and media					
Donor agencies					
Focal point					

17. Other comments:

Annex 2: Meetings held

Person	Institution	Contact details
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Martin Addison	Zionlions Ghana Ltd	
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Papafee	Manager Maranatha Beach Camp	
Doris Bafloe	Community Leader	
Ms Bafloe	Member of community	
Mr Nathan Bafloe	Member of community	
Ms Akor Wusah	Member of community	
Patience Osabate	Member of community	
Benjamine Bafloe	Member of community	
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Victar Akuv	Friends of the Earth (NGO)	
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