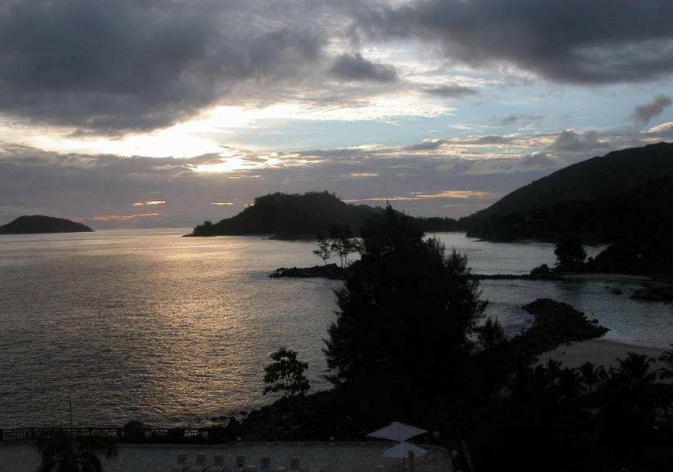




**Collaborative Actions for
Sustainable Tourism (COAST):
Project Overview and Synthesis of
Training Needs**

Prepared by E.W. Manning, Tourisk Inc. June
2010



Contents

Background	3
Approach and Work Plan	4
Methodological Considerations	5
Findings.....	6
EAST AFRICA PRIORITY TRAINING NEEDS SUMMARY	8
WEST AFRICA PRIORITY TRAINING NEEDS SUMMARY	10
Key Common Needs	12
Recommendations: Common Elements.....	13
Annex A: Links of Key Issues to Training.....	15
Annex B: Meeting Report Sheet: COAST Training Needs Assessment.....	29

Cover Photos (clockwise from top left: Ebodje Cameroons, Nyali Beach Kenya, Makasutu Gambia, Cholo Bay Tanzania, Badagry Nigeria, Mahe Beach Seychelles.
Photography by Ted Manning, Tourisk Inc.

Background

The COAST project involves capacity building for nine countries, relative to the reduction of negative effects of coastal tourism and the creation of the ability to make tourism a positive component in coastal development throughout Africa. This summary report introduces the approach, findings and collective recommendations relative to actions for training and capacity building within the next few years under the auspices of the COAST project.

The nine countries covered in the project, are Cameroon, the Gambia, Ghana, Kenya, Mozambique, Nigeria, Senegal, the Seychelles and Tanzania. The initial phase of the project defined key challenges and barriers in each of the countries, delineated elements of an overall program. It also identified a range of training and capacity challenges. (The table attached as Annex A to this integrating report shows the analysis of the potential role(s) of training relative to the overall project; it was used as a point of reference in the development of a framework for the individual country analyses. In this Training Needs Analysis, the specific needs of each country, and in particular the demonstration sites chosen in each country for capacity building were addressed. Each of the nine country specific needs assessments is designed to stand alone, but uses a shared methodology and approach. For country-specific findings please see each individual report.

The project was carried out by a consortium of consultants who agreed to collaborate on methodology and approach. The consultants and the countries for which they were responsible were:

- | | | |
|--------------|-----------------|--|
| • Cameroon | Norbert Trehoux | n.trehoux@wanadoo.fr |
| • Ghana | Angela Benson | A.M.Benson@brighton.ac.uk |
| • Gambia | Marina Novelli | M.Novelli@brighton.ac.uk |
| • Kenya | Ted Manning | tourisk@rogers.com |
| • Mozambique | Anna Spenceley | annaspenceley@gmail.com |
| • Nigeria | Marina Novelli | M.Novelli@brighton.ac.uk |
| • Senegal | Norbert Trehoux | n.trehoux@wanadoo.fr |
| • Seychelles | Anna Spenceley | annaspenceley@gmail.com |
| • Tanzania | Ted Manning | tourisk@rogers.com |

In all nine countries, the lack of effective environmental management systems (EMS) for the hotel and resort industry was identified as one of the three key areas of focus for the COAST project. A second focus in all countries was labelled ecotourism, but this was understood to encompass the broad areas of environmental, economic and socio-cultural planning and management of tourism, including engendering participation by the host communities and enhancing the benefits which accrue to communities.

For the East African countries, the area of reef conservation and protection was also

addressed,

Training needs derive both from the general requirement for planning, scientific and management capacity to deal with tourism and coastal development issues in the public and private spheres and from the specific operational needs of destinations, properties and local authorities. In particular, the delivery of the demonstration projects will require capacity building, both for the officials and residents in the demonstration sites and for those involved in the delivery of the project.

Some examples of best practice and model technologies can be found in the participating countries, and one of the objectives of the needs assessment is to identify potential examples of best practice, particularly those which can serve as models in and near the demonstration sites and be shared among countries with common issues. It will also be profitable to draw on BAP and BAT examples from other parts of the world who have been addressing coastal tourism issues for longer than most African coastal destinations and which can be brought in as part of training suitable for the host countries and demonstration sites. As noted in the development phase of this project, "*Demonstrating and capturing best practices and technologies for the reduction of land-sourced impacts resulting from coastal tourism*, there are capacity gaps in areas related to all parts of the project. The challenge will be to craft a practical training program which can respond best to these and which is suited to the conditions and needs of each country. In the nine specific needs analyses, the key needs are delineated, as are opportunities to build on successes and to share with other participants in the project.

Approach and Work Plan

The approach to be taken was based in part upon the opportunities and gaps identified in the initial work undertaken in 2005 and 2006 for the definition of this project. Some of the work done in the initial phases specifically identified training needs; for other elements the identification of capacity building and training needs was embedded in other parts of the project and in many cases these needs were shown as project elements or in the form of assumptions related to the potential for success in implementation. (see Annex A for details). The initial country reports and the project documentation from the earlier phase, as well as the inception reports were used as a point of departure.

Each consultant undertook field visits to the country for which they were responsible during the months of April and May 2010. The field visits were designed in consultation with the Project Focal Point(s) in each country and also involved discussions with the Demonstration Site Coordinator for each site. In some cases the site coordinators were very new to the post, and the meetings on training needs were frequently the first contact which stakeholders had with the project.

The field work was done with the objective of broad participation. In all countries a broad range of key stakeholders (for example local planners, NGOs, community leaders and members, a range of government officials and, where applicable, park authorities and key entrepreneurs were contacted). A common questionnaire was used as a guideline in all

countries to ensure that all key points were covered in the discussions. The focal point and /or coordinator helped to arrange meetings with any active organizations such as those of guides or persons marketing services to tourists

Methodological Considerations

The general approach used was based on rapid assessment and participatory techniques as a cost and time effective method is to generate results in a relatively short period of time. Given the short time frame and limited budget this approach proved effective in the needs assessment. This approach generated good quality fieldwork results making the most of local knowledge and understanding, and involving and possibly as well motivating key stakeholders.

A number of sources, including the research leading into the project development, government and enterprise reports etc. were used, aiming at gathering data to analyse the current training demand, local provision and future eco-tourism related and environmental management training needs.

The questionnaire framework used (see Annex B) formed the basis for most interviews and workshops, although each consultant tailored the instrument to best suit the needs of each interview or meeting. In general, the following questions were central:

- What is the present state of the art in environmental management and eco-tourism practices?
- What are the present arrangements, quality and capacity for the provision of environmental management and eco-tourism education and training – both formal and informal?
- What is the gap between availability and needs in the light of the tourism development framework? (Essentially a SWOT approach). Does the current training capacity address the key needs of coastal tourism, ecotourism and reef tourism?
- What are the key and most strategic needs for capacity building?
- How can the existing formal (i.e. colleges and universities and other training institutions) and informal (i.e. NGOs, private training, exchanges, placements, mentoring) provision of education and training be most effective in training employees and developing new entrants fit for the challenges of sustaining an effective and environmentally positive tourism sector in these countries?
- What is missing, and what are the most effective means to fill the gaps?

Findings

The training needs analyses confirmed that the gaps and need for capacity building found in the initial project design were real, and that training will be needed in each country to permit the overall goals of the COAST project to be achieved.

- The definition of ecotourism, sustainable tourism, and environmental management systems has been somewhat problematic in the TNA and has in some cases been a barrier to communication.
 - Our common experience with the TNA has shown that the real goal needs to be sustainable tourism on the coast, involving all stakeholders. The meetings have shown that the most important needs lie in holistic approaches to coastal development, involving all actors at all scales.
 - Formal **EMS** is not yet in place in nearly all areas, and the challenge is to introduce awareness of environmental management, benefits and opportunities on the road to more formal systems and eventually certification. This may involve large properties in relatively sophisticated environmental management; for many smaller properties it will involve just initial steps towards energy, wastewater, or garbage management.
 - The **ecotourism** objective needs to be clarified to include overall coastal planning, community planning, integrated approaches to sustainable tourism (including the traditional definition of ecotourism as pertaining to small lodges, green attractions and community based tourism). Perhaps the restatement of the objective as “sustainable coastal tourism” would make discussion easier – and more clearly include the key needs of CZM, community based planning for tourism and visitor management, joint participatory approaches for communities and governments etc. These are consistent with the broader project definition.
 - **Reef** conservation could also be clarified to include broader approaches to coastal conservation and protection – focused on the integrated conservation of coastal resources including beaches and mangroves.
- In all countries, with the possible exception of Seychelles, knowledge of sustainable tourism in the demonstration sites is rudimentary. With the exception of a few professionals who may have touched on the concept, there is little general awareness of the concepts of sustainable development, sustainable tourism, environmental management, small enterprise management for tourism, or best practices to achieve more sustainable coastal communities and tourism.
- The project is very new to the key stakeholders. As a consequence, the most critical initial training need in nearly all demonstration sites is general awareness. This takes several forms, but they are common to most sites:
 - A need for general awareness at the community level of the above concepts – likely in the form of a simple set of modules on tourism and the environment, how beaches, mangroves and reefs work and how community welfare is dependent on them, how to deal with visitors, how to benefit from

tourism, how to work together to get the community and the tourism you want, the concepts of ecotourism, visitor management, limits of what is acceptable to them. There are common elements but each module would need to be tailored to the local circumstances and stress local examples.

- A need for general awareness at the official and enterprise level of the benefits of more socially and environmentally sound tourism.
- Exposure to best available technologies and practices for hoteliers, owners and managers (and the related officials in the sector) showing the benefits (economic particularly) of EMS, best practices in energy and water management, site management, hotel and resort design. The message needs to be in the form of profit from socially and environmentally sound tourism.

These are needed to advance thinking to the point where any more specific and technical courses are likely to be seen as useful and be used.

- Coastal Zone Management is lacking in nearly all jurisdictions and those few who have training in this subject have received it abroad. Sufficient capacity is lacking in all countries and all have noted the need for focused training for professionals to fill this gap which is central to the objectives of the project.

It may be possible to create a CZM course at the bachelors or masters level at one or more institutions in Africa. If this is not possible, a shorter course for professionals is critically needed in both East and West Africa. A shared curriculum may be possible (built on some existing models) but will need to be customized for each jurisdiction.

- Development of African opportunities to obtain more advanced courses (both long and short courses) in such areas as waste management, coastal conservation, certification, enforcement etc is needed.
- Access to BAP and BAT. There needs to be a clearing house for success stories and examples of best practice to foster sharing among the countries involved in the project. This could be housed at an institution in any of the countries, or at the Nairobi UNIDO HQ.
- There are a range of common needs which the project has identified. These are arrayed in the tables for East and West Africa shown below.

EAST AFRICA PRIORITY TRAINING NEEDS SUMMARY

TRAINING NEEDS	KENYA	MOZAMBIQUE	SEYCHELLES	TANZANIA
EMS				
Awareness	Awareness for Hoteliers and Officials (short course)	General environmental education		Awareness for Hoteliers and Officials (short course)
Best Practice	Best Practice in water and energy (for specialists, hotel engineers) short course		Training for hotel staff in EMS (energy, water, food, community, waste)	Best Practice in water and energy (for specialists, hotel engineers) short course
EMS and certification	EMS concept, implementation, certification, enforcement (TOT)	EMS (including TOT)	ISO14000 at lead assessor and internal auditor level. Basic awareness of certification and EMS.	EMS concept, implementation, certification, enforcement (incl. TOT)
Inform investors	Investors briefing on laws and environmental regulations/expectations			Investors briefing on laws and environmental regulations/expectations
CZM and Coastal Planning	Coastal Zone planning and management (none available locally)			Coastal zone planning and management (none available locally)
EIA and planning		EIA – review and enforcement		
Waste		Waste management/ recycling		
ECO-TOURISM				
Official and stakeholder awareness	Awareness for local officials and stakeholders (tourism, environment, visitor management, com-munity benefits)	General environmental awareness How communities can benefit from tourism (e.g. supplying goods and services).	Training of trainers for lecturers on ecotourism and coastal management.	Awareness for local officials and stakeholders (tourism, environment, visitor management, com-munity benefits)
Local Community Awareness	Awareness for local residents – environment and tourism – incl reefs, mangroves, beaches	BAP in CSR (corporate social responsibility)		Awareness for local residents – environment and tourism – incl reefs, mangroves, beaches
Small business management	How to establish and manage a small ecotourism or tourism enterprise	How to establish and manage a small ecotourism or tourism enterprise	Training for local tour guides and private sector on principles.	How to establish and manage a small ecotourism or tourism enterprise

TRAINING NEEDS	KENYA	MOZAMBIQUE	SEYCHELLES	TANZANIA
Visitor management	Visitor management for local enterprises		Visitor management	Visitor management for local enterprises
Community involvement	For officials – how to mobilize community to help	Benefits for community		Retaining benefits from tourism in community
Waste	Waste management			
CZM	See also Coastal planning above			Beach management - BAP See also coastal planning above
Heritage				Heritage conservation
REEFS				
Local Awareness	Basic awareness for boaters, guides and fishermen	Knowledge of the law. How to treat tourists. Scuba diving. Reef conservation management and environmental impacts. Economic and ecological value of reefs	Basic reef biology and conservation monitoring. Reefs and ecosystem approaches. How reefs function. Ecology and management	Basic awareness for boaters guides and fishermen
Guide Training	Guide training – including reef monitoring and visitor management	. Reef capacity for use (i.e. diving, fishing). Alternative fishing techniques. Reef-check training.	See general ecotourism guides above	Guide training – including reef monitoring and visitor management
Enforcement				Reef management and enforcement
Restoration	Reef restoration			
CZM	See also Coastal planning above			See also Coastal planning above

WEST AFRICA PRIORITY TRAINING NEEDS SUMMARY

TRAINING NEEDS	CAMEROON	GAMBIA	GHANA	NIGERIA	SENEGAL
EMS					
CZM		Coastal zone planning and management, land planning with regulation, zoning, waste management		Coastal zone planning and management	CZM planning and zoning
Awareness	Basic awareness	Basic awareness for community officials and hotels	General awareness for officials and hoteliers incl. Certification systems	Awareness of environment and tourism	Global awareness program for managers and officials
Best Practice re hotels and management	Short courses for hotels in Kribi	Environmental education, and principles of coastal zone management linked to tourism;.		Environmental education, and principles of coastal zone management linked to tourism. Best practice in environmentally friendly technologies for waste and energy	Best practice in environmentally friendly technologies for waste and energy
Beach management		Hotel site and beach management		Hotel site and beach management	
Waste	Sanitation and waste disposal for communities	Best waste management practice access to best technologies and practices.	Sanitation and waste disposal (community and hoteliers)	Waste disposal. Best waste management practice access to best technologies and practices.	Best waste management technologies
Community Impact		Private sector need to understand how their actions impact resources and community; how to reduce risk to own interests		Tourism and the community	

TRAINING NEEDS	CAMEROON	GAMBIA	GHANA	NIGERIA	SENEGAL
ECOTOURISM					
Awareness	Awareness of tourism and environment	Broad environmental awareness for community Basic awareness for leaders	General awareness; ecotourism, value chain, legislation, poverty alleviation, environment	Basic awareness of sustainable tourism	Awareness of tourism and environment for leaders; public and schools
CZM and coastal planning	Coastal zone planning and management	Coastal zone planning and management	Short modules adapted from existing courses (tourism and environment)	Coastal zone planning and management	CZM planning and zoning – including beaches and waste control, beach management
Visitor management		Tourism, Hospitality services and operations. Customer care.	Visitor management and customer care	Tourism, Hospitality services and operations. Customer care.	
EIA and evaluation	EIA and evaluation	Environmental preservation/ conservation , regulation		EIA and evaluation	
Heritage				Heritage conservation	
Community benefit from tourism	Project management for ecotourism projects	Obtaining and retaining benefits.	Community training on tourism and environment	Capturing benefits for community	
Small tourism business	Small business management	Small business management, value chain development:– best practice in small ecotourism enterprises,		Small business management	Small ecotourism management (how to create, run manage ecologically sound accommodation and restaurants).
Product development		Tourism Product development. Local food and craft production for tourism sector	Product development and improvement (local crafts)	Tourism Product development including local food and craft production	
Guiding	Eco-guiding	Tour operations and guiding	Tour guide training. Boat operator training	Tour guide training. Boat operator training	Visitor management in sensitive sites

Deleted:

Deleted: r

Deleted: ¶

Deleted: ¶

Key Common Needs									
NEED	CAM	GAM	GHA	KEN	MOZ	NIG	SEN	SEY	TAN
Public Awareness									
Awareness for officials									
Small business mgt									
Hotel best practice									
CZM									
Visitor Mgt.									
Guide Training									
Waste Mgt.									
Capturing benefits									

Recommendations: Common Elements

This section addresses the potential to collaborate in the delivery of some common elements of the training needed in the program and some suggestions on how it could be achieved. .

- **Regional Courses:** There is a clear need for an African course on coastal planning – including CZM, beach management, integrated planning and management of tourism destinations. This could be a common curriculum developed based on an existing international one and given in one or more of East and West Africa. It could be a full course, or distilled into a short course for key participants – with or without a degree or certificate. While no institution has been identified which can now deliver such a course, some universities have similar offerings and could likely house such an offering (e.g., University of Dar es Salaam, University of the Gambia, Lagos State University, ESTHI, University of Seychelles)
- **Training of Trainers and Shared Curricula.** Have a central Train the Trainers program for some of the shared priorities. These include general awareness courses at community, official and entrepreneur levels. While there could be a common curriculum (developed based on best practice models) at each level, this could be the core of adapted or customized modules for each country. The modules which are amenable to this approach include guide training, boatman training, small business management for ecotourism and short courses on how to capture benefits at the community level and on beach ecology and management. The specific country reports identify the key components which will be needed in each – and the next step may be to create an agreed integrated curriculum and delivery method for each of these.
- **Local Specialized Courses:** A number of specific needs have been identified, although there are shared elements which could be included. The key is that each course will need to be customized for the local conditions and delivered in the local language – specifically those aimed at local stakeholders and at awareness and protection of unique environments or species. These will require local participation of other institutions in each country.
- **Technical Assistance:** If the courses are to be crafted to reflect best practice some external technical assistance will be needed in most cases –to work with the local trainers and help in curriculum design, delivery methods and clarification of desired outcomes. It will also likely be necessary to provide technical assistance periodically on some of the training modules to keep them updated, and evaluate and modify them if needed.
- **Capacity building** for the different administrations (Ministries of Tourism and Environment at least) and of the Focal Points and Demonstration Site Coordinators, as they are new in their positions and may not have had thorough exposure to key topics. A single awareness session for all could be arranged at a suitable locality – most suitable would be one of the demonstration sites where

they could be used in a participatory workshop setting to both become more aware of key topics and approaches and be used as a collective resource to brainstorm solutions to one particular demo site (It might be necessary to hold a separate one in French for Cameroon and Senegal).

- **Housing the course(s).** One of the key challenges identified in all countries is the need to find a suitable continuing home for each course – ideally an institution which is prepared to make a commitment to sustain the capacity after the program is ended.

The Consortium is pleased to submit this summary along with the completed reports for the nine countries. We hope that we may be of service in future in the work to carry out this challenging and worthwhile initiative.

For the Coast Training Consortium

A handwritten signature in black ink, appearing to read 'Edward W. Manning', with a long horizontal stroke extending to the right.

Dr. Edward W. (Ted) Manning
Coordinator

Annex A: Links of Key Issues to Training

The following table has been adapted from the initial work done in the 2005 project definition phase and shows the areas where, in the project document, training needs were indicated or implied. Sections shown in pink have explicit training identified; those in dark grey are areas where capacity building is implied as part of other project components. This table was a key source in the identification of potential needs and led to the questionnaire and project design.

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
<i>Institutional</i>				
<p>Capacity building <i>Lack of management capacity:</i></p> <ul style="list-style-type: none"> • local authorities • enforcement bodies • tourism enterprises & their representative associations • Research institutions <p><i>Shortage of trained human resources</i> – capable of dealing with product development and delivery for ecotourism, more ecologically and culturally sensitive products at all scales</p>	<p>Institute training policy/ programs for key personnel (in authorities, enterprise associations, research institutes for sustainable tourism - to include cross-disciplinary training for key staff to include awareness raising and sensitization to tourism and sustainability issues</p> <p>Policy and Programs developed for training for enforcement personnel: Policy to create and support an exchange for key personnel – internally, regionally and internationally to learn of best practice and to share information and problem solving</p>	<p>Effective training program in place in each nation, with links and exchange of information and personnel Capacity to train (number) of key personnel – for placement in local bodies and key positions Establishment of a program for awareness and information sharing in sustainable tourism, with presence in all of the nations</p>	<p>Demo could contain pilot training component – and demo project could be part of curriculum</p>	<p>Explicit training goal for all of the countries participating.</p> <p>Implies need for training capacity, awareness programs and related capacity building</p>
<p><i>Lack of technical capacities,</i></p> <ul style="list-style-type: none"> • awareness, knowledge (in public and private sector) on EMS and broader sustainable coastal tourism issues • over-reliance on external consultants for technical advise) 	<p>Technical Skills Establish a program to provide expert training to key gap areas – through existing national institutions. Create expert exchange program where capacity in the region and with regional knowledge and experience is known and can be easily accessed.</p>	<p>Eliminate information and institutional barriers to easy exchange of experts and expertise within region (could be as simple as accrediting experts, removal of travel barriers,</p>	<p>Could be part of a demo on information exchange and sharing at an institutional level</p>	<p>Training needs re EMS, issue identification, general tourism sustainability and internal tourism management</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
<p>Institutional issues</p> <p><i>Lack of suitable institutions to deliver fully on the sustainable tourism/environmental protection agenda</i></p>	<p>Institutional review with key criteria:</p> <ul style="list-style-type: none"> -assessment of adequacy of institutional structure relative to sustainable tourism. -review of coordination mechanisms re tourism development - identification of key “overlap” areas (i.e. institutions with overlapping jurisdictions that either cause confusion about responsibility or possibly conflict) – Streamlining processes for fast-tracking development proposals -gap analysis relative to delivery of tourism and coastal zone agenda -identification of key needs for strengthening capacity in institutions (see training needs above) -if possible identify effective models within the region and make them available to all (see expert exchange above) 	<p>Renovation where needed of core institutions which deal with the overall issue(s) of sustainable tourism and coastal zone planning and management – to create effective institutions</p> <ul style="list-style-type: none"> - to remove barriers -to fill policy gaps with best practice 	<p>One demo project could help to establish an integrated planning body at the destination level – with mandate to manage/coordinate planning and tourism/CZ development process</p>	<p>General need identified regarding overall tourism management re sustainability and environment.</p> <p>Need for core curricula in some regional institutions (and national) including CZM, visitor management, small business management curricula</p>
<p><i>Lack of professional tourism officers in government</i></p> <ul style="list-style-type: none"> • Lack of research and training programs related to tourism planning and management (particularly including sustainable tourism issues and strategies) • Lack of access to appropriate models and techniques in training programs and educational institutions 	<ul style="list-style-type: none"> -Provide relevant and practical documentation – current, best practice, technical models and manuals to training bodies in all countries. -Create regional project to support harmonization of information – jargon technical Translate key training and technical instruments into main regional and local languages Developing capacity of tourist authorities to incorporate environmental criteria to licensing processes and carry out environmental inspections. Develop collaboration mechanisms with environmental authorities for this purpose. Foster free dissemination & exchange of information and expertise (see above) 	<p>Establish an African program for training exchange with active participation of all member countries</p>	<p>Results of demo projects can be one of the first substantive materials for exchange – and serve as training modules</p>	<p>Need for general training for tourism officials (may be regional need and served at that level?)</p> <p>General training in concept of sustainable tourism and key tools</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
<p><i>Lack of suitable and comprehensive mandate for tourism institutions to monitor and enforce sustainability</i></p> <ul style="list-style-type: none"> • Tourism board, and authority inspection and licensing process mandated only on quality aspects, not including environmental ones 	<p>Develop model mandate based on best practice and work to implement it in one or more of the tourism ministries</p> <p>Develop model for the use and management of voluntary regulation vis a vis compliance and enforcement</p>	<p>Model ministry – as demo showcase for effective mandate and structures (link to enforcement and effectiveness)</p>	<p>Link to one of the demo projects – to show application in practice</p>	<p>Include best practice model(s) for governance in training packages for officials</p>
<p>Information on Tourism</p> <p><i>Lack of capacity to obtain and share key information on tourism</i></p> <p><i>Lack of accessible information sources for sustainable development of tourism in the region</i></p>	<p>See above – re training and technical exchange</p> <p>-Capacity building program both for technical access and for training of key users.</p> <p>-Establish a communication centre for Sustainable tourism in each country (tie to an existing institution)</p>	<p>Easy and accessible materials on best practice and on training materials throughout region – linked between countries electronically</p>	<p>Vehicle to share results</p>	<p>Capacity building program both for technical access and for training of key users.</p> <p>Need for a communication centre for sustainable tourism in each country (tie to an existing institution? - shared curricula?)</p>
<p><i>Insufficient outreach capacity to communities and tourists.</i></p> <ul style="list-style-type: none"> • Tourism awareness in communities • Lack of management expertise among communities – tourism • Lack of tourism marketing, sales and customer care expertise among communities (you could lump this point with the previous and call it “lack of core business skills”) • Lack of community monitoring of impacts 	<p>Program of outreach and awareness – put in place a community level awareness program for tourism and tourism-ready communities.</p> <p>Provide materials to local communities for community level training of key personnel</p> <p>Establish community-private sector partnerships in the mentoring and training of communities in core tourism business skills</p> <p>Exchange between countries their capacity building materials</p>	<p>Models of best practice at community level known and shared</p>	<p>One demo project could explicitly incorporate a test of community level communication and outreach and test some instruments and approaches</p>	<p>Best practice modules in local community training, officials and sector stakeholders</p>
<p>Policy development</p> <p><i>Lack of focus on coastal ecotourism and /or sustainable coastal tourism development in existing policy instruments</i></p> <ul style="list-style-type: none"> • Gaps in policy regarding ecotourism / coastal tourism 	<p>Policy assessment – policy review and gap analysis of policies/framework in each country – to determine SWOT and key steps to support sustainable coastal/tourism agenda</p> <p>Policy audit / review of specific legislative and regulatory instruments (key policies</p>	<p>Identification of what works and sharing of best practice suitable for use in African context</p> <p>Consistent sharing of capability among countries</p>	<p>Specific destination level policy SWOT would be very instructive and practical</p> <p>Application or</p>	<p>Model policies, best practice in policy for ecotourism and for sustainable tourism planning in training for key officials</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
<ul style="list-style-type: none"> Overlapping policies on tourism and environment Lack of coordination between different policies – tourism / environment <p><i>Lack of clear policy to guide ecotourism development</i></p>	<p>and rules) – re effectiveness, impact, compatibility with coastal/tourism agenda. Develop (or identify) model pieces of legislation/policy for specific areas (e.g., migration control, integrated site and destination planning etc.)</p> <p>Create exchanges of policy models, experience and expertise among countries</p> <p>Undertake specific destination-level analysis of collective impact of all policies and programs on sustainability of destination – to identify issues and effectiveness and synergies in one place</p>		assessment of model legislation/regulation in a demo would be very useful	
<p><i>Gaps in policy/regulatory implementation:</i></p> <ul style="list-style-type: none"> Enforcement/compliance is not strong Lack of law enforcement capacity/staff and techniques 	<p>Develop and share training curriculum and methods for training of authorities on inspection and control techniques</p> <p>Create model approach to co-management, stakeholder participation in monitoring and enforcement and peer policing approaches</p> <p>Build capacity of regulatory agencies in “support” functions to tourism EMS – advisory, guidance</p>	Access to good examples of how to effectively regulate Ultimate goal is effective regulation of a range of activities and practices central to coastal zone and tourism sustainability	A demo project could be built around a community based approach to management and enforcement	Best practice modules in training for key authorities (standards, inspection, certification practice etc) Integrated planning for coastal zones – course or practicum approaches (or exchanges)
<p><i>Physical and spatial planning</i></p> <ul style="list-style-type: none"> Lack of coastal zone management policies and programs Difficulty of access to beaches (blocked by tourism enterprises) Problems of integration among planning authorities 	<p>Development (identification) of effective models for Coastal zoning – both planning practice and effective legislative/tenure/regulatory models including control mechanisms</p> <p>Sharing of examples re control in different forms of tenure: state, private/freehold, communal</p> <p>Cooperatives and conservancies. Model tenure (regularization and recognition procedures) for coastal areas</p> <p>Adaptation and creation of model</p>	<p>Strengthened control of land use and ownership in coastal areas</p> <p>Strengthened capacity to use environmental planning tools effectively to support more sustainable development in coastal areas</p> <p>Sharing of tools and information among</p>	Perhaps a demo project on the application and use of SEA for coastal tourism development?	<p>Integrated planning for coastal zones – courses or exchanges?</p> <p>Specific curricula/modules/ training in specific tools or skills such as SEA, EIA, Audit, monitoring of risks and impacts, etc</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
	<p>procedures and case applications for key instruments:</p> <ul style="list-style-type: none"> -Strategic Environmental Assessment – for impacted areas and entire coastline / for entire coastal tourism industry (could result in production of coastal specific tourism practice guidelines for good practice, EIA and audit standards, building & development guidance etc) -Cumulative Impact Assessments – particularly Re incremental development of coastal areas <p>Creation of a forum/information process for sharing of information and expertise Harmonization of approaches – aimed at complementary use of tools</p>	professionals in all countries		
<p>Policy implementation <i>Tourism dealt with in environmental or other ministries rather than tourism ministries:</i></p> <ul style="list-style-type: none"> • Insufficient knowledge of tourism in other ministries • Tourism not sufficiently represented in planning process • Planning of infrastructure by others not sensitive to needs of tourism • Tourism does not have its own planning capacity and mandate 	<p>Development of awareness program for key officials whose decision purview includes or impacts on tourism Development of training program for officials in tourism ministries regarding effective cross- ministry coordination and exercise of influence re tourism sustainability issues Policy planning toolkit for sustainable tourism – for key officials</p>	<p>Key officials meet competency profiles necessary to carry out sustainable tourism mandate.</p> <p>Key in all relevant ministries are aware of tourism, the concept of sustainability and the ways in which their projects and programs relate to it</p>	See training above	Tourism sector awareness for officials in tourism and other related ministries
<p>Infrastructure <i>Infrastructure is not adequate to cope with tourism along with other users of coastal environments</i></p>	<p>Development of models and guidelines for infrastructure re:</p> <ul style="list-style-type: none"> - capacity - design and maintenance (e.g. infrastructure that uses resources responsibly during construction and operation – including energy and water) - sensitive design and construction for particular sensitive ecosystems e.g. to 	<p>Effective procedures for infrastructure design in general use for all new development in coastal areas, particularly tourism.</p> <p>Specific procedures known and used for review and design of suitable</p>	<p>Sensitive design can be core component in one or more of the demo projects.</p> <p>Reef project can demonstrate a range of planning, control, management etc</p>	<p>Best practice design cases –</p> <p>For EMS</p> <p>Reef management</p> <p>Beach management</p> <p>Sensitive construction</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
	<p>minimize impacts of tourism on mangroves/reefs (e.g. boardwalks, buoys for reefs, monitoring equipment, construction materials)</p> <p>- models for potential public-private partnerships in financing and operation of infrastructure</p>	<p>infrastructure in fragile ecosystems</p>	<p>aspects, and could include experimental reef buoying as part of project</p>	<p>(different packages aimed at officials, industry – operators and guides, local construction?)</p>
<p><i>Planning and Review process (e.g EIA, SEA, etc) seen as barrier by investors</i></p>	<p>Identify model(s) for effective project and region level EIA/SEA. Including e/g:</p> <ul style="list-style-type: none"> - rapid assessment processes - class assessment procedures for (e.g., different sized enterprises, small infrastructure,) & effective screening criteria - participatory processes as part of EIAs - Standards for assessment - appropriate environmental quality standards and monitoring methods - planning guidelines for areas to be developed as tourism zones <p>Training program for government officials who manage EIA or review programs to provide skills and knowledge for review and evaluation of adequacy of EIAs undertaken by investors or consultants.</p> <p>Template developed and shared re best practice for provision of clear information for investors on process for developments permitted: time and \$ needed for EIAs and other planning processes</p>	<p>Governments have the capacity to efficiently manage the review process for new development and to evaluate the quality of proposals and the advice provided by outside consultants,</p> <p>Investors have clarity on the process and requirements related to review procedures</p>	<p>EIA could be part of one or more demo projects</p>	<p>EIA/SEA sustainable coastal zone and sustainable tourism planning courses or modules for key officials</p>
<p><i>Insufficient effective participation by private sector</i></p> <ul style="list-style-type: none"> • In planning and management process re tourism and key assets • in EMS for their own properties and activities 	<p>Identify effective institutional arrangements for ensuring local participation in ownership, employment, purchasing etc in tourism development (e.g. PPPs)</p> <p>Develop and share a model policy for public private partnerships(e.g.) – privatization of parks/services</p>	<p>Best practice in PPP is well known and models suitable for Africa are available and shared.</p> <p>Key barriers to effective PPP are understood and removed or mitigated</p>	<p>Joint planning process could be featured in a demo</p>	<p>Training for private sector tourism – in eg EMS, certification, broad sustainable tourism approaches (best practice from local and international chains, could include overall awareness modules or practical</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
<ul style="list-style-type: none"> • In EMS within overall tourism supply chain management • In outreach to communities and to the industry re EMS and sustainable tourism • Reluctance of private sector to invest (uncertainty on benefits, return on investment) • Lack of effective economic incentives for private sector to invest in EMS 	<ul style="list-style-type: none"> - best practice and management of processes - government/private sector development of standards and certification -- joint development and management of fragile ecological resources - participatory processes within institutions <p>Provide procedures and models for negotiations between community members and private sector related to:</p> <ul style="list-style-type: none"> - tourism development - management of shared resources or destinations - creation of equitable participatory processes that involve relevant stakeholders; building consensus <p>Develop a program to Identify existing good practices in establishments and organize site visits/technical trips to provide real examples of successful management and economic benefits of EMS (presenting examples on paper might not be convincing enough, private sector wants real examples) as well as exchanges and information sharing. This should also include energy efficiency as a key aspect, as this has the highest potential for demonstrating economic and environmental benefits</p> <p>Coordinate program of sensitization, capacity building for private organizations on economic instruments and mechanisms for sound management practice – including EMS</p> <p>Develop and make available a toolkit and training manual covering:</p> <ul style="list-style-type: none"> - feasibility assessment for EMS 	<p>The benefits and procedures for EMS are well known</p> <p>EMS is a well understood tool in common use in tourism in all destinations</p> <p>An effective means to share information on best practice and benchmark among African destinations is in place.</p>	<p>EMS based demo could be catalyst for many of these policy responses – a field level test for which are most effective and how they work</p>	<p>exchanges)</p> <p>Key need is for awareness by officials and industry relative to overall sustainable tourism and coastal zone management issues and opportunities – covering EMS, ecotourism, sensitive planning and construction</p> <p>Best practice based training at several potential levels - officials, private sector, local tourism management.</p> <p>(BAT and BAP study will be available, specific toolkit with related training package is referenced and received broad support at regional discussions</p> <p>Toolkit could include : energy audit methods, energy efficiency methods, best practice re GHG, water use reduction, groundskeeping, benefits from these – much available from international chains and Southeast Asian/Caribbean experience in similar ecosystems</p>

Key Issues from initial project development documents) (note: EMS, ecotourism, site/reef management combined)	Potential Policy Responses/Initiatives (Menu of potential policy responses which can be done/supported)	Desired Outcomes	Link to Demo Project	Training Implications (menu of possibilities based on the 2005 work and subsequent documents)
	<ul style="list-style-type: none"> - incentives for good practice/EMS - how to overcome barriers - resources and expertise for effective EMS implementation <p>Availability of subsidised environmental and energy audits during the project period, gradually increasing to market prices by end of project? - Stimulates demand – which can be supplied by increased trained personnel. Establishment of rewards system e.g. award schemes</p>			<p>On site practical workshops (like WTO approach) very useful as training and sensitization on specifics like energy savings, EMS , integrated planning</p>
<p><i>Insufficient effective participation by community in planning and management process re tourism and key assets</i></p>	<p>Develop guidelines for best practice and organization for ensuring local participation in ownership, employment, purchasing etc in tourism development (e.g. PPPs) including models and best practice</p> <p>Develop methods and examples of best practice for empowerment to allow communities to engage effectively – including specific training modules, including e.g.</p> <ul style="list-style-type: none"> - Working with NGOs - methods to identify capacity gaps at community level. - inventory of best practice re involvement of representatives of communities in planning and co-management processes <p>(can include examples of incentives to participate, removal of barriers to participation, means to ensure participation by minorities and ensuring gender equality & all relevant stakeholders)</p>	<p>Best practice in participation and community involvement is well known and support tools and models are available suitable to African needs.</p>	<p>At least one of the demo projects should be an explicit test of community partnership – and a demo of best participatory practice</p>	<p>Training at community level – re best integrated practice – could focus on specific demo sites</p> <p>(BAP models need to include any suitable African examples)</p>

Environmental				
<p>Environmental issues</p> <p><i>Lack of effective procedures to dispose of solid waste</i></p> <p><i>Lack of effective procedures to dispose of liquid waste – treatment and disposal</i></p> <p><i>Lack of capacity to design and manage effective waste management systems–</i></p> <ul style="list-style-type: none"> • Specific issue regarding waste disposal for tourism industry - Reduce untreated sewage and solid waste from hotels • Plastic waste (esp. bags) <p><i>Lack of capacity for effective pollution monitoring</i></p>	<p>Program to identify and spread best practice and suitable applications for African coastal zones and tourism destinations including:</p> <ul style="list-style-type: none"> - Dissemination of instruments in use: such as waste management methods, pricing, profit from waste, co-financing etc - Development of standards (towards a common set of standards) - Methods for capacity building for local authorities to address waste management and disposal - Innovative means for treatment of effluent (composting, bio-remediation, use of wetland systems etc). - Means to create awareness among local communities on waste reduction, pollution prevention, and profit from waste. -Community involvement in monitoring and co-mgt (e.g., Ghana formed a specific Plastic Waste task force) -PPPs in waste management 	<p>A source of good practice is available and accessible for waste management</p> <p>All new development has suitable waste treatment in place</p>	<p>One or more of the demo projects should have an explicit demo on effective integrated waste management associated with a new or revived hotel or resort project</p>	<p>Implies need for local awareness training including key waste management issues</p> <p>Pilots can be the focus for training on site – that is hands on best practice?</p>
<p><i>Erosion of coastal areas (both by tourism development and by other uses such as sand mining, coastal alteration by e.g ports, seawalls)</i></p>	<p>Coastal zone mapping and assessment on erosion, developing a regular monitoring system</p> <p>Identification of good practice in implementing erosion prevention methods and structures</p> <p>Capacity building on erosion mitigation and prevention methods</p>	<p>Like other technical areas above- creation of a capacity to obtain models, understand mitigation and prevention methods, and implement site specific solutions (including sharing of information and expertise among countries)</p>	<p>A demo could include suitable siting, erosion prediction and control as a key element – particularly for a new resort – link to planning process.. existing problematic coast line with tourism developments</p>	<p>Link training package to specific demo – use as laboratory for al. Problem is common to all countries</p>

<p><i>Degradation of key ecosystems by tourism (and other sectors)</i></p> <ul style="list-style-type: none"> • Insufficient base information on key ecological resources and sensitivities • Lack of standards, monitoring programs and management of key ecosystems • Negative impact of tourism on reef systems (also boat operators) • Negative impact of tourism on fragile ecosystems (mangroves) • Damage to key ecosystems by other sectors (fishing, mining, non point agricultural pollution) 	<p>Educate on use of best practices (provide program to create curricula, share models, share expertise, in (e.g.,) :</p> <ul style="list-style-type: none"> - fishing - construction in dune, wetland areas - in marina and dock construction - guiding and tourist management in fragile systems - restoration of degraded habitats - models/tools for coastal management and development and rehabilitation (e.g. mangroves and reefs) 	<p>Planners and tourism managers have access to models and best practice and are encouraged to apply them (see regulation and enforcement above)</p>	<p>An ideal project would be a new development in a fragile system – where a range of these tools could be demonstrated</p>	<p>Specific list of potential best practices to build into training, May be common or others specific to each country needs. (for example erosion control methods)</p>
<p><i>Insufficient management of impacted tourism sites</i></p> <ul style="list-style-type: none"> • Insufficient access to methods to plan and manage sites from an ecological perspective • Insufficient access to suitable methods of visitor management and control 	<p>Develop and share best practice and management models for planning, management and rehabilitation of fragile and/or damaged sites</p> <p>Best practice in visitor management is made available to all countries</p>	<p>Planners and tourism managers have access to models and best practice and are encouraged to apply them.</p> <p>Technical solutions are available which suit African needs</p>	<p>One project could include demo of rehabilitation technology and approaches A visitor management model could be part of another</p>	<p>Training on visitor management best practice, including range of physical, economic and behavioural approaches suitable to needs</p>
<p><i>On Insufficient knowledge of key tools and techniques to build sustainability into new development</i></p> <ul style="list-style-type: none"> • Lack of knowledge and capacity on EMS (e.g. waste-reuse) options • Lack of knowledge of planning tools • Lack of access to suitable technologies and mitigation procedures • Lack of knowledge of environmentally sensitive infrastructure design 	<p>Program can provide clearing house/exchange of key technical solutions suitable to African coastal tourism:</p> <ul style="list-style-type: none"> -Identifying suitable technological solution (especially low-tech, low cost solutions), study on adaptation to country-specific conditions (at the national level). - methods to assess capacities of coastal ecosystems for environmental services (e.g. use of swamps for sewage treatment). - best practice in rehabilitation - identifying means of promoting uptake of suitable renewable energy solutions on off-grid locations (diesel generators are cheaper) 	<p>Functional exchange program for technical materials</p> <p>Environmentally aware design teams for new resort developments (design supply chain: architects, mechanical, civil and electrical engineers)</p>		<p>Training in specific technical solutions (water, energy, low tech options, BAP/BAT from study, other sources.</p> <p>For mangroves, reefs, specifics on best tech and practice re control and rehab</p>

Social-Cultural				
<p><i>Un-controlled in-migration to coastal area</i></p> <ul style="list-style-type: none"> Uncontrolled development with insufficient services) including the "Honey-pot effect" where tourism acts as a draw 	<p>See responses under policy development and spatial planning above</p> <p>Capacity building for social planning - as part of coastal zone planning and site/development planning. Exchange of best practice (see information exchange above)</p>	<p>Social issues – such as equity, migration, job access, social impact analysis are integrated into regional and destination planning in the coastal zone</p> <p>Officials have access to good suitable models of best practice</p>	<p>It will be important to demonstrate social planning concerns in one or more of the demos – particularly where in-migration is a key issue (see also effective participation by the community above)</p>	<p>Some link to overall destination management training</p>
<p><i>Low involvement of women in tourism, local enterprises related to tourism</i></p>	<p>Provide clearing house for models of best practice in gender equity and women's employment – in coastal communities and the tourism industry. Examine institutional and logistical basis? Provide guidelines for ensuring gender equity in tourism development</p>	<p>Gender equity is normally part to the destination project and site planning process</p>	<p>A clear gender equity component could be part of one or more of the demo projects</p>	<p>Link as factor in overall sustainable tourism curriculum</p>
<p><i>Harassment of tourists by locals</i></p>	<p>Provide models for measurement of levels of harassment – indicators of stress, tourist response Provide clearing house for legislation, control, incentive and other practices to control and reduce harassment Test means of establishing business partnerships between resorts & local enterprises (e.g. develop standards & codes of conduct – resort agrees not to sell curios, or to work with local boatmen) Share best practice among countries Facilitate forums for stakeholder engagement, information sharing, problem solving and conflict resolution (e.g. local tourism authorities/private sector associations)</p>	<p>Tourists do not experience what they consider harassment in the destinations</p> <p>Local residents (including youth) relate well to tourism – and benefit – see below</p>	<p>One demo could include this – in focus on community relations, participation and benefits</p>	<p>BAP – any African models - for officials and site/enterprise managers – possible workshop fora. -</p>

<p><i>Resentment of tourists by locals</i></p> <ul style="list-style-type: none"> • Lack of participation by local residents and entrepreneurs in the planning and management of tourism • Lack of participation by locals in the benefits from tourism • Unrealistic expectations of tourism 	<p>Provide models for measurement of local attitudes, levels of participation, levels of benefit from tourism (can be based on WTO indicator program – model questionnaires adapted to specific African needs)</p> <p>Provide clearing house for legislation, incentive and best practices to foster local benefits and participation</p> <p>See 'Outreach capacity' section</p>	<p>Local community has good participation in tourism economy, is positive about impact of tourism and satisfied that the benefits (economic and social) are positive, fair and realistic.</p>	<p>One demo could include this – in focus on community relations, participation and benefits (same as harassment above)</p>	<p>Component in overall sustainable tourism awareness .BAP</p>
<p>Economic</p>				
<p><i>Insufficient information on economic performance and competitiveness of the tourism sector (and SMEs)</i></p>	<p>Indicators/performance measure model available to measure economic performance of tourism, access to finance, key barriers , levels of benefit (base on WTO indicators)</p>	<p>Officials have sufficient knowledge about the tourism sector and its benefits/impacts in an appropriate form when needed to improve decisions</p>	<p>Can be integrated as performance indicators in any or all projects</p>	<p>Possible economic performance section in industry training (or part of overall sustainability package for businesses?)</p>
<p><i>Lack of access to finance</i></p> <ul style="list-style-type: none"> • For infrastructure • For monitoring • For project development • For enforcement • For SMEs • For capacity building • For outreach 	<p>Procedures and models provided to banking/loan institutions how to deal with appropriate micro-finance/sustainable tourism/ethical funds investment</p> <p>Guidelines and examples provided to help in establishment of joint partnerships and joint ventures (local/foreign, business/community, government/industry) – with models of best practice shared.</p> <p>Micro-financing models of best practice available and shared – including specific guidelines and models for <i>commercial viability of ecotourism enterprises</i></p> <p>Banking products for financing of viable energy efficiency projects in large resorts (these are viable profit centres – reduced energy costs translates to higher revenues)</p> <p>Local authority budgets to incorporate capacity building and outreach.</p>	<p>Effective means to provide financing known widely and accessible</p>	<p>Demo could include joint venture and or micro-credit element</p>	<p>Country specific needs relative to specific challenges and governance structure?</p>

<i>EIA and other review procedures seen as barrier by investors</i>	See model review procedures and information sharing above in <i>Planning and review procedures</i>	EIA routinely part of projects – proposals and review	EIA in some form should be part of all demo projects	EIA training for key officials or specific individuals (industry or university?) Needs tourism component. Shared package across region?
Infrastructure <i>Lack of suitable Infrastructure</i> <ul style="list-style-type: none"> • in parks • services for tourists • transportation systems • water and sewerage 	Provide model assessment procedures relative to infrastructure capacity, potential impacts, and suitability standards- for e.g. roads, tourist services, waste management etc) See also environmental issues above. Provide training for officials regarding: <ul style="list-style-type: none"> - infrastructure demand/needs analysis - access to funding sources - assessment of proposals 	Sound infrastructural evaluation procedures are routinely part of new projects Officials understand how to design and obtain resourcing for infrastructural elements of projects	Should be implicit element in any demo which involves construction	Attraction design and visitor management module? At what level?
Tourism Management Existing tourism <i>Focus for tourism) development and marketing) is excessively coastal</i> <ul style="list-style-type: none"> • Proximity of tourism investment to the coast • Marketing destinations focuses on coasts – not on range of assets and offer • Marketing done by enterprises rather than centrally by government – lacks focus and broader context 	Development (or identification and communication/sharing) of training modules re: <ul style="list-style-type: none"> - Business training – marketing of tourism - Development of standards - Ecotourism niche marketing models and tactics - assets assessment - market analysis - product development - co-marketing - Operational practices that support local SMEs and local human resources (e.g. local employment/training/ procurement) - Responsible tourism (e.g. environmental, economic and social) 	Countries all have capacity to identify opportunities, develop and operate products responsibly and position them appropriately, as well as understanding how to target markets	Focus on asset assessment, positioning and marketing could be part of one demo	Range of enterprise specific modules identified - mainly in business development and marketing
<i>Lack of explicit ecotourism organizations for product development, organization and marketing</i>	Project to identify current organizations and models, examine barriers and opportunities in each country, and analyze and share best	Public and/or private sector institutions have knowledge of how to develop products and effectively market them	Focus on asset assessment, positioning and marketing could be	Institutional development methods? Ecotourism marketing and positioning?

	practice / implementation models – may include industry, NGOs, community organizations, etc		part of one demo – and include institutional aspects	
<i>Lack of standards for sustainable tourism management</i> <ul style="list-style-type: none"> • Standards and review procedures for new ecotourism products • Standards and review procedures for new hotels • Review and certification procedures for tourism enterprises 	Provide a region-level project to support the tourism industry in environmentally sound practice, including review procedures, standards, certification procedures, including identification of best practice, specific models for sharing etc.	The tourism industry is aware of the value of the environment, the benefits of meeting standards and the means to achieve them. Good standards are in place – and understood in Africa and in the marketplace	EMS core to one or more demos	Training in ecotourism development, standards, certification and best practice (at what level – entry level or retrofit, aimed at officials or entrepreneurs?)
<i>Lack of knowledge and awareness of sustainable tourism/ecotourism concepts and practices in the industry</i>	Establish program of capacity building for key industry personnel Develop standards for products, facilities, guides, managers suitable to African and country-specific conditions Develop programmes to encourage environmental issues to be considered in tourism supply chain management Develop model practices and demonstrate them to the industry	The tourism industry is aware of the value of the environment, the benefits of meeting standards and the means to achieve them. Managers have easy access to models and to technical support Local models available to all – as suitable best practice	EMS core to one or more demos	EMS training package. General sustainable tourism awareness package Broader best practice package – could be more than one depending on focus and level (e.g reef management, small hotel EMS, ecotourism management, etc.)
Note: those sections shown in pink are explicit references to training and capacity building needs associated with the program. Sections shown in grey are areas where , while training was not expressly indicated do have significant links to the need for capacity building, including training.				

Annex B: 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:

Back cover photo: Gambia wildlife E. Manning Photo

