NATURAL RESOURCES INSTITUTE

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A DFID/Tourism Challenge Fund Project

Harnessing Tourism for Poverty Elimination:

A Blueprint from the Gambia

Final Report to DFID

DFID Department for International Development

Natural Resources Institute

Responsible Tourism

ASSET

Association of Small Scale Enterprises in Tourism

Natural
Resources
Institute

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NRET
C/o Joanne Downard
Enterprise Trade and Finance Group
Natural Resources Institute
University of Greenwich at Medway
Central Avenue
Chatham Maritime
Kent ME4 4TB
United Kingdom

Tel: + 44 (0) 1634 883199
Fax: + 44 (0) 1634 883706
Email: nret@gre.ac.uk
Internet: http://www.nri.org

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Final report to DFID

Contents

Acknowledgments

A large number of Gambians contributed to the report as surveyors, working with the formal and informal sectors, inputting data and transcribing audio cassettes.

Informal Sector Surveyors

1. Bamba Njie, Craft Markets
2. Yankuba Tamba, Kotu Taxi Drivers
3. Fanding Ceesay, Senegambia Taxi Drivers (1st. Survey Only)
4. Omar Bojang, Senegambia Taxi Drivers (2nd. Survey Only)
5. Baboucarr Darboe, Senegambia Official Tourist Guides
6. Yankuba Tamba, Kotu Official Tourist Guides
7. Kabiru Camara (Justice), Fruit and Juice Vendors
8. Malick Susso, Bird Guides

Formal Sector Surveyors

1. Ansumana Dibba, Hotel guest and exit surveyor
2. Baturu Camara, Hotel guest and exit surveyor
3. Fatou Gaye, Hotel guest and exit surveyor
4. Kalilu Njie, Hotel guest and exit surveyor
5. Buba Manjang, Hotel guest and exit surveyor
6. Sulayman Saidy, Exit and Accommodation surveyor

Computer Data Input Specialist

1. Femi Isreal Osabiya, Supervisor
2. Phoday Touray
3. Ida Jallow
4. Sulayman Cham
5. Foday Sandy
6. Alice Bangura
7. Sulayman

Audio Cassettes Transcriber (Film)

Olu Femi Peters

UK Research and Consultancy Input

From the UK Harold Goodwin, Peter Greenhalgh, Peter Nizette, Diane Stadhams, Claudia Townsend and Matt Walpole all contributed to the project.

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We thank in particular the members of the project steering group, which has subsequently become, with additional members, the Responsible Tourism Partnership Committee of the new Gambian Tourism Authority: Ardy Sarge (Chair of Hotel Association), Patrick Southern (Chair of the Ground Handlers) and representative of the Secretary of State and GBRS.

1 Key Achievements of the Project

?? The Phase 1 surveying and research implemented by a Gambian team of surveyors and data inputters provided the hard information necessary to determine the reality of tour operator and tourist perceptions, tourist expectations, market demand and levels of satisfaction and current levels of earnings and barriers to market access encountered by each of the informal sector groups.

?? This information reported in detail in the interim report formed the basis for a series of small workshops with each of the informal sector and formal sector groups, which reviewed the problems and identified possible solutions. The two formal open workshops that followed resulted in an agreed programme of action for Phase II, the implementation phase of the project. This form of multi-stakeholder consultation ensured that all groups were heard and that there was open discussion about solutions with a resulting consensus about a programme of action.

?? The collection of baseline data on informal sector earnings in Phase 1, and the repetition of the surveys one year later, enabled the project to determine the extent of the increase in earnings, providing evidence of the impact of the project on the incomes of poor people.

?? The particular informal sector groups with which the project worked secured significant increases in their earnings from tourism. Average weekly earnings for the

- o Fruit Sellers increased by 50-60%
- o Juice Pressers increased by 121%
- o Licensed guide earnings increased by 18% at Senegambia and by 33% at Kotu Beach.
- o Craft market earnings increased by 198% ay Kotu Beach and by 118% at Senegambia.

?? A Video was produced and shown on Gambian Television.

?? The Association of Small Scale Enterprises in Tourism has been significantly strengthened through the project as the “trade association” for the informal sector.

?? The consensus building processes used in the project have laid the basis for the continuation of the project steering group in the Responsible Tourism Partnership – a tripartite approach to managing the industry between government, the private and informal sectors, under the auspices of the new Gambian Tourism Authority.

?? The results of the project have been disseminated through UK industry workshops and through the World Tourism Organization’s 2002 report on *Tourism and Poverty Alleviation*.

?? Following an approach from the Gambian Tourism Authority and ASSET the FCO is funding, through the Sustainable Tourism Initiative, a further series of multi-stakeholder consultation and a workshop in order to extend the implementation of the projects findings in The Gambia.

2 Lessons learned for dissemination

Improving access for informal sector groups to the market in the destination.

- Licensing is an important mechanism for legitimating the informal sector. One of the major barriers encountered by the informal sector is exclusion from the formal sector.
- Licensing and badging, backed by a code of conduct, is seen by members of informal sector groups as an important mechanism to secure access.
- Hotels could set up opportunities for craft vendors to have access to tourists inside hotel boundaries.
- Issues of insurance need to be addressed on a case-by-case basis – the tour operator liability constraints need to be tackled but they are not as significant as is sometimes argued by the formal sector.
- Local guides can play a very significant role in facilitating informal sector access.
- Visitor expenditure in the informal sector is significant (one third of in-country expenditure – about £9 per day per tourist in The Gambia) and it can be increased.
- Craft stall holders are keen to develop new products and to work together reduce hassling and to counter aggressive bargaining by tourists.
- The problems experienced by the informal sector in general are mainly in access to the market, dealing with competition and commissions, and the fact that tourists do not have adequate information about them.

Good Practise identified in the Formal Sector

Tour Operators

- Providing information on the range of informal sector services
- Recommending some informal sector services and products: craft markets, licensed guides and tourist taxis.
- Encouraging tourists to meet local people through visiting the beach and local markets

Ground Handlers

- Including visits to craft markets in excursion programmes
- Including visits to villages, communities and schools in excursion programmes
- Visiting schools, communities and villages in advance of tourist arrivals to help define what is required and to suggest ways of avoiding bumstering.

Hotels

- Local sourcing of fruit, vegetables and some meat and furnishing fabrics.
- Buying produce from local womens' co-operatives
- Facilitating informal sector access to hotel guests through free market days (inviting craft sellers into the hotel on a rota) and allowing fruit sellers and juice pressers to bring produce to their customers in the hotel

Key issues to be addressed in order to create better linkages for the informal sector in traditional beach resort destinations.

1. How can the **conflict of interests** between the market-led, enclave character of the industry and the demand for access and participation by the formal sector, the informal sector and other non-tourism sectors of the economy be resolved to benefit all parties?

2. How can the **informal sector better access** tour operators, ground handlers and hoteliers that purchase tourism services and products?
3. How can the **informal sector improve its access to tourists** and increase the volume and value of its sales in order to increase revenues?
4. How can **supply side linkages be improved** so that, for example, more of the food and furnishings purchased by the industry can be locally sourced?
5. What **opportunities** are available for development or extension of tourism products and services on which the informal sector could capitalise and / or gain entry to the tourism market?
6. What **training / licensing requirements** need to be implemented to provide opportunities for the informal sector and confidence for tour operators to contract them?

3 Background

The project was funded by the Tourism Challenge Fund (TCF) of the Department for International Development (DFID) to run for 19 months from August 2000 to March 2002. The aims of the project were

- To increase sustainable employment opportunities and earnings for the informal sector in The Gambia by improving access for the informal sector to the tourism industry and to tourists.
- To identify and disseminate Best Practise for implementation through the Federation of Tour Operators (FTO), Association of British Travel Agents (ABTA) and the Association of Independent Tour Operators (AITO).

By the informal sector is meant all those individuals and micro enterprises, which engage with tourists and the tourism industry but which are not members of the Gambian Hotel Association or the Ground Handlers and Equipment Hirers Association. In The Gambia the project was implemented through a Project Steering Group comprising the formal sector and the informal sector represented through the Association of Small Scale Enterprises in Tourism (ASSET). We worked in particular with licensed and unlicensed guides, the bumsters[1], the fruit and juice sellers, the craft market stallholders and the taxi drivers. The UK Operators and their representatives in the resort have actively participated in the process of improving linkages with the informal sector. Martin Brackenbury of the FTO and Keith Richards of ABTA along with UK companies contributed to the situation analysis that laid the basis for the implementation phase of the project.

Following this introduction, the fourth section outlines the objectives of the project and the two phases of the project, namely consensus building (Phase 1) and implementation and testing (Phase 2), used to achieve these objectives. The fifth section outlines the various activities undertaken including surveys, workshops, market analyses, videos and dissemination. Section six provides details of the various project outputs including welcome meetings, draft codes of conduct, guides, videos and various strategies t o strengthen the informal sector. The final section outlines the main conclusions of the project, including the main findings and key issues to be addressed. Finally there are 19 Appendices.

[1] The term used by the bumsters themselves to identify a group of predominantly young men who earn a living by accosting and sometimes befriending tourists on the beaches and in the streets. They make money by charging for their time in accompanying tourists, from gifts that they receive and by earning commissions on the basis of introductions they make to informal sector traders. Bumsters tend to be relatively gifted at languages and to have had their schooling terminated, often because their family were unable to pay for the completion of their high school education. The bumsters are regarded as a considerable nuisance by the formal sector and by tourists.

4 Objectives and Process

4.1 Project Objectives

?? To increase revenues and employment by integrating the informal sector into the formal tourism industry

?? To remove barriers to entry by the informal sector into the tourism industry through collaboration with local private sector SMME's (small medium and micro enterprises) and business organisations.

?? To create additional local employment (targeted directly at the poor, women and youth) which can support opportunities for diversifying livelihoods in rural areas and which can improve supply-side linkages.

?? To enlist the support and participation of UK tour operators, through a UK Industry Group, in assisting the formal and informal sector in The Gambia to shape, extend and develop tourism products and services that benefit Gambians directly and that the operators can market to their European customers.

?? To strengthen business organisations (including the informal sector) and their relationships with government in The Gambia to enable cross sector, tourism development that directly benefits local communities.

?? To develop approaches (including partnerships, training, quality enhancement, marketing and insurance initiatives) that are pro-poor and transferable to other destinations (through FTO, ABTA and AITO).

4.2 Process

Previous work in The Gambia and consultations with ASSET made it clear that there was so much disagreement about the situation in The Gambia that there was a need to identify what the actual situation was by an extended process of stakeholder consultation backed by survey research of the earnings of the informal sector and the barriers which they encountered (the supply side) and of the formal sector and tourists (the demand side). This work of consultation and fact-finding was concluded with a series of workshops in May 2001. Martin Brackenbury of the Federation of British Tour Operators represented the UK operators at the final workshops and an implementation plan was agreed for Phase 2. This process was reported to DFID in detail in the Phase 1 report. Harold Goodwin directed the project through to the conclusion of Phase 1 and Peter Greenhalgh took over from him for Phase 2 following reorganisation within the University of Greenwich when the School of Earth and Environmental Sciences was merged with the Natural Resources Institute (NRI) and all consultancy and project implementation work came under the management of NRI. Adama Bah of ASSET was The Gambia Project Manager and Dianne Stadhams was the UK Project Manager. Harold Goodwin was asked to write this concluding summative report.

4.3 Phase 1: Building Consensus

In Phase 1 the main emphasis was on clarifying the issues and problems, which needed to be addressed in order to improve the situation of the informal sector in The Gambia and to develop a consensus about what could and should be done. At a series of open workshops in May 2001 a consensus developed about what needed to be done in order to improve tourism in The Gambia and to improve the involvement of the informal sector in the industry. At the May workshops a work programme was agreed in open session with participation by the formal and informal sectors. This was formally agreed by the project steering group, made up of representatives of the formal and informal sectors in The Gambia, and has subsequently been implemented.

Key staff from tour operators based in the UK and in The Gambia were interviewed about their perceptions of the difficulties confronting tourism in The Gambia and in particular the strengths and weaknesses of the informal sector. Similar interviews were conducted with the ground handlers and the formal sector trade associations and with government. The earnings and the products of the informal sector groups in both the Senegambia and Kotu beach areas were surveyed. A representative sample of tourists was surveyed in order to determine the critical consumer perception of the product, and in particular of the importance of the informal sector to the holiday experience.

In May 2001 workshops were held with each of the informal sector groups individually and the results of the research were reported to each group separately providing the opportunity to discuss the implications of the survey for each group. Each informal sector group was able to explore the views of their sector as expressed by other informal groups, the formal sector and tourists. Each informal sector group was invited to come along to the informal sector workshop prepared to discuss what their group could contribute to the necessary process of change and what they felt they needed from the others and from the formal sector.

At the informal sector workshop work programmes were discussed for each of the informal sector groups and the conflicts which existed between informal sector groups (for example between the taxi drivers and the guides) and between the informal sector groups and the formal sector were addressed. At the final workshop all the informal sector groups were brought together with representatives of the formal sector to agree what needed to be done in order to secure appropriate change. This process produced an agreed work plan, which became Phase 2.

It was essential to achieve consensus about the changes that needed to be made in order to maximise the impact of the project and to achieve pro-poor growth. It was clear from the outset that there was little agreement about what the major problems were, in any detailed sense, and that survey information presented objectively and openly debated was important to the process of moving forward. Dialogue between the informal and formal sector and a shared perception of the problems confronting tourism to The Gambia was identified as essential to securing multi-stakeholder participation in change. Dialogue and open reporting assists in overcoming suspicions about what the formal sector is saying about the informal sector in, for example, the Welcome Meetings. The content and attitudes to the informal sector at the Welcome

Meetings is a key issue as is addressing the issues of hassling and bargaining. The bumsters are a particular issue in The Gambia.

The results of the extensive survey work conducted in Phase 1 were reported in the July 2001 Report "From Research to Implementation" and the findings are not repeated here. However, it is important to note the conclusions from Phase 1 about the steps necessary to improve market access for the informal sector (see Box 1).

Box 1 Improving access for informal sector groups to the market in the destination.

- Licensing is an important mechanism for legitimating the informal sector. One of the major barriers encountered by the informal sector is exclusion from the formal sector.
- Licensing and badging, backed by a code of conduct, is seen by members of informal sector groups as an important mechanism to secure access.
- Hotels could set up opportunities for craft vendors to have access to tourists inside hotel boundaries.
- Issues of insurance need to be addressed on a case-by-case basis – the tour operator liability constraints need to be tackled but they are not as significant as is sometimes argued by the formal sector.
- All ground handlers interviewed noted that quality and public liability insurance were key criteria in granting local product and service contracts. Local licenses were also critical for three of the four ground handlers, while price and reliability were key factors for two of them. One also mentioned cleanliness as key criteria.
- Local guides can play a very significant role in facilitating informal sector access.
- Visitor expenditure in the informal sector is significant (one third of in-country expenditure – about £9 per day per tourist) and it can be increased.
- Craft stall holders keen to develop new products and to work together to counter aggressive bargaining by tourists.
- The problems experienced by the informal sector in general are mainly in access to the market, dealing with competition & commissions, and the fact that tourists do not have adequate information about them.

4.4 Phase 2: Implementation and Testing

As reported in the Phase 1 Report in July 2001, the work programme was agreed during the workshops in open session with both the formal and informal sectors represented alongside government and the Project Steering Committee subsequently ratified these decisions. There was a work plan drawn up for each sub-section of the informal sector and a number of meetings were agreed to take place between informal groups and the formal and informal sectors to resolve differences. A further survey was undertaken in February – March 2002 to provide some data on the results of the project, follow up surveys were done of tourists and of the earnings of each of the informal sector groups the project worked with.

5 Activities

5.1 Survey of Informal and Formal Sectors to Determine Barriers.

The obstacles faced by the informal sector were categorised in terms of price, promotion, product and people. There was an extensive process of consultation with each of the groups within the formal sector.

5.2 Workshops to Agree Strategies to Overcome Barriers and Deliver Appropriate Training.

5.2.1 Workshops to agree strategies to overcome the barriers

Table 1 presents a summary of what was agreed in May 2001.

Table 1 Summary of strategies agreed to reduce barriers and increase incomes for the informal sector sections

Section	Code of Conduct	Badging	Licensing	Insurance
Bumsters				N/a
Fruit sellers	v	v	Exists	Low risk
Juice Pressers	v	v	Exists	Low risk
Guides	v	Exists	Exists	
Bird Guides	v	v		
Tourist Taxis	v	Exists	Exists	exists
Fishermen				v

5.3 Training Workshops

In Phase 1 Martin Brackenbury of the FTO and Keith Richards of ABTA participated in workshops in The Gambia. Table 2 summarises these workshops.

Table 2 Training Workshop

Date	Event	Place	Number of Participants	Purpose	
28 June 01	Informal Sector Reps	Makasutu	18	Codes	1.
24 July 01	Palma Rima Bumsters	Safari Garden	22	Codes	2.
31 July 01	Juice Pressers	BBHotel	17	Codes	3.
02 Aug 01	Senegambia Craft Market	Bakadaji	18	Codes	4.
03 Aug 01	Tourist Guides	Village Gallery	23	Codes	5.
1st Nov 01	BB Craft Market	BB Hotel	19	Codes	6.
6 Nov 01	ASSET Marketing	Village Gallery	17	Capacity Building	7.
8 Nov 01	Fruit Vendors	BB Hotel	27	Codes	8.
1 Dec 01	Marketing Products and services in “What’s On”	Safari Gardens	30	Product Development and Marketing	9.
20 Dec 01	Juice Pressers, Fruit Vendors/Hair Platters	BB Hotel	19	Conflict Resolution	10.

	ASSET & Ground Handlers	Safari Gardens	13	New Product Development and Marketing	11.
10 April 02	Senegambia and BB Craft Market		17	Presentation and Packaging[2]	12.
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5.4 Surveys of Visitor Expenditure and Potential Demand.

The survey of tourists conducted in the hotels suggests that there is ample scope to develop complementary products for tourists to participate in during their stay and that holidaymakers had a relatively high propensity to book though the self-employed local guides, part of the informal sector. However, it should be noted that repeat visitors were likely to take part in fewer activities, and are less likely to book tours. This may be a consequence of the relatively restricted range of activities on offer as complementary product in The Gambia (see Table 3).

Table 3 Number of visits to The Gambia and number of activities

Number of visits to The Gambia	Mean number of activities	Standard error of the mean
1	3.53	0.21
2	2.70	0.36
3+	1.83	0.28

Table 4 shows that 42% of activities undertaken by visitors were booked with local guides whilst 49% of those wanting to book nature-based activities (e.g. park visit, bird watching, fishing, agricultural tours) particularly wanted to do so through local guides. The finding that people would prefer to book through local guides more than they do so at present was statistically significant. This difference was most significant for cultural activities (museums and cultural shows), which many more people want to book through local guides than currently do. This is despite the fact that the majority of visitors who *had* been to a cultural show, had booked through their hotel desk, a reflection of the fact that this product was mostly provided within hotels.

Table 4 Activities that visitors had done, would like to have done, and how they would like to have booked

	Activities done by visitors				Activities visitors would like to do			
Type	% of sample	Hotel Desk	Local guide	Package	% of sample	Hotel Desk	Local guide	Package
Cultural show	56.8%	67.8%	20.3%	11.9%	26.2	28.8%	53.0%	18.2%
Village	56.4%	5.6%	46.5%	47.9%	38.5	18.6%	48.5%	33.0%
Park	36.9%	8.6%	69.9%	21.5%	46.4	17.1%	55.6%	27.4%
Museum	33.0%	11.9%	23.8%	64.3%	42.5	14.0%	65.4%	20.6%

[2] See Appendices 15 & 16

Birds	20.6%	13.5%	59.6%	26.9%	43.7	22.7%	54.5%	22.7%
Fishing	9.1%	8.7%	69.6%	21.7%	35.7	15.6%	50.0%	34.4%
Agricultu re/ crops	-	-	-	-	62.7	13.9%	62.0%	24.1%
Overnight	5.2%		46.2%	53.8%	57.5	23.4%	24.8%	51.7%
TOTAL		24.0%	42.4%	33.6%		19.8%	48.9%	31.3%

The visitor survey showed relatively high levels of satisfaction with the activities available to tourists (Table 5).

Table 5 Ratings of enjoyment of activities by visitors*

Activity type	Most frequent response	Average	% responses '5'
Fishing	5	4.47	62.5%
Visited a Gambian village	5	4.24	46.5%
Visited a cultural show	4	4.14	35.3%
Bird watching visit	5	4.09	45.3%
Visited a park or reserve	4	4.05	31.5%
Been to the beach	5	4.00	40.1%
Visited Wassu stone circle	5	4.00	66.6%
Visited a crocodile pool	4	3.92	31.6%
Visited a museum	4	3.86	30.8%
Overnight away from hotel	4	3.82	29.4%

* (n.b. Likert rating scale for responses: 1-5)

The main problems confronting the informal sector relate to being able to deliver consistent quality and accessing the market.

5.5 Market Analysis of UK operators with potential to operate in The Gambia and to work with the informal sector.

An analysis of UK operators revealed that the image of The Gambia as a “cheap” winter sun destination and the orientation of the destination operators and hoteliers towards this market make it very difficult to develop alternative products. The cultural diversity of The Gambia is potentially an attractive asset. However, this requires the opening up of the river for tourism and was beyond the scope of this project. The new Gambian Tourism Authority has prioritised this development and it will be part of the Master Planning exercise shortly to commence.

5.6 Run training workshops (e.g. with ABTA and The Body Shop) to develop appropriate skills and develop and market products.

In Phase 1 there was a workshop given by Keith Richards of the Association of British Travel Agents, which addressed the issues of quality and security. There were two visits by Body Shop consultants to The Gambia and they provided consultancy and training inputs for the craft workers in the two craft markets included in the project.

The Centre for Responsible Tourism has undertaken a Responsible Training Programme of workshops for the Association of Independent Tour Operators. Learning from the work in The Gambia was disseminated through this training and during a presentation at the AITO AGM in Turin in November.

5.7 Establish Li Hew/What's On to assist in marketing informal sector products.

Two editions of Mango News have been produced by ASSET in January and April 2002. Its function is to keep the membership informed of developments and to share examples of good practise in the informal sector. The magazine is also distributed to the formal sector as a way of maintaining the dialogue started during the DFID funded project.

On the back of the Mango News is a Li Hew – What's On Section. This reproduces some of the posters advertising the informal sector and its services that are placed in the lobbies of hotels. The What's On boards have been placed in the 7 hotels in the project area. Each of the boards was paid for by the hotel hanging it in its lobby, they each cost 500D (£20) to make. Each of the informal sector groups has a poster, which advertises and promotes their service or product and this is highly valued by the informal sector as it bestows legitimacy. Predictably there were problems over the guides and taxi driver posters – which included the line "Tired of being herded". This knocking copy caused offence and the posters were not displayed. This problem will be resolved before the beginning of the next season. ASSET is also going to use the boards to present more topical "What's On" information advertising its members restaurant theme nights and other activities.

5.8 Work with Formal Sector in the UK and The Gambia through Workshops, Seminars and Individual Meetings to Develop Partnerships and Other Methods of Increasing Employment for the Poor and Marginalised and Increasing Informal Sector Revenues.

The project identified a range of good practise, which can be built upon, some progress was made during Phase 2, the implementation phase but there is still much to be done. Box 2 reports good practice in linking the informal sector to the formal tourism industry.

Box 2 Good Practice identified in the formal sector

Good practice that was observed in linking the informal sector and tourism included the following:

Tour operators

- ?? Information on a range of informal sector services
- ?? Recommending some informal sector services: craft markets (100%), licensed guides (83%), tourist taxis (83%)
- ?? Support for meeting local people through visits to markets & beach (83%)

Ground handlers

- ?? Stops at craft markets included on excursions
- ?? Excursions link villages, communities & schools
- ?? Visiting schools, villages, and communities in advance of tourist arrivals to help define what is required, however the fact that the degree of bumstering influences the number and frequency of stops is an important constraint.

Hotels

- ?? Local sourcing fruit, vegetables, some meat & furnishing fabrics
- ?? Using groups of women to buy & supply produce
- ?? Some hotels have established links to support informal sector services e.g. free market days for craft vendors, fresh juice from beach pressers
- ?? Free market days: in the hotels
- ?? Fresh juice – access to guests who have ordered supplies.

The formation of the Responsible Tourism Partnership (Section 7.2.3 below) augurs well for the continuing improvement in working relationships. ASSET is working with GAMSTAR a local insurance company and increased numbers of ASSET members are taking out the appropriate insurance cover. ASSET is negotiating to earn a commission from sales of insurance to ASSET members and to sell some advertising space to GAMSTAR. This would assist ASSET through providing a small but significant funding stream. GAMSTAR is also willing to discuss the idea of joint membership/insurance certificates for members.

The fishermen who attended the May workshops are unable to meet the relatively high costs of insurance and have dropped away from ASSET. Meanwhile, those ASSET members with accommodation, restaurants/bars and transport are taking out insurance with GAMSTAR. Six ground operating members of ASSET are taking out insurance with GAMSTAR, 10 accommodation providers, four cultural tourism attractions and the Senegambia Craft Market is also debating whether or not to take out public liability insurance.

5.9 Measure, Monitor and Report Impacts of the Project Initiatives on the Poor in the Informal Sector.

The extensive surveying carried out in the high season in January to March 2001 was repeated in February and March 2002. There was less funding for research in Phase 2 and the monitoring was carried out for five weeks, rather than the eight weeks of surveying in 2001. The surveys are comparable in scale and both took place in the high season.

5.10 Disseminate the Results through AITO and ABTA Meetings and Publications and through the Trade and Academic Literature.

The Centre for Responsible Tourism has been approached to undertake a Responsible Training Programme of workshops for the Association of Independent Tour Operators. Learning from the work in The Gambia has been disseminated through this training and during a presentation made at the AITO AGM in Turin in November. Material was also used at the World Tourism Organisation Commission for Africa meeting in Abuja in April 2002 and at the Gauteng Tourism Authority Workshop in Soweto in May 2002 and in Cape Town in June 2002.

The Gambia Project was included in a new report on Tourism and Poverty Alleviation to be launched at WSSD by the World Tourism Organization in August.

The Gambia Project results will be reported in a special edition of the Pro-Poor Tourism briefings and published in hard copy and on the web at www.propoortourism.org.uk and www.nri.org/NRET/nret.htm

6 Outputs

During the consultation process in Phase 1 a number of barriers were identified which limited the access of the informal sector to the tourist industry. The obstacles identified by each group during the consultation process in Phase 1 are reported in Table 7. The main problems experienced by the informal sector in general are mainly in access to the market, dealing with competition and commissions, and that tourists do not have adequate information about them.

6.1 Welcome Meetings

There remains concern about what is said by the tour operator representatives at the welcome meetings, despite the presentation of the results of the Phase 1 survey at the workshops in May 2002. This remains a source of friction between the formal and informal sectors. Towards the end of the last season the guides were being excluded from the Welcome Meetings because they were seen as competing with tour representatives and the excursions which they sell.

The What's On notice boards have gone some way to tackle the issue in a different way (and this is discussed in section 5.7 below).

The informal sector groups all want to be represented at the welcome meetings but this in not practical. It may be that as the stature of ASSET grows, ASSET will be able to represent the informal sector at the welcome meetings.

Each of the barriers identified below is taken up in the relevant section below.

Table 7 Barriers to access identified by informal sector groups

Sub – sector	***Obstacle 1: Price***	***Obstacle 2: Promotion***	***Obstacle 3: Product***	***Obstacle 4: People***
Craft vendors	??**Too competitive** between vendors – price affected ??**Lack of promotion -** official guides & bumsters do not recommend local markets as they are paid hourly & share commission with vendors – use Banjul & Brikama ??**Commission** wanted by official guides & bumsters linked to Senegambia	??**Lack of advertising** & promotion of venues ??**Inadequate dialogue** with National Tourism Organisation (NTO)	??**Lack of knowledge** about what tourists want to buy ??**Lack of knowledge** of how to sell to tourists ??**Cultural conflict** – carvings, as idols conflict with the Koran	***Tour Operators*** ??**Access to tourists** at Welcome meetings to explain buying & bargaining process ??**Education of tour operators** regarding the correct information on bargaining so that tourists are not rude & a fair price can be agreed ***Tourists*** ??**Education of tourists** regarding how to shop at craft markets ??**Reduction of fear** of leaving hotel through adequate knowledge
Fruit sellers	??**Difficult** – haggling & pay bumsters commission	??**Negative publicity** - Hotels advise tourists not to buy fruit as unhygienic and risk of becoming sick		??**Need support** from tour operators & hotels ??Tour operators and hotels should give **information** to guests so that they are not rude & will pay a fair price
Juice Bars		??**Commission** to bumsters resisted	??Hotels view them as **competition**	??**Negative publicity** - Some tourists say they have been told that the bars are not hygienic
Licensed guides	??**Some tourists haggle**, although price is fixed	??**Perception that they are bumsters** hinders access to tourists ??**GHEHA view guides as a threat** ??Some hotels see guides as **competition** – Kairaba, Tafbel, Senegambia (but others help: Bungalow Beach, Bakotu, Cape Point, Palma Rima, Palm Grove	??**Too competitive** – need to diversify to interest tour operators ??**Competing** with bumsters ??**Links with tourist taxis** but sometimes tourists insist on bush taxis, which creates conflict	??Certain operators **do not tell tourists about licensed guides** (Cosmos, JMC, Thomson)

Tourist taxis	??**Priced out of the market**, as NTO sets price for tourist taxis	??No direct **access** to tourists	??Equipment requirement & legal registration creates an **unfair playing field** ??**State of roads** affects negatively	??**Tourists do not know** the advantages of using tourist taxis ??Tour operators need to give correct & helpful information at tourist Welcome meetings
Un-licensed bird guides	??Being unlicensed **affects what they can charge**	??**Often perceived as bumsters** with binoculars	??**Lack of protection** of main birding areas ??**No official training**	??**No direct links** with tour operators

6.2 Specific Ways of Reducing These Barriers and Implementing Them.

At the end of Phase 1 an agenda for action was identified for each informal sector group based on their understanding of the barriers that needed to be overcome in order that they could increase their trade and incomes.

Codes of Conduct were agreed for each section of the informal sector. Each code dealt with the relationships between members of the section, between one section and another, between the section and the formal sector and between the sections and the tourists. Codes of Conduct were not developed for the bird guides who melted away because of the pressure on bumsters, and there were too few fishermen to make this strategy relevant. Badging and licensing were used to back up the Codes of Conduct

6.3 A Note on the Bumsters

The tourist survey undertaken in Phase 1 showed that of those unlikely or very unlikely to return (n=29), half suggested that this was because of bumsters. The same questions were asked of very comparable samples of visitors in 2001 and 2002.

Table 8 Tourists Response to Bumsters

	2001	2002	↴ ↴
Fun	9.5%	11.6%	↴ 2.1%
Off-putting	69.1%	38.6%	↴ 30.5%
Intimidating	21.4%	49.8%	↴ 28.4%

The scale of the difficulties surrounding the bumsters has increased dramatically since the last survey in 2001. The number of people finding the bumsters intimidating has increased by 28% in the twelve months. Anecdotal evidence supports this, and verbal abuse of tourists by bumsters is significantly more aggressive with the use of racist taunts. . What is unclear is the cause. Increased police and paramilitary activity against the bumsters took place in the 2001-2022 season and this may have made the bumsters more aggressive as they operated more aggressively in short intensive periods. The problem of bumstering has become much larger in the last 12 months and has made it a difficult environment in which to work. There are now many reports of teachers bringing down whole classes to bumster on the beach, the proceeds going to the schools and/or the teachers and schools.

The workshop with the Palma Rima bumsters was successful in identifying ways in which they could work together and with the Palma Rima hotel. The bumsters would be restyled as Local Guides to decide who will make the decisions about sanctions, and what would be the sanctions. The draft Code of Conduct created at the workshop was not completed because 13 of the Palma Rima bumsters became official guides, having taken the government-training course. The Palma Rima bumsters found places on the course through the DFIID project. Lamin Lodge is training 9 bumsters as nature trail guides. This is more likely to be successful that the creation of more Official Guides where supply already outstrips demand. Further experiments using the Appreciative Inquiry approach were not possible because of the increasing conflict around the bumster issue as a result of the heavier policing. The draft code of conduct for the Palma Rima local guides is set out in Box 3

These changes in the policing of the bumsters set the context of the project's work in the implementation phase made some of the projects impossible. It was not possible to do any work with the Bird Guides; they have melted away because they are not licensed and were being dealt with as bumsters by the police. The bird guides relied on Internet marketing and referrals from previous clients. This meant that their public profile was very low and the project was unable to work with them.

Box 3 Palma Rima Local Guides Draft Code of Conduct

Palma Rima Local Guides Draft Code of Conduct

Each local guide will act at all times in ways that lead to the public having trust and confidence in them; enhances the good standing and reputation of the Association; looks after and preserves Gambian culture; and above all safeguards the interests of tourists.

Each local guide is accountable for his or her own conduct and will:

1. Act always to promote and safeguard the well being and interests of tourists
2. Ensure that no action or inaction on his/her part is harmful to the service or safety of tourists
3. Always be neat and tidy in appearance and will avoid 'rasta' clothing or hairstyles
4. Take every opportunity to improve their knowledge, skills and competence
5. Promote good relationships, work in a collaborative and cooperative way, and respect the contribution made by other sectors
6. Take account of the customs, values and spiritual beliefs of tourists
7. Avoid any action which harms the relationship which exists between local guides and tourists
8. Try to resolve problems themselves and will seek outside assistance if there is no immediate resolution
9. Have a system to seek feedback from tourists
10. Behave appropriately by ensuring that there is no hassling of tourists; or violence; or bad language; or stealing; or cheating; or the carrying of weapons; or the use or selling of drugs (including alcohol) whilst on duty
11. Accept jobs as they are allocated and not act in ways that bypass the system
12. Protect the environment and encourage tourists to act similarly
13. Help other guides to develop their skills, knowledge and competence and be ready to assist others so that the needs of tourists are met
14. Wait for guests to offer a price for their services and not seek gifts or favours that would interfere with the relationship that must exist between tourists and local guides
15. Take any action that will meet the needs, interests or safety of tourists
16. Act always in the interests of the Association except where such action would harm the safety of oneself, other guides or tourists

1. Local Guides to decide who will make the decisions about sanctions
2. Local Guides will decide what the sanctions will be

Local guides to receive and amend as necessary the draft Code of Conduct (See below)

6.4 The Fruit Sellers

A Code of Conduct was developed with the fruit sellers which covered their relationships with each other, the hotels and the tourists. Ndeye Kebbeh – Head of Kotu Fruit Sellers' Society – identified the following positive outcomes of the project and ASSET's work:

?? Advertising via the 'What's On' boards in some hotels has helped tourists to know that the fruit sellers are there.

?? The workshops in 2001 (funded by FASE Of UNDP) were enjoyable and taught association members to make jams, sauces etc. ASSET member participated as resource persons. These have not, however, been very successful in terms of sales; she feels tourists just want fresh fruit and fruit salad.

?? The official registration of their society meant that they were trusted enough to obtain a loan, used for buying produce. The fruit sellers also now put a small amount of money into a communal fund.
?? The fruit sellers have a code of conduct which they now work by; this includes identifying customers by who they 'belong' to and then do not quarrel over business.

Other issues remaining to be addressed include:

?? Lack of advertising by tour operators; they and the representatives do not talk to fruit sellers or recommend their services.
?? They would like more signs directing tourists to them.
?? The job is seasonal which means they do not make enough in six months to last through the low season they have no income.
?? Fixed prices are not considered possible due to the seasonal variation in fruit prices.

There are a large number of fruit sellers, 26 of them working on the Kotu Beach. The new stall, which was built as a result of the project, has made major changes. The stall was built with assistance from the Bungalow Beach Hotel (which provided paint) and the Kombo Beach Hotel (which provided over 4000D (£150) plus labour and materials). The 26 stall holders each contributed 300D (£11.50) to the costs. The DFID project employed an artist to ensure a high quality image for the stall. The stall has changed the nature of the relationship between the women and the tourists; they no longer hawk and have a degree of dignity behind their stall which has the same functions as a uniform for them.

ASSET is currently working with the fruit sellers to resolve a problem with the new Gambian Tourism Authority who want the women to stop offer hair-plaiting and massage because of the hygiene issues which arise from also handling fruit.

6.5 Juice Pressers

Kabiru Camara Head of the Juice Sellers on Kotu Beach and the juice sellers' association sees the project as a success. He outlined a number of outcomes:

?? The workshops held in August 2001 created the code of conduct and regulations for the association, which is now registered officially with the government.
?? The registration of the organisation has provided the association with direct access to government tourism officials and has allowed the association committee to regulate membership: no new members are permitted where an area is considered full and any member who does not abide by the code of conduct can be suspended or expelled. This power has been used a few times where members quarrelled over business or were felt to be hassling tourists.
?? Fixed prices for juice have been introduced and are displayed on menus. This, along with better organisation has increased the juice sellers' income as tourists appreciate it. The fixed prices work despite seasonal changes in fruit prices.

Problems remaining that the Juice Pressers would like to see addressed are:

?? The Juice Sellers feel that the tour operators tell their guests not to buy juice as the sellers do not wash glasses properly. This is strongly denied and juice sellers would like tour operators to visit and see the high standards of hygiene employed. Members of the association took part in a food handling/hygiene course supplied by the government last year and have certificates.
?? Justice, the Juice Presser who collected data for the project, felt that not only should tour operators change the message they are giving tourists but also presentation of the stalls could be improved, thus attracting more custom. He feels that if stalls were standard in their appearance and looked cleaner and neater they would appeal more to tourists.
?? A significant impediment to this business is a lack of access to clean water and to sanitation facilities for the vendors. Justice would like to obtain funding to put piped water and toilet facilities in, for use by vendors, which would significantly increase hygiene standards. Some funding was provided via the UNDP but this amounted to around 1500D per vendor and did not allow for larger scale improvements.

6.6 The Guides and Bird Guides

Sheriff Mballou – Head of the Official Tour Guides Association reports that

?? The work with ASSET has brought different sectors involved in the project together, where there was significant distrust and conflict, for example between guides and taxi drivers, the workshops have been successful in allowing concerns to be expressed and resolved. Official guides have taken part in training schemes organised by government (training in which ASSET was involved but which rendered it unnecessary for the project to mount a training programme.)
?? Although guides are placed in hotels directly as well as in areas tourists pass through they do not feel they have enough access to tourists. They feel tourists are monopolised by operators who sell their tours and since first time tourists believe what they are told they go on the bigger more expensive trips with the tour operators. The guides feel that repeat visitors, are more likely use local guides and taxis more. Currently around half the tour operator companies tell guests about the guides.
?? The guides feel that the 'What's On" boards have been useful in letting tourists know about the guides and feel that they are to be trusted.
?? Sheriff does not think there is inherent competition with tour operators' excursions since the product offered is different. Guides offer small group tours to suit clients and are much cheaper than operator organised larger scale tours.
?? The two improvements he would like to see are further training for guides and better marketing, via the internet and the production of brochures to be distributed in hotels.

The conflicts between taxi drivers, guides, ground handlers and tour operators are intractable, there are real issues about what constitutes an organised tour and conflicts about who has the right licensing and liability cover to offer guided sightseeing and to what destinations. However, considerable progress was made during the project and the Gambian Tourism Authority and the Responsible Tourism Partnership are continuing the work. These issues will be addressed during the FCO Sustainable Tourism Initiative workshops in The Gambia in October 2002.

6.7 The Taxi Drivers

The taxi drivers have become enthusiastic members of ASSET and have increased their own level of organisation, learning from ASSET practises. The workshop run by ASSET on 28 June 2001, which focussed on process, was particularly important. The Taxi Drivers are now talking constructively with government and with the new Gambian Tourism Authority and the Taxi Drivers at Senegambia have managed to work together to build a mosque.

However, the key issue affecting the tourist taxis, that of licensing, is a matter for the new Gambian Tourism Authority and the delays in its establishment precluded anything more than conflict resolution work being done by the project with the taxi drivers.

6.8 Craft Markets

There were two inputs from the Body Shop. Kate Babbington visited for one week to undertake a survey of the craft markets and to identify what opportunities there might be for new products. Christine Ghent visited for a second week and undertook a series of training sessions. Since then there has been another workshop provided by a local artist (see Appendices 15 and 16) and ASSET has established a product development committee, which involves both craft, markets.

Kotu Beach (aka Bungalow Beach) Craft Market

Mustapha Drammeh, one of the stallholders whose stall was worked on by the Body Shop, mentioned some positive impacts of the project

?? Vendors understand how to behave towards tourists better, which works better.
?? The market is better organised.

Some significant problems remain however, notably:

?? The vendors still complain about lack of access to tourists. Hotels often have their own shops on their grounds selling the same goods and tour operators take tourists on excursions to markets/factories elsewhere. It is felt that operators make money out of these trips so tell guests not to buy from this market.
?? It is also felt that tourists are put off by hassle from bumsters and others outside their hotels which discourages them from venturing into the market.
?? the market building needs to be upgraded, roofs and toilets need fixing which the government should do as they own the market but he does not know when this might happen.
?? The market's general appearance should be improved and its existence highlighted.

- ?? Although the vendors go to hotels once a week, competition from shops there permanently is too great and sales are not good.
- ?? Overall, he feels progress, especially in the area of organisation, has been made and ASSET's work should continue.

Asked to comment on the Body Shop input Mustapha and Osman Badje, who were the stallholders involved with the project, made the following comments:

- ?? Mustapha improved his stall by re-plastering, painting and improving displays; he also began to offer commissions. This has been relatively successful, as he has taken a few commissions.
- ?? Osman tried to specialise in animals (carvings, paintings etc.) and to sell some new products but ultimately has not concentrated on specialisation since he feels he would be at a disadvantage if he did not offer everything as do the other stalls. The re-decoration/presentation of his stall has been moderately successful in that tourists comment they like it. However, the stall's name change, from 'ASDA' to 'Savannah' is not considered a success and he plans to change back since he feels ASDA draws tourists in (a neighbouring stall currently has the name board for ASDA).
- ?? Osman likes the idea of specialisation and would like it to take effect, he would like to sell new products, but he feels that to specialise and change stock would be expensive and it would only work if everyone did it.

Senegambia Craft Market

10 market vendors attended the workshops that developed the Code of Conduct and this was then disseminated to other market vendors via a meeting for all and then at smaller meetings with each section of the market. The code of conduct has worked well, hassling stopped and more tourists came, repeat visitors commented on the improvement. In March 2002 things slipped and vendors began to hassle again, he feels that regular meetings need to take place to reinforce the code but this is difficult during the high season. The fact that the Senegambia won the Best Market category in the new National Tourism Awards enabled the strong reinforcement of the benefits of operating a hassle free market. Overall Badu Boob felt the better organisation had improved things in the market.

- ?? The market vendors still complain about the lack of access to tourists, who are not told about the market and purchase in shops inside their hotels.
- ?? Tour operators/reps do not know much about the market and perhaps do not know that it has improved; they would like to organise a visit for them to the market.
- ?? Further training for vendors in marketing, display, production etc would be useful.

The Body Shop input was discussed with Badu and with the two stallholders whose stalls were demonstration stalls. Outcomes mentioned are:

- ?? Ibu, who makes and sells leather bags, shoes etc has developed some new products and changed his display. This has increased business significantly. The shop is notably different in presentation, which is clear, and eye catching. Overall, he feels that the market is now a more peaceful place as there is less hassle and tourists enjoy it more. He said the costs involved in changing the presentation of his shop were not significant although development of new products did cost money. He felt that other vendors could easily repaint and display their goods and also that they should sell more traditional items such as bedspreads, pillow cases, curtains and traditional dress rather than all selling the same products made for tourists.

?? Badu felt that the Body Shop work had been successful for Ibu but that the other stall involved had not seen a great change. He thinks the idea of specialisation is good and will increase since a number of stallholders have already approached him for help. He thinks that it will not happen until next season when there is a chance to change stock. Next season he thinks a significant number of stalls will be specialising in one area, which will be an improvement.

?? Ami was also involved in the Body Shop project; she now sells small dolls, dressed in traditional Gambian clothes. She also sells traditional outfits for the dolls and says that they have been very successful and are important since they are the only product on the stall she makes herself. Ami is experiencing some problems over supply but has sold some 100 in the season at 60D each (a turnover of £230).

?? A few other vendors mentioned the project and Body Shop workshops, which they said, had been useful in thinking about display and new products. They want to change their stalls and specialise in one area but do not know which area and how to do it.

Overall, it seems that some follow up work is necessary in this market to help vendors who have an interest in the ideas shown by the Body Shop work but do not feel they have the capacity to take it further. Specialisation has become a market buzzword but many stallholders are not sure where to go next.

The overall impression of the market is now more positive, there is a large "no hassling" sign at the entrance and the vendors have had considerable success in controlling their own behaviour and that of bumsters coming into the market. The stalls appear in general to be better laid out.

6.9 Additional Economic Opportunities for the Poor and Marginalised, particularly Women and Youth

In the 2002 survey 2,593 departing holidaymakers were asked about their spending during their holiday in The Gambia. The average spend in resort per holidaymaker was £157.44; with crafts accounting for 21.8% of in resort expenditure and 53% of cash being spent outside the hotels. On average the holidaymakers surveyed were taking home £23.14. Nearly 30% of visitors were taking home none of the spending money, which they had brought with them. However, it is clear that significant sums of spending money are not being captured in resort and this does present opportunities.

Craft Markets

The Craft Market Vendors at Senegambia and Kotu Beach have established a joint committee to:

- ?? promote specialisation of products and stalls
- ?? motivate people to specialise by creating awareness
- ?? enhance creative activity – to share ideas and organise practical training
- ?? create new product ideas and add value to existing products
- ?? research and to arrange exchanges with neighbouring countries
- ?? marketing through group adverts, product labelling and presentation.

The committee plans to meet once a month and to alternate between the two markets (see Appendix 17)

Beyond the craft markets

- ?? Tumani Tenda has had support from the DFID project and ASSET in redeveloping its accommodation to make it suitable for overnight stays and to enhance its day visitor programme. There has been some participation by the Ground Handlers in this process.

- ?? ASSET is developing new products including
    - ?? Gift baskets to hold a range of craft and produce (soap/beeswax/honey) for sale through supermarkets and at the airport
    - ?? Agricultural tours
    - ?? A Trade Fair is being organised for food and other producers to advertise their products to the hotels and ground handlers. The fact that NAWFA has joined ASSET has facilitated the organisation of the fair.
    - ?? ASSET is planning a workshop with the Ground Handlers to brainstorm possible new products and services.

6.10 Proven Strategies to Realise these Opportunities

This section draws on comparisons between the survey reports from Phase 1 and Phase 2 of the research, the same methodology and questions were used for both surveys and the results are comparable. Weekly income surveys were carried out in both 2001 and 2002. Stalls were asked about their income and costs at the end of each of 8 weeks in January and February in 2001 and 5 weeks in February and March in 2002. Both surveys took place in the peak season and cannot be extrapolated to cover the year as a whole. In one case it is clear that the level of sales and earnings was understated. Our results for the Fruit Sellers are therefore based on their reporting of how much more they earned in 2002 as against 2001.

The number of visitors and the profile of those visitors are broadly comparable between the two years.

6.10.1 The Fruit Sellers

The survey results showed an increase in income of 700% at Kotu Beach. This is clearly not credible and we went back to talk to the women involved. They admitted that they had under reported the amount that they were earning in 2001. They reckon that their incomes have increased by 50-60%. It was probably a mistake to arrange for a Juice Presser to collect their weekly incomes – in all other case a member of the group took responsibility for collecting the data and the results are more robust. The fruit sellers were approached to appoint someone to collect the data for the project but they were lacking in confidence and unwilling

The women's income is now somewhat threatened by the decision of the Gambian Tourism Authority not to permit them to do hair plaiting and massage – this represents a significant proportion for their income. ASSET is representing the women in discussions with the Authority.

6.10.2 Juice Pressers

The positive changes in the atmosphere on the beach and the other changes introduced have resulted in significant increases in the earnings of the Juice Pressers.

Table 9 Juice Presser Earnings at Kotu Beach 2001-2002

	2001	2002	%↓
Mean daily income from fruit	66.7	148	132%
Mean daily surplus	47.5	105	128%
Weekly Income	333	736	121%

6.10.3 The Guides & Bird Guides

As explained previously the bird guides effectively melted away in 2002 and the project was unable to work with them. The data collected in 2002 are broadly comparable with that collected in 2001 and suggest an increase in earnings for the licensed guides. However it should be noted that by the end of the season mounting hostility between the guides and the operators suggests that income will have dropped. The guides are very vulnerable to changes in the way in which the tour operator representatives in the resort describe their services and there is a degree of competition because tour representatives earn a significant part of their income from commission on the tours laid on for tour operator clients by the ground handlers. The licensed guides at Kotu Beach were getting significantly more work in 2002, while at Senegambia the increase in earnings was a result of the increase in the average income per trip,

Table 10 Increase in Licensed Guide Earnings at Senegambia and Kotu Beach

Senegambia	2001	2002	Change
Mean income per trip	D144	D174	↓ 20.8%
Trips per week	2.38	2.49	↓ 4.6%
Mean weekly income	D345	D408	↓ 18.2%
Kotu Beach			
Mean income per trip	D93	D94.2	↓ 1.3%
Trips per week	3.06	4.2	↓ 37.25%
Mean weekly income	D285	D380	↓ 33.33%

It is important to recognise that there was a significant increase in the number of licensed guides and therefore increase competition.

The Codes of Conduct have made a difference to the sense of collective responsibility amongst the guides. At the Palma Rima where there is a serious problem with bumstering around the hotel, the licensed guides had introduced their own logbook which records who has worked and where they took the clients, they also record the level of customer satisfaction by asking clients to write in the log. They suspend guides for minor infringements of their Code and have taken away the uniform from one guide who they felt had been complicit in one of their clients being robbed in the market. The new Gambian Tourism Authority is determined to back the Guides when they take this kind of action and to withdraw the licenses of offending guides. The Official Tourist Guides have been introduced to the International Federation of Guides and have become members, benefiting from their training programmes

6.10.4 The Taxi Drivers

As explained previously there was little work carried out with taxi drivers, other than conflict resolution with other groups, because of the unresolved issues around their licensing. The surveys conducted in 2001 and 2002 showed that there was little change in the period of the project, although there was an increase in the number of trips from an average of 2.96 trips per driver to week to 3.48 at Senegambia and 3.49 to 3.7 at Kotu Beach. However, in the second survey the period of data collection was only three weeks and this means that the data may not be entirely representative of the main season.

6.10.5 Craft Markets

Data on weekly earnings were collected from all the stallholders in each market – the results are based on data for each market, which are broadly comparable.

Kotu Beach (aka Bungalow Beach) Craft Market

Table 11 Earnings comparison for Kotu Beach Craft Market 2001–2002

	2001 Mean	2002 Mean
Sales	96.5	335.3
Cost of Goods	55.3	209.4
Commission Payments		1.3
Income	41.2	122.8

Earnings in the Kotu Beach Craft Market increased by an average of 198%. The significantly larger increase in the volume of sales and the increased income at Kotu Beach compared with the Senegambia is a consequence of the very successful free market days introduced at the Bungalow Beach Hotel.

Table 12 Increase in sales for the two stalls with which The Body Shop worked intensively

Stall	2001	2002	% increase
33a	78.7	209	165
8b	15.6	175.5	1025

Both stalls benefited far more than the average in the market form the changes they introduced. The increase for stall 8b is in large part a consequence of reducing the number of weeks with no sales. Both stallholders also benefited form the more general changes in the market.

At Kotu Beach there has been an increased awareness of the fact that they do hassle tourists too aggressively from 27% to 90%. The traders at Kotu Beach have not been so successful in controlling their behaviour, but there is heightened awareness of the problem. The bumsters remain a significant problem and they are more difficult to control at Kotu Beach than at the Senegambia because of the layout of the market and the collective strength of the stallholders' organisation.

The proportion of the day when someone was producing craft on the stall increased significantly. The number of stalls with craftwork being done on the stall for more than 50% of the time increased from 6 to 16 out of a total of 46.There was no evidence of any increase in the employment of people in any workshop associated with the market stalls, however, there were 43 additional people working as assistants on stalls in the market in 2002 compared with 2001. Of these 43 new jobs, 26 (60%) were relatives.

Senegambia Craft Market

Table 13 Earnings comparison for Senegambia Craft Market 2001 –2002

	2001 Mean	2002 Mean
Sales	162.1	316.9
Cost of Goods	97.9	194.8
Commission Payment s		2.0
Income	64.2	118.0

There was a two-fold increase in sales and revenues over the year. Using the same data it is possible to compare the average income for the two stalls with which The Body Shop worked intensively.

Table 14 Increase in sales for the two stalls with which The Body Shop worked intensively

Stall	2001	2002	% increase
34a	64	275	329.7
74a	140	270	192.8

Stall 34 saw its increase in weekly income in the high season rise more than three fold – it should be noted that this growth was from a comparatively low base. This stall benefited from some redesign of the stall and from the development of the new dolls costume product. Stall 74 produces leather bags and benefited mainly from redesign of the stall. Both stalls also benefited from the other improvements in the market – particularly the reduction in hassling.

The Senegambia Craft Market now has a large sign at the entrance declaring it hassle free. Between the two surveys the number of market stallholders who felt that there was too much hassling of tourists dropped from 85% to 15%. The Code of Conduct and the empowerment of the traders that this fostered has achieved a great deal. There has been a marked fall in the number of stallholders who feel that tourists bargain too aggressively from 96% to 66%. The level of aggression in the market has dropped significantly.

The proportion of the day when someone was producing craft on the stall increased significantly. The number of stalls with craftwork being done on the stall for more than 50% of the time increased from 52 to 86 out of a total of 150. There was no evidence of any increase in the employment of people in any workshop associated with the market stalls. However, there were 19 additional people working as assistants on stalls in the market in 2002 compared with 2001. Of these 19 new jobs, 12 (63%) were relatives.

There is continued awareness of the need to increase the quality of crafts sold in the Senegambia market (57% in 2002) and the vast majority recognise the need to create new products and to diversify their range.

For the Senegambia Craft Market there is comparable data on the number of stall holders who felt that their income was not sufficient to cover basic needs – in 2001 93.4% felt their income from the stall was not sufficient to cover their basic needs, by 2002 this had dropped to 56.4%. The proportion feeling that it was not sufficient has remained unchanged at 6% - the difference is accounted for by the reduction in the number of stallholders who were "not sure".

ASSET is acquiring a printing press, which will enable it to print labels at a reasonable cost for its members and to increase the level of interpretation of the products. The Body Shop experience has convinced them of the value of this.

6.11 Videos for Training and Marketing

A major output of the pilot project was the development and production of a television programme on "Pro-poor Tourism in The Gambia". The 60-minute video was broadcast on GRTS (Gambia Radio and Television Services), who had assisted in the production of the video, along with TVR Roehampton, UK. Following the broadcast, a live studio debate was held with selected shakeholder panellists followed by the first-ever telephone vote by viewers.

The programme has four main aims:

- ?? To provide information on the role of tourism and its stakeholders in The Gambia.
- ?? To highlight the process and results of the DFID-funded pilot project aimed at addressing the issue of whether tourism can contribute to the alleviation of poverty.
- ?? To assist and ensure that information about the project and its process could be effectively disseminated to a wider audience than stakeholders.
- ?? To provoke discussion in The Gambia on tourism as a development tool.

The issues, rationale and process used in making the video are discussed in detail in the Appendix, along with an evaluation of the output as an effective development communication tool. The visual and audio script as well as the press release prior to the programme's broadcast are contained in Appendix. The remainder of this section summarises some of the major features of the video and its production.

The Process

Stakeholders in the tourism sector identified 'sensitisation' i.e. raising public awareness, as critical to the success of the DFID TCF process. Illiteracy, the different levels of understanding about tourism issues amongst the community, and the divergent agendas of the large number of different tourism stakeholders confirmed the need to facilitate informed discussion that could lead to positive change.

After consultations with a range of stakeholders including GRTS, ASSET and key tourism stakeholders in The Gambia and UK (through ABTA and UK Tour Operator offices) it was agreed that the documentary format would be the most suitable method of providing information. It was left to the programme director, Dianne Stadhams, to develop the programme concept. A lose structure was subsequently developed that has been described as "experimental ethnography, which linked stakeholder perceptions and individual life histories in tourism to a GRTS constructed news feature". Table 3 in the Appendix presents the conceptual framework for the programme development.

Thus, the approach was framed by stakeholder demands to satisfy their needs for collecting and disseminating information that could lead to positive change in the trading conditions for their individual businesses and the performance of their sector generally. All stakeholders agreed that raising public awareness was the key to attitude change. This was viewed as critical given the obstacles that the wider project was seeking to identify. The television programme was seen as part of the solution. The programme aimed to discuss the key issues of:

- ?? What does tourism mean to and for Gambians?
- ?? Who are the stakeholders and how do they see tourism?
- ?? What are the challenges that face tourism stakeholders?
- ?? What is being done? DFID project on tourism?
- ?? Who is involved?
- ?? What happens and who gets the benefits?

The impact

Although much of the impact has been in the form of viewer oral feedback, some attempt was made to quantify audience evaluation. ASSET organised a viewing for their members and interested viewers. A copy of a survey (see Appendix), was given to viewers at the ASSET meeting to complete. Representatives from formal and informal sector businesses, tourists and programme interviewees were targeted. In addition, copies of the video accompanied by the survey questionnaire were distributed to tour operator resort managers in The Gambia and UK head offices. However, given the low response levels to the questionnaire, the validity of the survey responses is not certain.

The FTO representatives in The Gambia objected to the questionnaire on the grounds that the 'bumsters' were listed as a 'business.' and they argued that no recognition should be given to 'bumsters' in a way that confirmed their legitimacy. The verbal feedback was that FTOs endorsed the objectives of the programme and were very pleased to be part of its production. However, they were not prepared to participate in anything that suggested formal recognition of the bumsters. In the UK, survey responses have been limited but that which has been received has been positive. Negative feedback received was concerned with length and footage quality. This reflects the level of media literacy of the UK viewer rather than the realities of the programme objectives and technical constraints. Other comments received related to health and safety and poverty.

Thirty eight audience response questionnaires have been received which are detailed in the Appendix. The majority of viewers, 87% considered the programme met its public awareness / local sensitisation objective.

?? Nearly 60% of respondents thought that the programme would help Gambians 'quite a lot' to understand what tourism means for the country and nearly 29% thought that it would help 'a great deal.'

?? 42% of viewer responses said that they thought the programme showed what it was really like earning a living through tourism in The Gambia. Nearly 29% considered that it showed a little, 21% believed it to show a great deal while just under 8% thought it nothing about the issue at all.

?? The key issues in the programme were ranked in importance. Of the correctly completed responses 29% believed that the key issue was solving the bumster issue, 25% considered that informal and formal sector co-operation to ensure a 'hassle free' destination was the most important issue raised and 46% said that The Gambia Government as a key decision maker in the development of tourism was the least important issue in the programme. There were significant differences between those respondents who participated in the programme and those who were not on screen.

Although the quantitative results of the survey are, at best, inconclusive because the sample size is not reliable, the response by individuals, organisations and GRTS does suggest that there was an impact on audience attitudes. However, any real change in attitude will only take place over time if practical measures are implemented and monitored and if the public awareness raising / sensitisation of Gambians continues through GRTS, ASSET and other distribution and training channels. It is anticipated that opportunities are available. The challenge will be for ASSET to capitalise on these opportunities and take responsibility for their delivery. GRTS wishes to use the programme as a test piece to demonstrate what collaboration with external facilitators and media can achieve. Although this is an optimistic interpretation of the project output, it is clear that the programme development has provided much needed motivation to GRTS and demonstrated that a higher quality standard can be achieved.

Follow-Up Work

?? Following on from the broadcast and debate the GRTS has agreed to present further programmes about tourism as a development tool. Adama Bah, the Gambian Project Manager, will host the debates. The format for the broadcast will be a 10-minute clip from the programme followed by a live studio debate. Each programme will be 60 minutes and broadcast at peak time.

?? ASSET will use the programme as a training tool for informal sector businesses to improve their income generating potential.

?? In the UK, copies of the programme, its aims and suggested use, have been sent to all tour operators sending tourists to The Gambia and to representatives of the three major travel trade organisations – ABTA, AITO, FTO. A copy has also been made available to the FCO co-ordinated Sustainable Tourism Initiative.

?? My Travel (formerly the Scandinavian Leisure Group) was impressed with the broadcast and a copy of the programme has been forwarded to their Swedish Head Office. They intend to use the initiative as a basis for direct discussion with ASSET in the next season.

?? The documentary script could be re-edited into a series of shorter programmes (e.g. 15 minutes) for further local use by non-governmental and tourism educators. Possible programmes might include: (i) What does tourism mean to The Gambia? (ii) How do tourists and tourism businesses see tourism in The Gambia? (iii) What is ASSET and how could it help your business? (iv) Using a pro-poor tourism model to increase your income? The script could also be amended for use by UK tour operators for training their destination resort staff.

?? The programme director has recommended a 26 episode soap opera, using puppets and voice-overs, set in a rural community that focuses on tourism as a development tool, would have broad audience appeal and be within the technical capabilities of GRTS production. This programme format would have a wider African audience potential. DFID Gambia will advise on the potential for this idea.

If some or all these follow-up actions materalise, then public awareness in The Gambia will continue to be raised regarding the issue of tourism and poverty alleviation.

6.12 Strengthening the Informal Sector

One of the implicit objectives of the project was to strengthen ASSET and to develop an organisation which could be self sufficient and provide membership services acting as a trade association for the informal sector, resolving conflicts within the sector, developing new products through co-operation and maintaining good relationships with the formal sector.

The creation of ASSET in April 2000 was a product of the British High Commission funded workshop, which laid the basis for the Tourism Challenge Fund bid. In May 2001 ASSET had 11 paid-up members. ASSET now has a total paid membership of 39, with a further 20 in the process of joining.

Table 15 ASSET Membership April 2002

No.	Category of Membership
5	Informal sector ground handlers
12	Accommodation units
04	Craft Markets
01	Ethical Tourism
03	Cultural Tourism
05	Ecotourism Camps
05	Associations
01	Agriculture
03	Miscellaneous
39	Total Membership

There are four national associations in membership, the two agricultural associations are particularly important to the development of economic linkages between the hotels and other tourism providers and the predominantly female informal/subsistence agriculture sector.

National Tourist Taxi Drivers Association	560 drivers,
National Official Tourist Guides	100 guides,
National Women Farmer's Association	45,000 women countrywide,
National Beekeepers Association	360 members countrywide.

ASSET has grown considerably, both in membership and stature, as a consequence of the project. As one member put it at the review meeting "the little people have found a voice". There is increasing recognition within the formal and informal sectors in The Gambia of the importance of working together and competing with other destinations rather than competing internally. The formal sector used to accuse the informal sector of piracy and bumstering (taxi drivers were accused of being bumsters behind a wheel), that is now less common than it was.

There has been considerable progress made in breaking down mistrust with other parts of the informal sector, ASSET now has a conflict resolution committee and has done a lot of good work in breaking down the hostility between the taxis, the formal sector ground handlers and the licensed guides. These disputes rumble on as people try to protect their position by seeking to deny access to part of the market to other providers. ASSET is working with the new Gambian Tourism Authority (see Section 7.2.3) to formalise working relationships between these groups, building on the work done during the project. ASSET is also playing a key role in training in the new

Tourism Authority. ASSET is seen as a key national player, with a significant reservoir of experience and consequently it has good access to policy makers.

ASSET has grown into a professional organisation with sub-committees meeting and regular reporting to the membership. Its Committees in April 2002 were

?? Conflict Resolution – brokering conflict between informal sector members and between the informal and formal sectors.
?? Product Development
?? Fundraising
?? Editorial (for Mango News)
?? Ethics – working on a code for behaviour among ASSET members
?? Human Resources Development – working to put together a programme for the Gambian Tourism Authority

ASSET has been asked to appoint a representative on to Ground Handlers Association; the ground handlers are now contracting taxis to move bags.

In the National Tourism Merit Awards held in April 2002 ASSET members won 5 out of 13 awards.

7 Conclusions

7.1 Main Findings

The experience of the TCF project in the Gambia has demonstrated the importance of finding ways of working together within the informal sector, between the informal sector and the formal sector and working with government where appropriate to develop working partnerships. The improvement in relationships with the informal; sector and between the informal sector and the formal sector was begun by the Phase 1 research and project planning workshops, but it has been strengthened and developed to new heights by the concrete programme of work undertaken in The Gambia. The following sections detail other major findings from the Project

7.1.1 Identifying a Consensus for Action

- ?? Dialogue between the informal and formal sector and a shared perception of the problems confronting tourism to The Gambia is essential to securing multi-stakeholder participation in change.
- ?? Dialogue and open reporting assists in overcoming suspicions about what the formal sector is saying about the informal sector in, for example, the Welcome Meetings. The content and attitudes to the informal sector at the Welcome Meetings is a key issue as is addressing the issues of hassling and bargaining. The bumsters are a particular issue in The Gambia.
- ?? Licensing is an important mechanism for legitimating the informal sector.

7.1.2 Improving Access for Informal Sector Groups to the Market in the Destination

- ?? One of the major barriers encountered by the informal sector is exclusion from the formal sector. The What's On notice boards being developed in the implementation phase and potential publications both overcome the dissemination of information problem and confer a level of legitimacy to the informal sector.
- ?? Licensing and badging, backed by a code of conduct, are seen by members of informal sector groups as an important mechanism to secure access.
- ?? Hotels could set up opportunities for craft vendors to have access to tourists inside hotel boundaries.
- ?? Issues of insurance need to be addressed on a case by case basis – the tour operator liability constraints need to be tackled but they are not as significant as is sometimes argued by the formal sector.
- ?? All ground handlers interviewed noted that quality and public liability insurance were key criteria in granting local product and service contracts. Local licenses were also critical for three of the four ground handlers, while price and reliability were key factors for two of them. One also mentioned cleanliness as key criteria.
- ?? Local guides can play a very significant role in facilitating informal sector access.

- ?? Visitor expenditure in the informal sector is significant (one third of in-country expenditure – about £9 per day per tourist) and it can be increased.
- ?? Craft stallholders are keen to develop new products and to work together to counter aggressive bargaining by tourists.
- ?? The problems experienced by the informal sector in general are mainly in access to the market, dealing with competition and commissions, and tourists do not have adequate information about them.

7.2 Encouraging Dialogue between the Formal and Informal Sector and Between Different Parts of the Informal Sector

7.2.1 Between different informal sector groups

The importance of the paradigm shift in relationships between the different informal sector groups is evident from the report of the workshop on process, which was held by ASSET on June 21st 2001 (See Appendix 13). Geri Mitchell the Vice Chair of ASSET led the workshop with representatives of each group of the informal sector. The workshop was designed as a team building exercise to pave the way for the series of sector specific workshops to build the level of co-operation necessary to create and maintain the Codes of Conduct. An Appreciative Inquiry approach was used to develop understanding and collaborative working methods.

This same Appreciative Inquiry approach was used to develop the Codes of Conduct for each informal sector group, visioning change, identifying the steps necessary to achieve it, building co-operation and self-respect. It was this approach, which enabled the creation of support for the Codes of Conduct which emerged from the individual sub-sector workshops.

7.2.2 Between the formal sector and the different informal sector groups

The approach adopted also built more harmonious working relationships between the informal and formal sectors. Improved working relationships have been built between the Ground Handlers and Hotels and ASSET, built on a series of significant achievements reported in Section 6. The Ground Handlers are inviting ASSET to be represented on their committee.

7.2.3 The Responsible Tourism Partnership

The new Gambian Tourism Authority was established by an Act passed in July 2001, and became operational in March 2002.

In April 2002 a final meeting of the Project Steering Group was convened to which the new Gambian Tourism Authority and representatives of the overseas tour operators were invited. The Gambian Hotel Association, the Ground Handlers, ASSET, the government represented by the new Gambian Tourism Authority and four representatives of the foreign tour operators.

The group decided to continue the work started during the DFID project and to form a Responsible Tourism Partnership working closely with the Gambian Tourism Authority to:

- ?? look at the relationship between the formal and informal sector in order to continue to resolve conflicts and define operational relationships;
- ?? look at issues of responsibility and the sustainability of the tourism industry
- ?? consult, dialogue, review, implement (where given the mandate to do so) and generally help the Gambian Tourism Authority in its drive to regulate and improve the tourism industry;
- ?? consult and suggest solutions to issues which affect the tourism industry in general. (see Appendix)

The Gambian Tourism Authority was strong in its support of the ways of working within the informal sector and between the formal and informal sectors and made clear that it wanted to continue to build on this work.

One of the first initiatives of the new Authority was to stage National Tourism Merit Awards, five of the thirteen awards went to ASSET members. This did a great deal to build the credibility of ASSET.

7.3 Key Issues to be Addressed

In order to increase the contribution of tourism to the elimination of poverty the informal sector needs to be more effective in selling products and services to the industry and the tourists.

Box 4 Key issues to be addressed in order to create better linkages for the informal sector in traditional beach resort destinations.

1) How can the **conflict of interests** between the market-led, enclave character of the industry and the demand for access and participation by the formal sector, the informal sector and other non-tourism sectors of the economy be resolved to benefit all parties?
2) How can the **informal sector better access** tour operators, ground handlers and hoteliers that purchase tourism services and products?
3) How can the **informal sector improve its access to tourists** and increase the volume and value of its sales in order to increase revenues?
4) How can **supply side linkages be improved** so that, for example, more of the food and furnishings purchased by the industry can be locally sourced?
5) What **opportunities** are available for development or extension of tourism products and services on which the informal sector could capitalise and / or gain entry to the tourism market?
6) What **training / licensing requirements** need to be implemented to provide opportunities for Gambians and confidence for tour operators to contract?

7.4 Licensing as a mechanism for legitimising informal sector activities

Both the formal sector and the informal sector approve of licensing. The formal sector sees it as a way of controlling the informal sector, for the informal sector it bestows legitimacy and reduces one form of barrier to access. However, licensing can be sued to protect a market and it can disadvantage the informal sector, It is the detail that matters.

7.5 Promoting the complementary Products of the Informal Sector through the Formal Sector

7.5.1 Tour operators

Over half (55.2%) of the visitors interviewed at hotels stated that if they chose to come back to The Gambia, they would book a package, whilst a further 34.7% would book a flight and hotel together. Less than 10% would book a flight only and almost nobody would choose to stay with a friend. It is clear that in the future tour operators will continue to have considerable influence over the activities of tourists, and the information with which they are provided about the informal sector.

Improving and increasing the information that is available to tourists prior to their arrival, through brochures is very important, as is that conveyed during Welcome Meetings. It would be highly beneficial for operators to liase with the informal sector in order to provide suitable advice on haggling (e.g. behaviour and prices). By increasing the diversity of complementary product activities that are available, and by emphasising interesting nature-based tourism excursions such as sea and river fishing, and bird watching, the tour operators have the opportunity to increase the size of the cake, and to assist in the sustainable development the informal sector.

7.5.2 Hotels

Consistent local sourcing of products and services such as food, drink and furnishings has the potential to generate sustainable, long-term, reliable markets, and so generate increased employment and improved local; revenues.

A number of the hotels already source fresh fruit and vegetables, from local groups of women and this practice could be generalised. If coupled with education regarding quality control, hygiene, understanding of continuity of supply and business management, the hotel sector could improve the quality and freshness of the produce it supplies to tourists, while reducing costs and enhancing local employment opportunities.

To achieve this there needs to be

?? better linkages between hotels and restaurants and local producers;

?? reassurance for the hotels and restaurants regarding health and safety (e.g. sealed drinks containers);

?? access for informal sector groups with written information regarding requirements, standards and sales, variety of produce desired;

?? improved local markets – provisioning is currently dominated by Cash & Carry merchants;

?? use of a national co-operatives system to produce fruit and vegetables to the hotels;
?? invitations to fruit sellers in to sell to hotel kitchens and to guests

Mechanisms to encourage the local food-producing sector, and improving the variety of attractions for tourists, could include emphasising and highlighting local cuisine. This could be done through a variety of mediums, such as:

?? a cook book developed locally, which could then be sold by the informal sector, and by hotels;
?? a dish of the day in restaurants;
?? change the emphasis of European food in hotel menus, to more exotic Gambian cuisine;
?? variation in hotel menus to adapt to the seasonal variations in local availability of produce;
?? cooking competitions and regular food festivals;
?? sales and tastings of local drinks, such as palm wine and fruit juices.

7.5.3 Ground Handlers

Ground handlers can be encouraged by tour operators to engage with the informal sector in developing and selling new products, for example over-nights in villages and agricultural and village tours.

In each destination there is likely to emerge a different agenda for action, tourism is about diversity, although there is likely to be considerable overlap.

7.6 The Agenda for Action

The Gambia project identified a substantial agenda for action – not all of which could be tackled in the ten-month implementation phase or with the limited resources available.

Agenda for action in The Gambia

Actions that can be undertaken by hotels

?? better linkages between hotels and restaurants and local producers;
?? reassurance for the hotels and restaurants regarding health and safety (e.g. sealed drinks containers);
?? access for informal sector groups with written information regarding requirements, standards and sales, variety of produce desired;
?? improved local markets – provisioning is currently dominated by Cash & Carry merchants;
?? use of a national co-operatives system to produce fruit and vegetables to the hotels
?? inviting fruit sellers in to sell to hotel kitchens and to guests

Actions that can be taken in the originating markets primarily by tour operators

?? The education of tourists about the destination and briefing them about the opportunities that exist for them to have an even more enjoyable holiday by engaging with the informal sector is important. This can best be achieved though the guidebooks and pre-departure tour operator information and briefing meetings in the destination.

?? Key concerns that UK and Gambian based tour operators shared were Health and Safety (especially food hygiene), Quality and standards, and Price. Additional key factors included adequate insurance (e.g. public liability), reliability, reputation, and operational logistics.

?? The accommodation providers determine linkages with their suppliers (e.g. of food, drinks, & furnishing), and the tour operators reported that they had no input into this process, and did not consider it was their place to do so. However, the operators supported the use of local food suppliers, as long as health and safety, reliability, and quality were maintained. One operator reported that it was more cost effective to use local suppliers.

?? Tour operators could encourage clients to buy in the local markets and not the hotels.

?? By increasing the diversity of activities that are available, and by emphasising interesting nature-based tourism excursions such as sea and river fishing, and bird watching, the tour operators have the opportunity to increase the size of the cake, and to assist in the sustainable development the informal sector.

A number of key themes came out regarding areas of informal and formal sector collaboration:

?? The fostering of the Responsible Tourism Partnership under the auspices of the new Gambian Tourism Authority is important. It is likely to develop a programme of training and other support activity.

?? Collaboration between groups of informal sector and between formal and informal sectors to develop mutually beneficial delivery of services, new products, and to make the cake bigger.

?? Codes of conduct for each group, self-regulatory but within a common umbrella: There needs to be more working together within the formal sector.

?? Training – to improve delivery of existing products & services, and to develop new products & services

?? Building on good practise – generalising it, access into formal sector.

?? Potential for ASSET to act as a broker, co-ordinator, facilitator

The needs of the informal sector can be summarised as follows:

?? Access to tourists through assistance from ASSET, tour operators (Welcome meetings) and hotel information.

?? It is important to continue to build ASSET and to strengthen its competencies it is not yet financially secure and requires further training

?? Organised dialogue and improved links with formal sector (e.g. with GHEHA, GHA & TO)

?? Prerequisites to strengthen co-operative selling opportunities for the informal sector e.g. codes of conduct, licensing, organised associations, to ensure consistent quality.

?? Training to improve delivery and extend the potential range of products and services, potentially funded by government and the private sector.

?? Mutual collaboration between informal sectors.

7.7 Education and Dissemination

Tourists, guidebooks and resort briefings are desirable – funding remains to be found

Appendices

1. Dianne Stadhams Visit Report March 2002
2. Adama Bah Progress Report May to July 2001`
3. Adama Bah Progress Report August to September 2001
4. Geri Report of Palma Rima Local Guides/Bumsters Workshop 24 July 2001
5. Stall Specialisation Suggestions
6. Claudia Townsend Informal Sector Interviews March 2002
7. Mango News January 2002
8. Mango News April 2002
9. Adama Bah Progress Report October 2001 – March 2002
10. D Stadhams Video Output Report
11. ASSET Membership with numbers employed
12. Suggested Itinerary for Day Excursions to Tumani Tenda
13. Workshop Reports and Codes of Conduct
14. Minutes of Meeting of Responsible Tourism Partnership Inaugural Meeting
15. Presentation, Packaging & Labelling Workshop Report
16. Presentation, Packaging & Labelling Workshop Report Overheads
17. Market Vendors Network Committee Agreements
18. Harold Goodwin Third Visit Report
19. Claudia Townsend Analysis of Phase 2 Surveys Gambia TCF March 2002