



# Ponta do Ouro PARTIAL MARINE RESERVE



## Operational Plan



Facilitated by:







## Ponta do Ouro Partial Marine Reserve (PPMR)

# Operational Plan

November 2013

Compiled for:

**The Republic of Mozambique, Ministry of Tourism**

National Administration of Conservation Areas (ANAC) - PPMR Administration



Facilitated by:



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## ABBREVIATIONS/ACRONYMS

ANAC	National Administration of Conservation Areas
CTV	Earthlife Centre
INAMAR	National Maritime Institute
KPA	Key Performance Area
MICOA	Ministry of Coordination and Environmental Affairs
MITUR	Ministry of Tourism
MPA	Marine Protected Areas
MSR	Maputo Special Reserve
PPMR	Ponta do Ouro Partial Marine Reserve
SOP	Standard Operational Procedure
UEM	University Eduardo Mondlane

## CHAPTER 1. INTRODUCTION

The Operational Plan for the Ponta do Ouro Partial Marine Reserve (PPMR) builds forth on the PPMR Management Plan and Tourism Development Framework and defines how the Reserve Administration will operate in practice to implement the objectives and actions set out in these documents. Additionally, it identifies/clarifies:

- The management context
- The operational legal framework
- Optimal resource requirements
- Financial principles.

In doing so, the PPMR Administration is thus positioned to plan for:

- Filling of resource gaps
- Raising of additional funds
- Ensuring sustainability of the programme.

It is important to note that although this Plan will address the various aspects noted above, further details and procedures will be taken up in Standard Operational Procedures (SOP) that will be supporting the implementation of this plan.

The review and updating of the Operational Plan will be linked to the review cycle of the PPMR Management Plan.

## CHAPTER 2. MANAGEMENT CONTEXT

### 2.1 STRATEGIC GUIDELINES

The **vision** of the PPMR is for it to become a fully functional and operational Marine Protected Area (MPA), contributing to the conservation of biodiversity within the region.

The **mission** for the PPMR is the protection, conservation and sustainable utilisation of habitats and marine life through responsible cooperative management, and that Mozambique's natural heritage is not compromised and lost through irresponsible actions, thereby allowing for the sustainability of well managed ecotourism activities that do not conflict with the objectives of the PPMR or the adjoining Maputo Special Reserve (MSR).

**Broad and specific objectives** linked to Key Performance Areas (KPA) form the basis for implementation of management interventions and are set out in Table 1.

Table 1. Broad and Specific Objectives

KPA	BROAD OBJECTIVE	SPECIFIC OBJECTIVES
<b>Resource Management</b>	Protection, conservation, management and control of marine ecosystems and marine species.	<ul style="list-style-type: none"> <li>• Protection and conservation of marine habitats that are representative of the sub-tropical coastal zone, thereby maintaining biodiversity and ecological functioning, including among other coral reefs, sea grass beds, beaches, mangroves, rock platforms and intertidal sand flats</li> <li>• Protection and conservation of over-exploited, endangered and endemic marine species and their populations, for example breeding turtles, bottom fish and dugongs</li> <li>• Managing external research and monitoring projects and programmes.</li> </ul>
<b>Business Management</b>	Promoting sustainable ecotourism opportunities that could augment the conservation contributions of Government of Mozambique.	<ul style="list-style-type: none"> <li>• Creating an environment conducive to investment</li> <li>• Promoting and facilitating the involvement of Mozambicans in ecotourism opportunities</li> <li>• Improving and developing diverse and sustainable ecotourism opportunities.</li> </ul>
<b>Benefit Flow Management</b>	Ensuring benefits to the region and its people and that the value of conservation of the PPMR is understood by all stakeholders.	<ul style="list-style-type: none"> <li>• Ensuring equitable benefits to affected communities</li> <li>• Improving the understanding of marine ecosystems and their importance amongst all stakeholders of the PPMR, specifically local communities and resource users for the purpose of conservation and ecotourism.</li> </ul>
<b>Governance</b>	Ensuring through appropriate institutional and financial management arrangements and legal framework the effective and efficient conservation of the PPMR.	<ul style="list-style-type: none"> <li>• Establishing appropriate institutional arrangements and relationships with stakeholders</li> <li>• Regulating access and use to marine resources</li> <li>• Establishing sustainable financing mechanisms</li> <li>• Ensuring that the PPMR staff is skilled and trained to undertake their responsibilities</li> <li>• Developing and maintaining MSR</li> </ul>



KPA	BROAD OBJECTIVE	SPECIFIC OBJECTIVES
		infrastructure and equipment <ul style="list-style-type: none"> <li>Ensuring appropriate information management.</li> </ul>

## 2.2 ADMINISTRATIVE PRINCIPLES

A balanced approach will be followed in achieving the biodiversity and sustainable resource exploitation objectives of the PPMR and therefore the PPMR Administration will be subscribing to the following general administrative principles:

- Effective and adaptive management
- Precautionary principle
- Minimum impact
- Ecologically sustainable use
- Stakeholder participation
- Transparency of decision-making
- Collaborative management.

## 2.3 MANAGEMENT UNITS

The PPMR will be managed from a Head Quarters situated in Ponta do Ouro covering two management units (refer Figures 1 to 3):

- Unit 1 (Mainland) consisting of 3 sub-units
- Unit 2 (Inhaca Island) consisting of 4 sub-units.

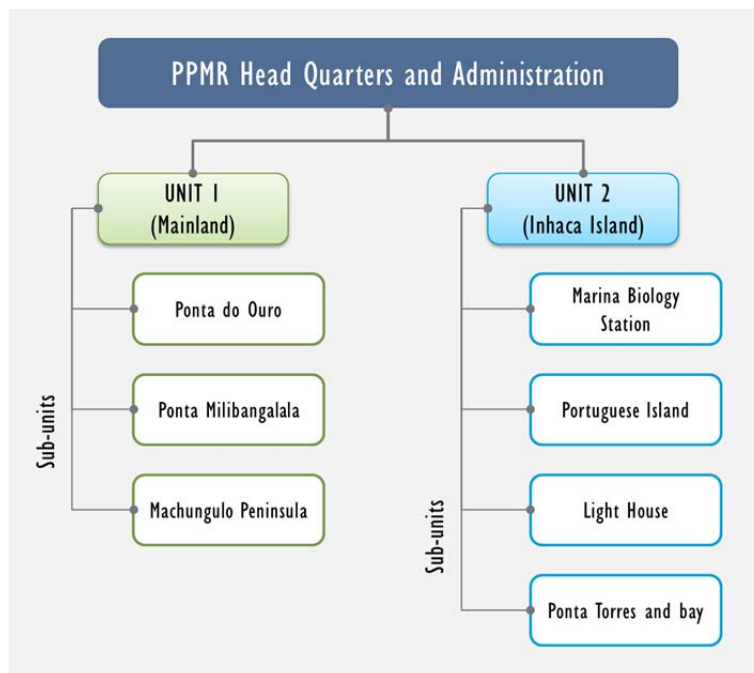


Figure 1. PPMR Management Units

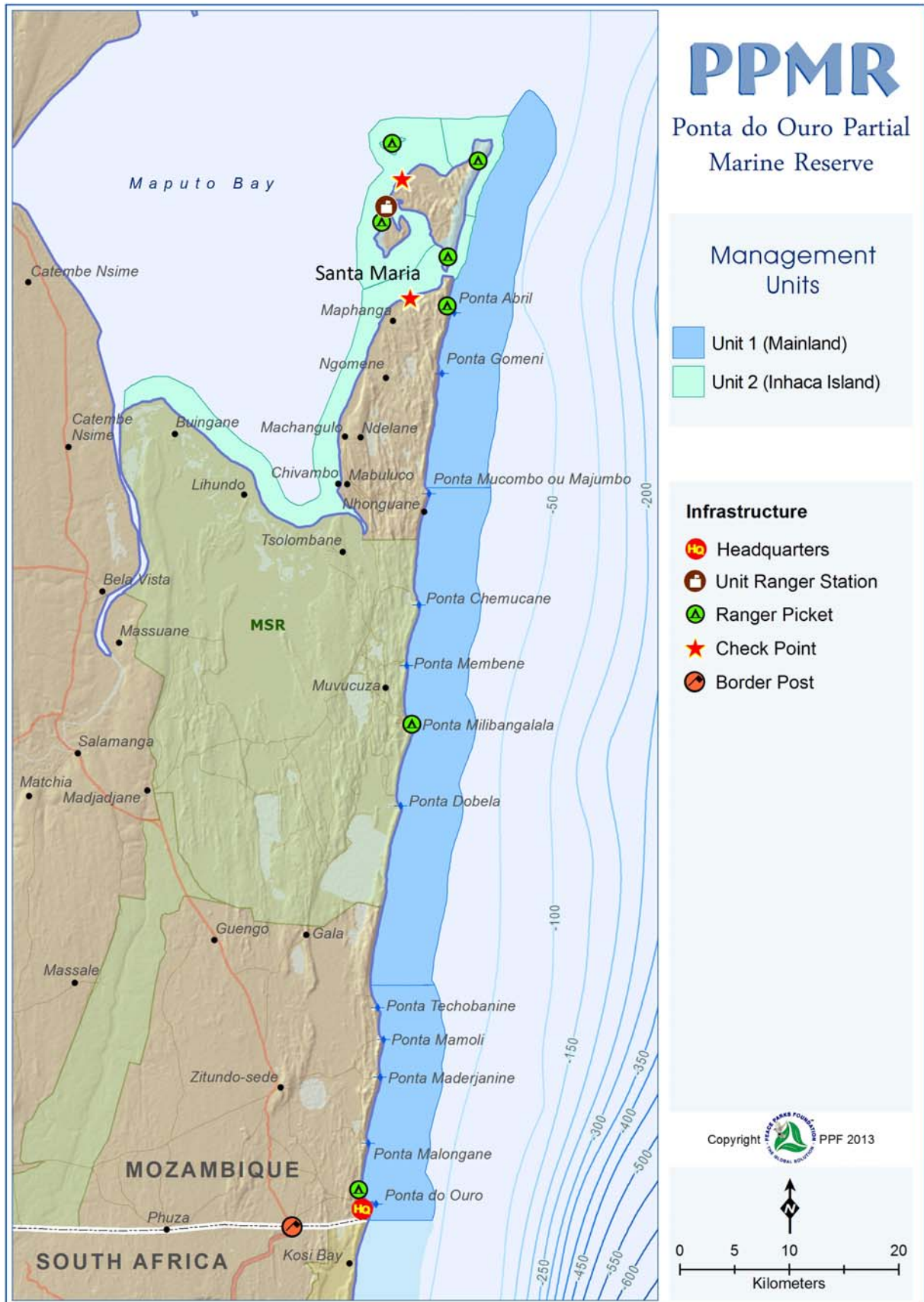


Figure 2. Map illustrating Management Units

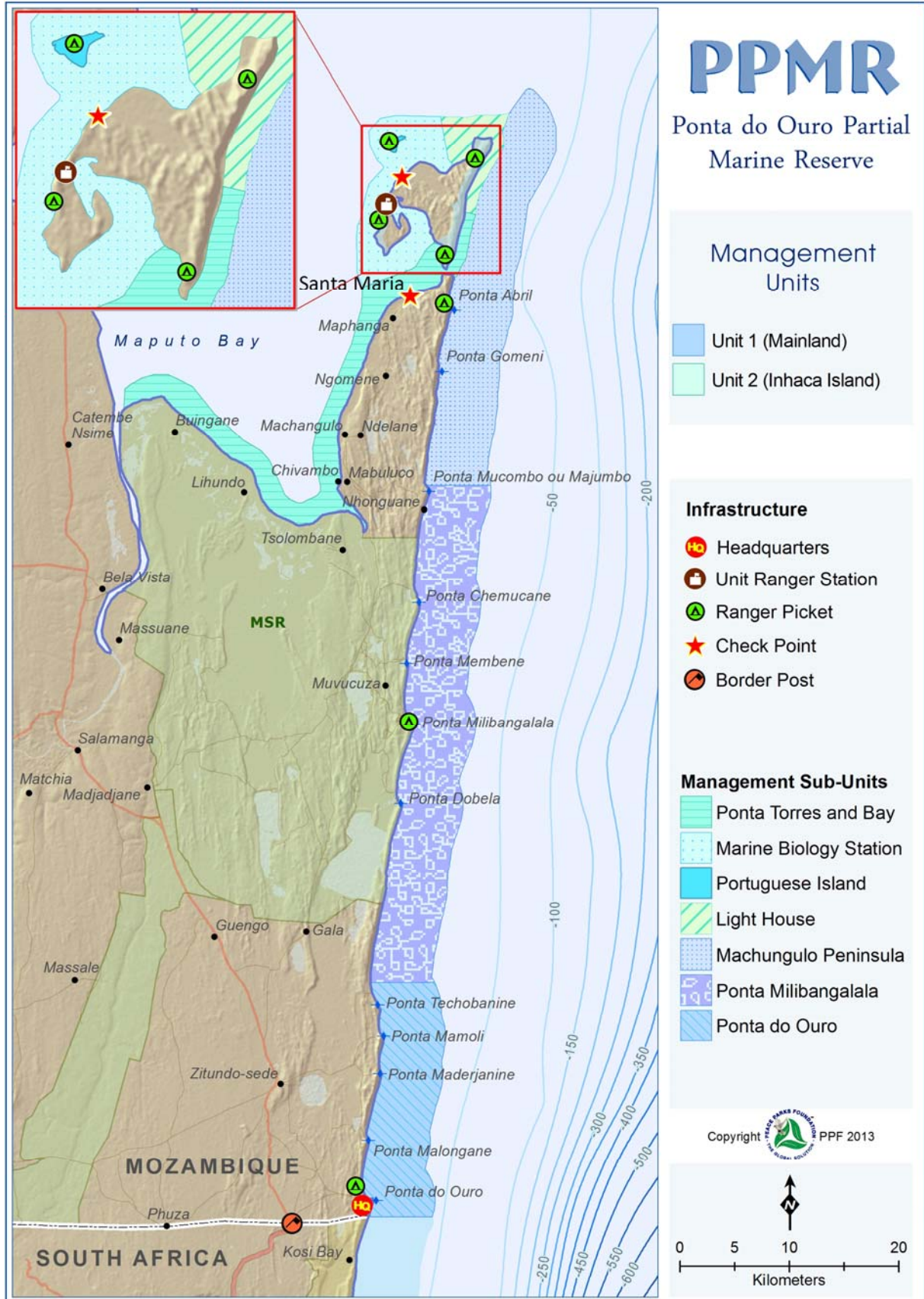


Figure 3. Map illustrating Sub-units

## 2.4 LEGAL FRAMEWORK

Recalling that the PPMR Management Plan was drafted by the Ministry of Tourism (MITUR) through a stakeholder engagement process with the mandate for approval resorting with the Ministry of Coordination and Environmental Affairs (MICOA) in consultation with the Ministry of Fisheries, illustrates that various Government Ministries are tasked with the management of the coastal and marine environment. In this regard the relevant Government institutions, supporting legislation and mandates are set out in Table 2.

It is thus evident that in order to implement the Management Plan and by implication this Operational Plan there is a need for collaboration between the various institutions.

These interactions will be based on various mechanisms including empowering and service level agreements, operational Memorandums of Understanding, SOPs or delegations, inclusive of a policy harmonisation and law reform process.

**Table 2. Legal Framework**

GOVERNMENT INSTITUTION	APPLICABLE LEGISLATION	MANDATE	
		SUBJECT	WHAT
Ministry of Fisheries	<ul style="list-style-type: none"> <li>• Presidential Act 6/2000, 4<sup>th</sup> April – Establishes the Objectives, Tasks and powers of the Ministry of Fisheries</li> <li>• Fishing law 3/90, 26<sup>th</sup> September</li> <li>• Internal policies 38/2010, 22<sup>nd</sup> Dec. – Ministry of Fisheries Organisational structure</li> <li>• Internal policies 36/2010, 8<sup>th</sup> March – National Administration for Fisheries Organisational structure</li> <li>• Act 43/2003, 10<sup>th</sup> Dec. – Recreational and Sport Fishing Regulation.</li> </ul>	Licensing	<ul style="list-style-type: none"> <li>• Recreational fishing license</li> <li>• Small scale fishing licence</li> </ul>
		Law enforcement	Fishing related offenses
		Resource management	<ul style="list-style-type: none"> <li>• Bag limits</li> <li>• Protected species</li> <li>• Fishing Gear Regulation</li> </ul>
MICOA	<ul style="list-style-type: none"> <li>• Act 45/2006, 29<sup>th</sup> Nov. – Pollution Prevention and Marine and Coastal Environment Protection Regulation.</li> <li>• Presidential Act 6/1995, 10<sup>th</sup> Nov. – Establishes the Objectives, Tasks and powers of the MICOA</li> <li>• Internal policies 16/2009 5<sup>th</sup> Aug. – Organisational structure</li> <li>• Act 45/2006, 29<sup>th</sup> Nov. – Pollution Prevention and Marine and Coastal Environment Protection Regulation.</li> </ul>	Resource management	<ul style="list-style-type: none"> <li>• Protection of marine turtles and coral reefs</li> <li>• Trade of corals and ornamental shells</li> </ul>
		Law enforcement	Offenses (coastal/beach activities)
		Resource management	<ul style="list-style-type: none"> <li>• Coastal management</li> <li>• Protection of marine turtles and coral reefs</li> <li>• Trade of corals and ornamental shells</li> </ul>
MITUR	<ul style="list-style-type: none"> <li>• Presidential Act 8/2010, 23<sup>rd</sup> November</li> <li>• Resolution 22/2012, 28<sup>th</sup> December</li> <li>• Act 9/2013 10<sup>th</sup> April National Administration of Conservation Areas (ANAC)</li> </ul>	Licensing	Activities as per Gazette 204/2012
		Resource management	Promote the biodiversity conservation
		Law enforcement	Offenses within protected areas
Ministry of Transport and Communications	<ul style="list-style-type: none"> <li>• Act 32/2004, 18<sup>th</sup> August – Establishes National Maritime Institute (INAMAR)</li> </ul>	Licensing	<ul style="list-style-type: none"> <li>• Dive operators</li> <li>• Transport operators – Cetacean encounters</li> </ul>

GOVERNMENT INSTITUTION	APPLICABLE LEGISLATION	MANDATE	
		SUBJECT	WHAT
	<ul style="list-style-type: none"> <li>• Internal policies 9/2012, 15th March – INAMAR Organisational structure</li> <li>• Act 45/2006, 29th Nov. – Pollution Prevention and Marine and Coastal Environment Protection Regulation.</li> </ul>		<ul style="list-style-type: none"> <li>– Fishing</li> <li>– Ocean safaris</li> <li>• Launching and parking on the beach</li> <li>• Skippers ticket</li> <li>• Domestic animals to be on beach</li> <li>• Driving on the beach</li> <li>• Sport with motorised vessels</li> <li>• Sport and cultural events</li> </ul>
		Law enforcement	<ul style="list-style-type: none"> <li>• Safety procedures                             <ul style="list-style-type: none"> <li>– Marine infrastructures</li> <li>– Marine equipment</li> <li>– Vessels</li> </ul> </li> <li>• Marine pollution</li> <li>• Marine based operators</li> </ul>
District Administration	Law 8/2003 19 <sup>th</sup> May	Licensing	Small scale fishing license (empowered by Fisheries)
		Resource management	Spatial planning (ecological areas and other protected areas)
Eduardo Mondlane University (UEM)	<ul style="list-style-type: none"> <li>• Act 2621965, 24th July – 1<sup>st</sup> Number</li> <li>• Act 12/1995, 25<sup>th</sup> April</li> </ul>	Licensing	Management of Inhaca Island Partial Reserve
		Resource management	
		Law enforcement	

## CHAPTER 3. OPERATIONAL DETAILS

### 3.1 ORGANISATIONAL STRUCTURE AND MANAGEMENT

#### 3.1.1 Structure and Functions

Ultimately the PPMR will have a full compliment of 68 staff members (refer Table 3), noting that currently the PPMR Head Quarters and Management Unit 1 have 11 staff members and Inhaca Island employs 36 ‘scouts’ and a manager of the Marine Biology Station, effectively the Unit Ranger for Management Unit 2.

The working structure for the PPMR is depicted in Figure 4 and the various functions are discussed below.

**Management functions** are mainly performed by staff positioned at Head Quarters and as indicated below with overall accountability resorting with the Marine Manager:

- Administration and financial management (Marine Manager, Administration Officer)
- Policies, planning and coordination in respect of operational functions:
  - Law Enforcement (Law Enforcement Officer)
  - Resource Management (Research Coordination Officer – currently outsourced to Earthlife Centre or CTV)
  - Stakeholder engagement (Marketing and Communications Officer)
  - Tourism development and management (Marketing and Communications Officer)
- Staff management including deployment and resupply (relevant officer)
- Promotion, communications and marketing (Marketing and Communications Officer).

**Operational functions** relevant to the PPMR Management Units include the following – these are overseen by the respective Unit Managers and implemented by the Marine Guards – again, with overall accountability and responsibility resorting with the Marine Manager:

- *Law Enforcement* relating to boat launches, fishing, tourism activities and illegal activities
- *Resource Management* including data collection and beach clean-ups
- *Tourism Management* including guiding and safety on beaches
- *Stakeholder Engagement* comprising interactions with the various Forums and oversight of implementation of Enterprise Projects.

Employment contracts will detail the various functions of each member of staff in terms of the relevant legislation under which they are appointed as will the SOPs supporting this Plan.

Table 3. Staff Compliment

DIVISION	DESIGNATION	NUMBER OF STAFF	
		CURRENT	SUBTOTAL
Head Quarters	Marine Manager	1	1
	Administration Officer	-	1
	Receptionist	-	1
	Law Enforcement Officer	-	1
	Research Coordination Officer	- <sup>+</sup>	1
	Marketing and Communications Officer	-	1
	Maintenance Officer	1	1
	<b>SUB TOTAL</b>	<b>2</b>	<b>7</b>
Management Unit 1	Unit Manager	- <sup>*</sup>	-
	Marine Guards <sup>†</sup>	9	24
	<b>SUB TOTAL</b>	<b>9</b>	<b>25</b>
Management Unit 2	Unit Manager	1	1
	Marine Guards <sup>‡</sup>	36	36
	<b>SUBT TOTAL</b>	<b>37</b>	<b>37</b>
<b>TOTAL</b>		<b>48</b>	<b>68</b>

Notes:

- + This function has been outsourced to CTV in the interim
- \* The Marine Manager will also function as the Unit Manager for Management Unit 1 – there will thus not be a separate appointment
- † 6 of the Marine Guards must be skilled skippers
- ‡ 3 of the Marine Guards must be skilled skippers

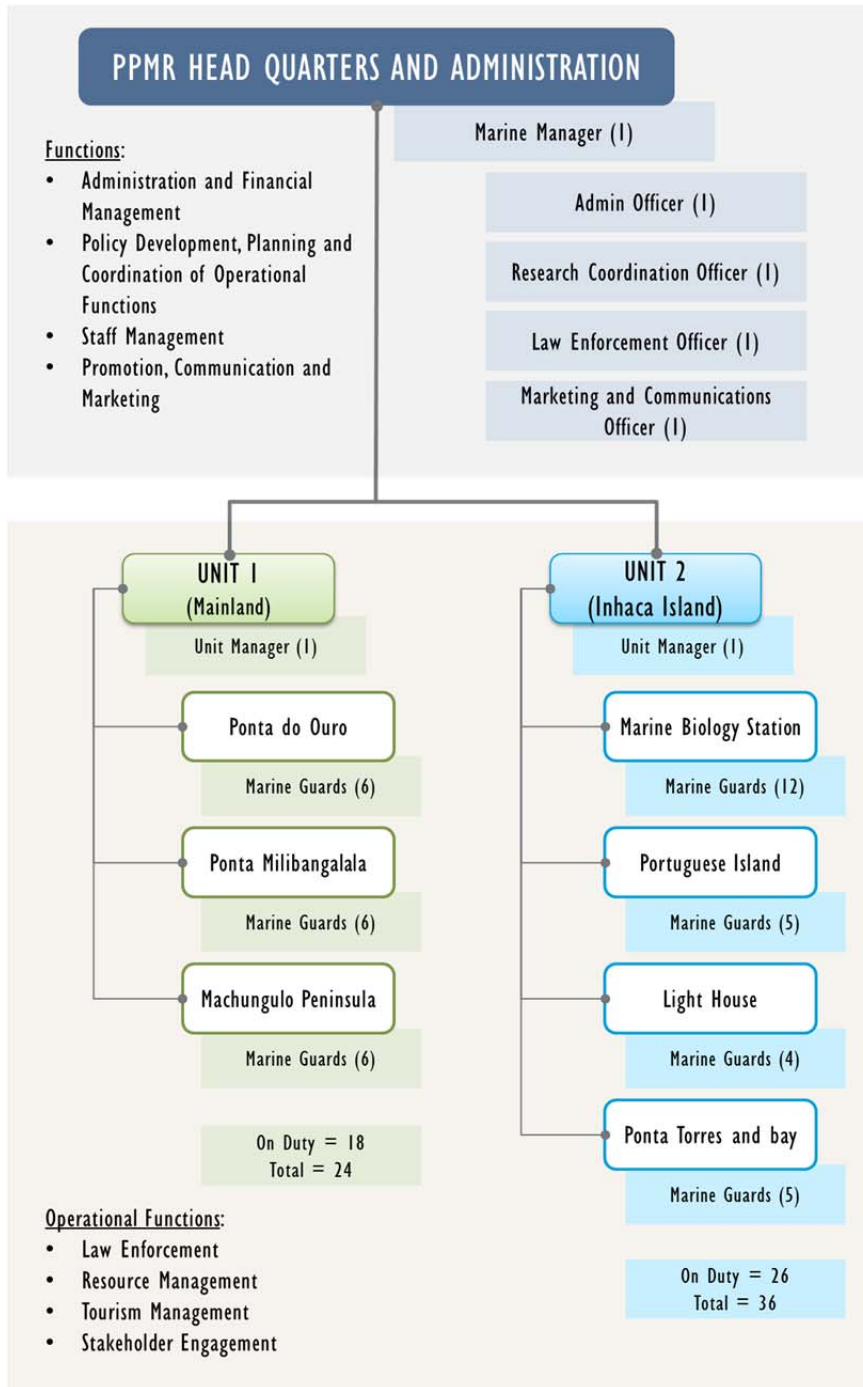


Figure 4. PPMR Operational Structure



### 3.1.2 Communication

**Internal communication** will be facilitated through a Park Management Committee (refer Figure 5) which will meet every two months, discussing reports on operational activities and responsibilities.

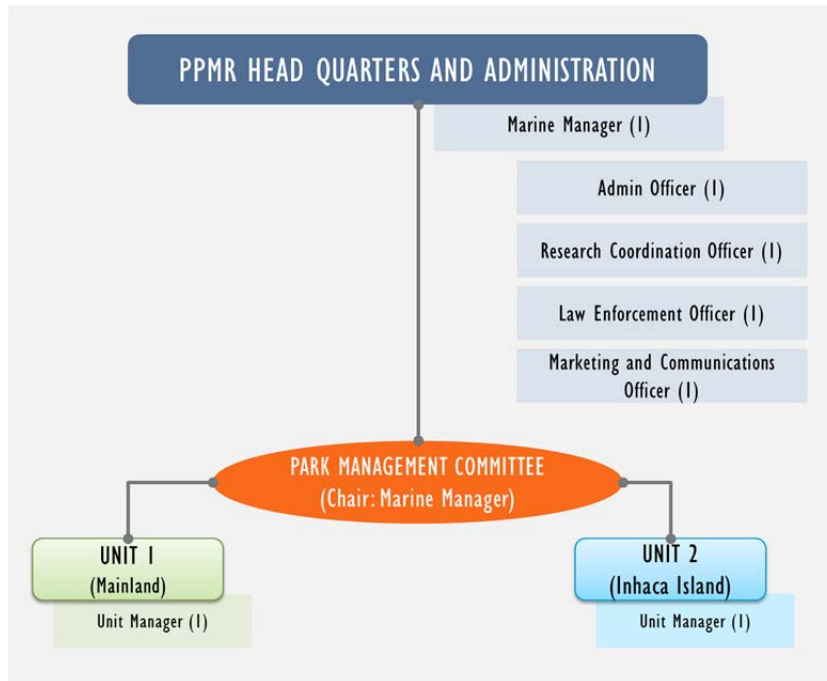


Figure 5. Park Management Committee

**External communication** and cooperative management will be enabled by a Steering Committee (consisting of members from relevant Government institutions as set out in Figure 6), meeting every 3 months collectively with individual meetings as and when required. The Steering Committee will deliberate and resolve park management matters and alignment of mandates.

The Marine Manager will report on all functions set out under 3.1.1 (i.e. both management and operational functions, linked to the KPAs of the Management Plan) to the Steering Committee as well as separately to MITUR. A SOP will be developed setting out templates for feedback from the Management Units as well as the combined report to be submitted.

In addition to the Steering Committee the PPMR Administration will communicate with its other stakeholders via a formal Forum (refer Figure 7), meeting at least twice a year or as and when required. Frequency will be guided by and in response to the stakeholders’ needs and requirements, with the various Management Unit committees or fora setting the agendas.

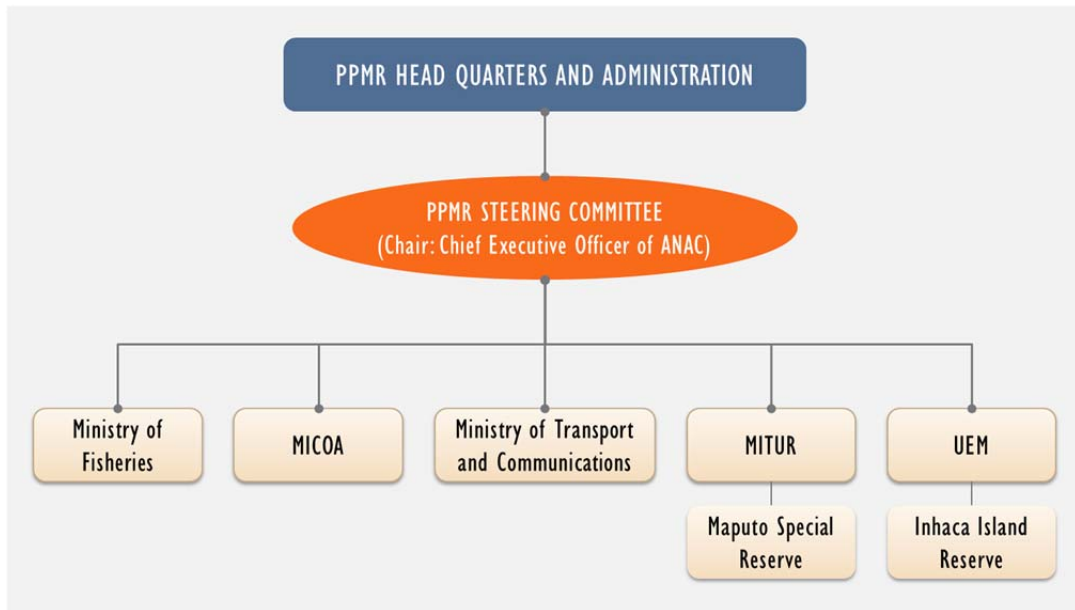


Figure 6. PPMR Steering Committee

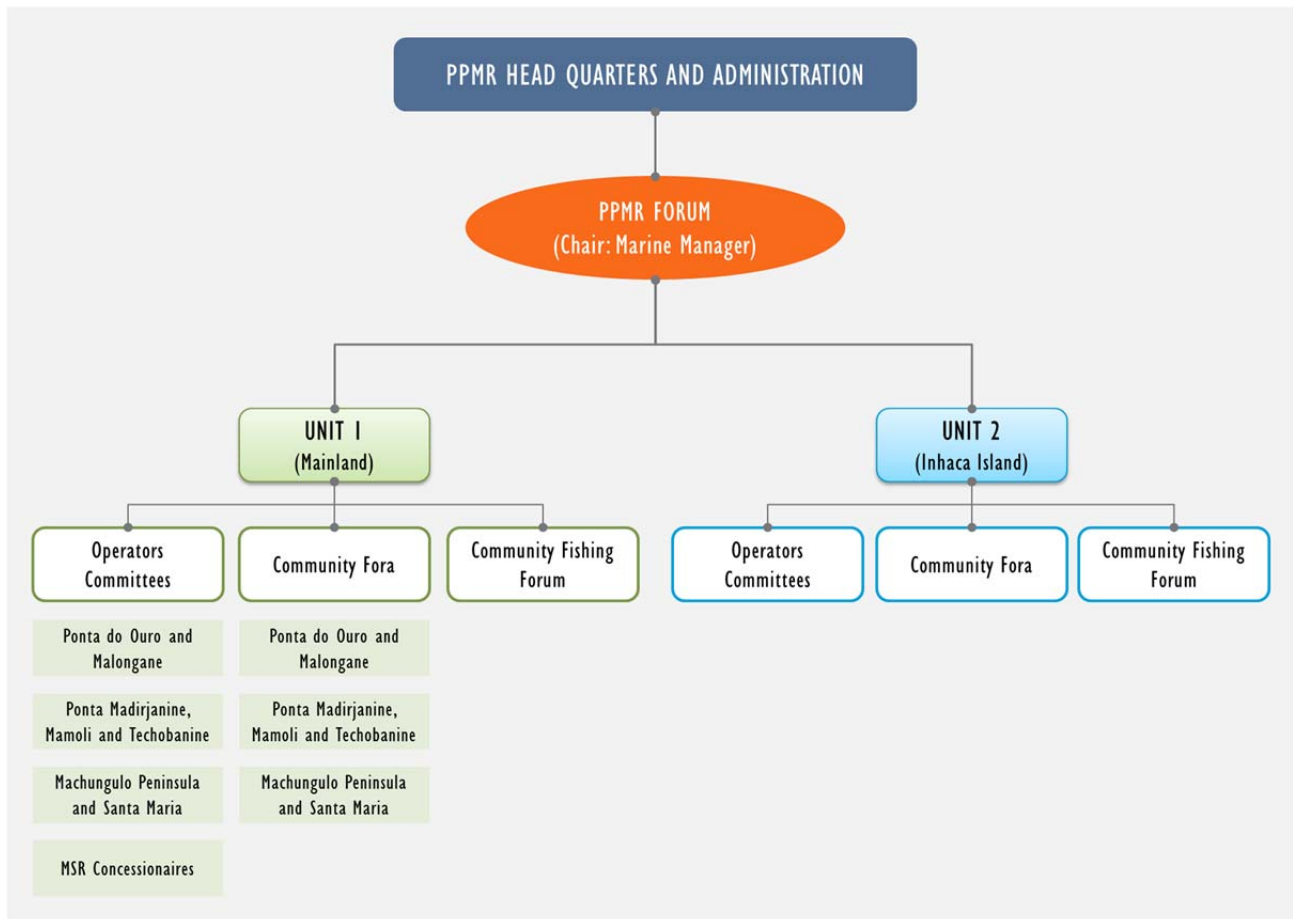


Figure 7. PPMR Stakeholder Forum

### 3.1.3 Personnel Development

An initial Training Needs Assessment was undertaken by the Southern African Wildlife College and a Training Programme developed (refer Appendix 1). The programme will however, be reviewed and rolled out linked to the filling of positions.

Career progression will be in terms of the procedures of MITUR. The Administration Officer of PPMR will liaise with the Human Resources Department within ANAC regarding implementation.

## 3.2 FACILITIES AND EQUIPMENT

Management **facilities** for the PPMR include the Head Quarters at Ponta do Ouro and Management Unit Ranger Station at Inhaca Island (i.e. the Marine Biology Station) – both already constructed - and various pickets along the coast. The long term vision is to have the architecture for the pickets standardised similar to the picket constructed at Ponta Milibangalala (refer Table 4).

The PPMR will require **vehicles and vessels** including patrol vessels (i.e. boats and jetskis), 4x4 vehicles and All Terrain Vehicles (ATV) - of these vehicles and vessels have already been procured with future requirements set out in Table 5.

**Equipment** required at each picket for undertaking operational functions includes the following:

- Communication and data collection
  - Radio system – base station and hand helds (X3)
  - GPS' (X3)
  - Tape Measures (X3)
  - Tag Applicators (X3)
  - Scales (X3)
  - Torches (X3)
- Staff equipment and gear
  - Uniforms (2 sets per guard)
  - Personal Camping Gear (1 set per guard)
- Camping Equipment (X2)
  - Pots, pans etc.
  - Tents (2 person tents).

Table 4. Facilities

UNIT	SUB-UNIT	DESCRIPTION	SPECIFICATIONS	NOTES
Management Unit 1 (Mainland)	Ponta do Ouro	PPMR Head Quarters	Reception, 4 offices, kitchen and laboratory	Completed
		Picket (linked to Head Quarters)	Accommodation (4 rooms with kitchen and dining room, ablutions)	Completed
	Ponta Milibangalala	Picket	Accommodation (3 rooms with kitchen, ablutions)	Completed
			Parking area	To be constructed
			Garage and storage facility	To be constructed
	Machungulo Beach	Picket (Ponta Abril)	Accommodation (3 rooms with kitchen, ablutions)	To be constructed
			Parking area	To be constructed
			Garage and storage facility	To be constructed
	Management Unit 2 (Inhaca Island)	Marine Biology Station	Management Unit Ranger Station	Office, laboratory, museum, kitchen and dining room, wards
Ponta Torres and bay		Picket	Accommodation (3 rooms with kitchen, ablutions)	Interim tented facilities– permanent facilities to be constructed
Light House		Picket	Accommodation (3 rooms with kitchen, ablutions)	<To be confirmed>
Portuguese Island		Picket	Accommodation (3 rooms with kitchen, ablutions)	<To be confirmed>

Table 5. Vessels and Vehicles

UNIT	SUB-UNIT	DESCRIPTION	NO.	SPECIFICATIONS	NOTES
Management Unit 1 (Mainland)	Ponta do Ouro	Semi-rigid Inflatable Boat	2	6m semi-rigid inflatable with 2x55hp outboard motors	To be procured
		Catamaran Boat	1	6m catamaran, 2x55hp outboard motors	Procured
		Jetski	2	2 seated, 4-cylinder, 4-stroke, DOHC, 4-valves	To be procured
		4x4 Vehicle	2	Land-cruiser single cab	Procured
		ATV	2	Yamaha Rhino 700	To be procured
	Ponta Milibangalala	Jetski	2	Refer above	To be procured
		ATV	2	Refer above	To be procured
	Machungulo Beach	Jetski	2	Refer above	To be procured
		ATV	2	Refer above	To be procured
Management Unit 2 (Inhaca Island)	Marine Biology Station	Patrol Boat	2	‘Banana boat’	Procured
		4x4 Vehicle	1	Refer above	Procured
	Ponta Torres and bay	Patrol Boat	1	‘Banana boat’	To be procured

### 3.3 FINANCIAL PRINCIPLES

The basic financial principles on which the PPMR will operate include:

- The PPMR is to be recognised as a separate Financial Unit so that it can manage its own revenue which will include:
  - Donations from sources other than the Government of Mozambique (e.g. currently 3 of the Head Quarters and Management Unit 1 staff members’s salaries are paid by the Peace Parks Foundation)
  - Government budget allocations for operational expenses noting that 3 of the current Head Quarters and Management Unit 1 staff members’s salaries are paid by MITUR and 2 by the Ministry of Defence – all of the staff members located at Inhaca Island is paid by UEM
  - In addition to the foregoing budget allocations, the PPMR will be entitled to 80% of income generated through activities of which 20% will be allocated to the host communities of the PPMR
- Inhaca Island will receive its own revenue from Government, although the Unit Ranger will report to the Marine Manager on income and expenditure
- During the course of a financial year, operational costs will be cross subsidised between Management Unit 1 and 2 subject to availability of surplus funds.

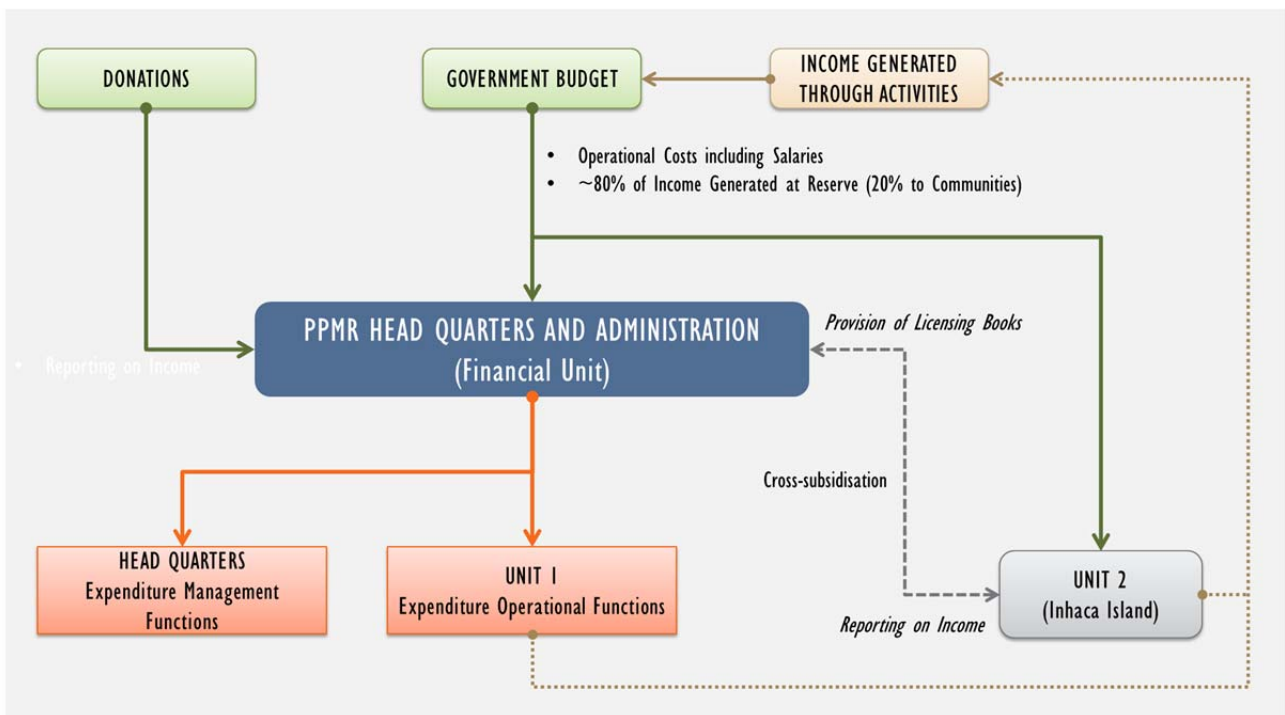


Figure 8. PPMR Income and Expenditure Framework

## APPENDIX 1

Table 6. Training Priorities and Programme

PRIORITY	COURSES	COURSE DESCRIPTION	TYPE	NOTES
<b>TARGET GROUP: FIELD RANGER/ RANGER 1/2 / GENERAL LABOURER</b>				
1	Conservation General Assistant	The course focuses on the skills needed by general field staff of a conserved area. The learner will also be in a position to lead and mentor other learners in the attainment of management objectives in the context of the maintenance and operational aspects of managing a conserved area. A learner will also be able to make valuable contributions to community development and other community based projects. The qualification has been developed to assist professionalism across the conservation industry.	Skills Programmes (+/- 4 weeks) Accredited training	The course should focus, also, on the existing ecosystem in the area, such as Sandy Beach, Coral Reefs, Rocky Shores, Sea grass beds, & Mangroves
2	Field Ranger Training (basic)	The course focuses on the skills needed by Field Ranger staff of a conserved area. The learner will also be in a position to lead and mentor other learners in the attainment of management objectives in the context of the law enforcement and operational aspects of managing and maintaining the integrity within a conserved area. The learner will also be able to make valuable contributions to community development and other community based projects.		
3	Skipper training and Boat maintenance	The course focuses on the skills needed by dedicated staff of a conservation area. The learner should be in position to train others in boat maintenance		
4	Fishing Management	The learner should be able to know about different fishing gears (methods of fishing), fishing tackle, fish ID, difference between pelagics and bottoms	Skills Development Short Courses (+/- 2 weeks)	
5	Ensuring Ecosystem Integrity	Drill and discipline, weapon handling, tracking, patrols, observation posts, radio procedures, map reading, anti-poaching techniques, monitoring of species.		
6	Swimming & Diving			
<b>TARGET GROUP: VETERINARY TRAINING &amp; SCIENTIFIC TRAINING</b>				
6	Monitoring and sampling		Skills Development	The course should be designed in a fashion

PRIORITY	COURSES	COURSE DESCRIPTION	TYPE	NOTES
	techniques		Short Courses (+/- 2 weeks)	that illiterate people can access.
7	Introduction to GIS application for Wildlife Management	Introduction to GIS, processes and techniques for presentation, cartography and mapping, GIS/GPS capturing and remote sensing data, GIS as a conservation application. Course participants must be fully computer literate and familiar with Microsoft Operating Systems and Office Suite.		
<b>TARGET GROUP: GUIDE TRAINING</b>				
8	The art of professional Guiding	This course is a unique approach to guiding that does not develop ecological knowledge but rather teaches guides the skills to communicate their knowledge and be able to provide guests with extraordinary experience. It teaches guides professional etiquette and general manners thereby understanding guest expectations and being able to relate to them on their level.	Skills Development Short Courses (+/- 2 weeks)	The course should be designed in a fashion that illiterate people can access. We want to promote turtle walking guided trails done by locals who are, the majority, illiterate
9	Tourism Management	Tourism products and services associated with protected areas. Community based tourism. Customer service, public relations and marketing. Ecotourism and sustainable tourism development and development of tourism development plans.		