



UNESCO-Aschberg programme
for artists and cultural professionals

Empowering Gambian Artists and Creative Cultural industries' professionals Through Training and Robust Regulations With A Focus On Women

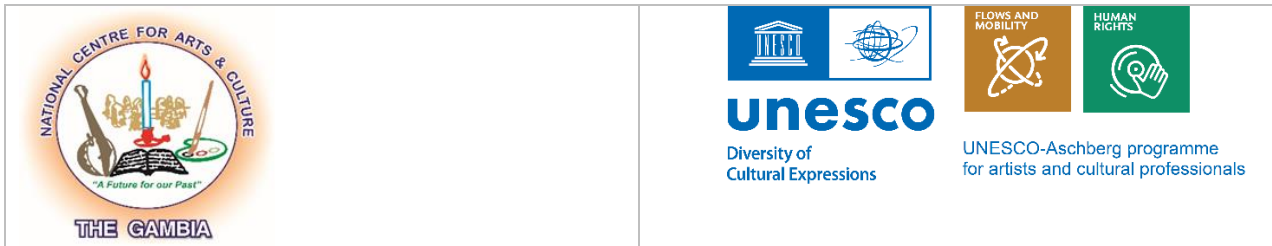
Aschberg UNESCO Project 2022/2023

Narrative Report, June 2023



Words From Hon. Hamat N.K Bah, Minister of Tourism and Culture, May 2023

'I am happy to state to you all that, the NCAC worked with partners and the Ministry and has successfully implemented all the Aschberg Project activities as required. This success was achieved because the NCAC worked with partners to organize nationwide consultative process with all relevant stakeholders to guide the design of a Regulation to operationalize the National Endowment Fund for Arts and Culture last October-November 2022; organized workshops to validate the draft Regulation to operationalize the National Endowment Fund; involved all key actors operating in the country whose mandate is linked to improvement of female artists such as women's artistic associations; organize a nation wide data collection exercise regarding the status of female artists in The Gambia. The NCAC also targeted 100 female artists and cultural professionals who received training on wide ranging issues related to their professional development in March 2023.'



THE UNESCO-ASCHBERG PROGRAMME IN THE GAMBIA 2022-2023

Introduction

The Gambia, through its National Centre for Arts and Culture (NCAC), is among the 12 beneficiary countries of the 2021 UNESCO-Aschberg Call for Projects, which aimed at supporting the elaboration of regulatory frameworks to protect and promote the status of the artist, including their socio-economic rights. Within the framework of the project objective, the NCAC engaged its stakeholders on the draft of Regulations needed to upscale the status of Gambian Artists in accordance with the NCAC Act which has all the provisions as:

1. Foreign Artists Performance Regulations
2. Local Content in Radio, TV Regulations
3. Artist Dates Regulations
4. Governance of Artists Associations Regulations
5. National Endowment Fund for the Arts Regulations

Based on the spirit of the UNESCO 1980 Recommendation concerning the Status of the Artist, the NCAC in collaboration with its stakeholders, have established artistic associations. This as recognized by the 1980 Recommendation, empowers artists to be recognized in trade unions or professional organizations that can represent and defend the interest of their members. The adoption of the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions has given a new impetus to the 1980 Recommendation by recognizing the central role of artists in the creation and production of a diversity of cultural expressions.

Implementation of the UNESCO Aschberg Project in the Gambia

The UNESCO-Aschberg Project for the Gambia was designed to be implemented in three phases over a period of six months: Survey on women in the cultural and creative sectors (CCS); Formulation of a regulation for the operationalization of the National Endowment Fund for Arts and Culture, as well as the Design of awareness-raising and capacity-building to improve the performance of female artists and cultural professionals.



Pictured: A cross-section of cultural professionals and representatives from artistic associations

Survey on women in the Cultural and Creative Sectors (CCS)

The first phase of the project was the elaboration of Survey on women in the cultural and creative sector, led lead by Yarri Kamara, an International Expert for the coordination and Technical Assistance to the Gambian State. Her mission among other things included:

- Scope on-the-ground realities to finalise survey instrument
- Test questionnaire
- Start collecting qualitative information and viewpoints on past capacity-building activities and current needs

In a bid to gather relevant information from active women players in the industry, the consultant had series of outdoor meetings and interviews with diverse artists. Other meetings with relevant government institutions were aimed at strengthening inter-agency cooperation.

As part of activities of the Survey component, a one-day training on survey for enumerators, supervisors and data entry clerks was held at the National Museum Conference Room in Banjul on 31st October 2022. The lead facilitator was Yarri Kamara and participants of the training were drawn from all regions across the country including representatives of the Gambia Bureau of Statistics.

The duration of the field survey varied depending on the concentration of different categories of the target sector(s). Generally, the survey lasted for one week, during which, enumerators were given questionnaires to conduct interviews with female artists across the country. The collected data were later input by the Data Entry Clerks accordingly.

Survey Findings

This was the first nationwide survey on the arts in Gambian history. The survey sample is composed of 487 women artists and cultural professionals, and can be taken to be representative of Gambian women cultural workers. The overall margin of error of the survey is 4.44 at the 95% confidence level. Reflecting the youthful demographics of The Gambian population, two-thirds of respondents are aged 35 years and under.

Many artists in The Gambia, particularly in rural areas, practice their art on a part-time or seasonal basis. For instance, traditional singers and dancers may only exert their art during specific carnival periods. The cut-off criteria for being considered a cultural professional for the survey was that the women dedicated at least 10% of their time to their cultural profession. 50% of the sample indicated that their cultural work accounted for all of their time; 39% indicated that it accounted for more than half of their time, and 11% for less than half of their time (but more than 10% of time). It is also of note that there is significant cross-disciplinarity among cultural workers. 55% of the sample were active in more than one CCS subsector. More respondents indicated film & TV and media as a secondary CCS activity than those who indicated these as their main sector of activity. This may mean that women struggle to earn enough from these two latter subsectors and therefore diversify and focus on other subsectors. Alternatively, it could indicate that as women mature in their primary sector of activity, they engage with the film & TV and media sectors as new platforms for their expression.

On average, respondents had 10 years of experience in their main sector of activity, with answers ranging from a few months to 57 years of experience.

The results of the survey on other matters like educational attainment of female artists (page 7); pay; earnings; internet use (page 12); work related harassment and censorship (page 16) will help to finally put statistics data on aspects of Gambian arts. This is great for Policy planning and execution.

National Consultative Meeting with Stakeholders for the Formulation of Regulations for the National Endowment Fund

Within the context of the UNESCO-Aschberg Project on improving the status of artists, another International Expert – Ojoma Ochai was selected to assist the NCAC in the operationalization of the National Endowment Fund for Arts and Culture. In consultation and close coordination with UNESCO, the specialist:

- Carried out an expert mission to Banjul from October 31st to November 5th 2022.
- Shared experiences and provided international best practices regarding the design of a regulation for the operationalization of the National Endowment Fund for Arts and Culture, to enhance funding for the sector.
- Participated in presentations with the NCAC and relevant stakeholders of the culture and creative industries in The Gambia
- Provided additional recommendations for the enhanced status of the artists in The Gambia, based on the preliminary findings and results of the project.

- Advised the NCAC and national expert to promote the ownership and dissemination of the results of the project towards all relevant stakeholders.



Pictured; left to right: Creative and Performing Officer, Director General, NCAC and President of collecting Society of The Gambia

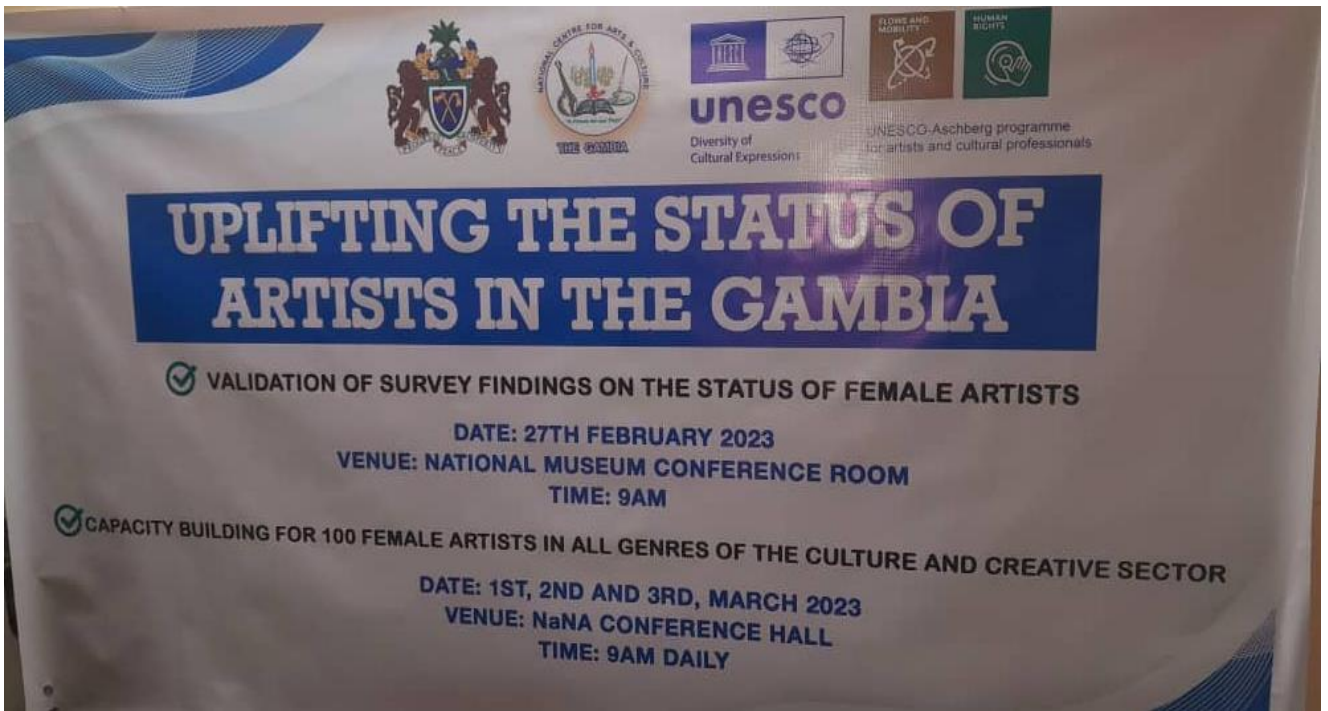
The consultative meeting for the regulation was preceded by formal launching of the UNESCO-Aschberg Project in The Gambia. The ceremony was attended by the NCAC Board Chairman, Officials from the Ministry of Tourism and Culture, Gambia UNESCO-NATCOM and cross section of key stakeholders in the Culture and Creative Sector.



Pictured: Ojoma Ochai, International Expert for UNESCO-Aschberg programme

At the stakeholder meeting held on 1st November 2022, participants were drawn from stakeholders from both government institutions such as Gambia Bureau of Statistics, Ministry of Women and Gender, Gambia Women Chamber of Commerce as well as artistic associations such as Gambia Music Union, Female Musician Association, Writers' Association of The Gambia, Young Writers' Association of the Gambia, Book Publishers Association of The Gambia, Women Journalists Association of Then Gambia, Film Producers Association of The Gambia, Gambia Union of Theatre, Gambia Fashion Designers Association and Gambia Professional Photographers Association.

**Training Workshop for
Gambian Female Artists and Cultural Professionals**



Pictured: Validation workshop on survey findings on the status of female artists

CAPACITY BUILDING WORKSHOP FOR 100 FEMALE ARTISTS

The Capacity building for 100 female artists was the third component of the UNESCO-Aschberg Project on Improving the Status of Female Artists. With support from the UNESCO-Aschberg programme, the NCAC organized series of capacity-building workshops for Gambian women artists and cultural professionals. These workshops included short experience sharing sessions with internationally renowned African artists and professionals. The sessions were either 30 minutes long or 45 minutes depending on the availability of the speaker(s). They were structured around what lessons certain career trajectory can provide insight for emerging artists and professionals particularly on the issues of:

- Understanding and conquering markets beyond the domestic
- Understanding and negotiating fair contracts
- Countering discrimination and sexual harassment in your industry

The participants of the workshop consisted of artists from various culture and creative sectors as in:

- Music
 - Film, television, and content creation including animation
 - Theatre
 - Literature and publishing
 - Visual Arts – including painting, sculpture, and other forms of visual arts
 - Performing Arts including theatre and dance and other forms of performing arts
- Fashion
- Arts and Crafts
- Advertising
- Games
- Digital Media

These distinct CCIs were segregated into three categories into which 35 participants most of whom were female artists are drawn from. In each set of the cohorts, there were 28 female participants and 7 males respectively.

Workshop objectives:

To training workshop raise awareness of Gambian artists and cultural professionals on means to ensure fulfilment of their economic and social rights; The training workshops provided information on legal texts and mechanisms to ensure artists rights, such as copyright, contracting and gender equality legislation. It also provided cultural professionals with at least one testimonial from an established cultural professional so that participants can learn concrete applications of some of the mechanisms presented. Lastly, given the low access to professional training for cultural and creative workers in The Gambia, the workshops also provided attendees with the requisite information on resources for self-learning.

Workshop facilitators

The main facilitators for the training programme were the UNESCO experts Yarri Kamara and Abdoulie Colley. For each set of participants at least 1 external speaker, an established cultural professional, was invited to share their experience with participants, by video-call if necessary.



Categories of participants

- Group 1:** Music, Film & TV, Media, Gaming and multimedia
- Group 2:** Theatre, dance and performance, literary arts and publishing
- Group 3:** Crafts, Fashion and Design, Fine arts and photography

Training content

<p>SESSION 1: Ensuring economic rights</p> <ul style="list-style-type: none">- Basic principles of fair cultural work- Contracts: demanding them, understanding them- Collective action to set rates and bargain
<p>SESSION 2: Ensuring intellectual property rights</p> <ul style="list-style-type: none">- Key issues in copyright for creative subsector(s)
<p>SESSION 3: Ensuring social rights</p>

- Review of existing legislation and texts around gender equality, freedom of expression, labor legislation

SESSION 4: Sharpening technical and business skills

- Beyond artistic talent: types of skills needed to generate income
- Review of free technical training materials available:
- Review of relevant business skills training materials available: marketing, public relations, communication skills, business and self-promotion, time management, financial planning

SESSION 5: Experience sharing

1.5-hour question and answer session with 1-2 established cultural professionals (through video phone)

TRAINING EXPERTS

The training experts for the said training workshop were Ms. Yarri Camara, UNESCO Expert and Mr. Abdoulie Kolley, Register General and Copy Right Expert. The duo dilated on among other things, subject on areas such as:

- Ensuring economic rights as artists
- Ensuring intellectual property rights
- Ensuring social rights
- Review of existing legislation and texts around gender equality, freedom of expression and labour legislation.

International Speakers

Given that the training workshop period coincided with FESPACO season, the UNESCO Expert, Yarri Kamara managed to get a number of International Speakers to talk to the participants on salient issues of their respective sectors.

- The first International Speaker to share her experience with the participants was Hope Masike, a Zimbabwean national. She responded to questions posed by the UNESCO Expert, Yarri Kamara. Participants in attendance at the said session comprise of artists from the music, Film & TV, Media, Gaming and multimedia. The discussions were centred on how to understand and conquer markets beyond the domestic, understanding and negotiating fair contracts as well as countering discrimination and sexual harassment in your industry. This training workshop was held on the 1st March 2023.



The second international speaker to share his experience with the participant was Aguibou Bougobali, Artistic Director/Choreographer and New York University Fellow Artist in Residency. Among other things, the presenter responded to oral questions raised by Yarri Kamara that set the stage for experience sharing. There were intermittent questions raised by participants drawn from sectors such as theatre, dance and performance, literary arts and publishing. The session was held on the 2nd March, 2023.



On day-3 of the training workshop, the guest speaker was Leila, a former BBC reporter for many years before becoming a freelance Photographer and currently pursuing a PhD in research. Amongst the attendees were artists in the Crafts, Fashion and Design, Fine arts and photography.

Among other things, the discussions with Leila were centered on her profession as a photographer. This includes her transaction as a photographer, protection of photo rights, challenges encountered as a woman photographer in a male dominated industry, strategies she employed to work around them and pitfalls if there were any she avoided when she sold her works.

All of the two international experts worked in tandem with the National Expert at the Ministry of Justice, Mr. Abdoulie Colley, who provided assistance in guiding throughout the process of formulating the regulations, its validation and subsequent gazette of the regulations into law.

Conclusion and Way Forward

On 18 May 2023, the new regulation to operationalize the National Endowment Fund for Arts and Culture was signed by H. E. Mr Hamat N.K. Bah, Minister of Culture and Tourism of The Gambia. On the occasion of the signing ceremony, which also served as the closing of the project, H. E. Mr Hamat N.K. Bah said “The regulation which I have signed is a great milestone in the annals of arts and culture funding in The Gambia. We have finally delivered our long-suffering artists a window of funding for artistic programmes to support them for the sake of jobs, and economic upliftment”.

During the ceremony, H. E. Mr Hamat N.K. Bah presented certificates to women artists who participated in capacity-building activities. The event also launched the report entitled “The Status of Women Artists and Cultural Professionals in The Gambia” featuring key data gathered from a sample of 487 women artists and cultural professionals, as well as policy recommendations aimed at improving the working conditions of women artists.

Capitalizing on The Aschberg Project

Even before the project books are closed so to say, benefits have started coming to participants, the moreso female artists.

- Flex Fuzion Dance Academy is partnering with an international dance network that does annual auditions to select dancers of great potential from different countries to award them a 3/4 years scholarship to study in top European universities. This year, we are thrilled to announce that Gambia is part of this network, and the auditions will take place on the 30th of June and 1st of July 2023. The proprietor of Flex Fuzion dance Academy is Ms Ndey Jabang [Ndey Fatou Jabang - Deputy Program Manager - U.S Exchange Programs Alumni Network | LinkedIn](#) fully participated in the Ashberg training and consultation activities.
- [Log in | TikTok](#) to see the album launch of Mariama Jobe on 2 June 2023. She is one of the female alumnus of the Aschberg project. She took part in the survey, trainings and also in the Regulation for the Arts and Culture Endowment Fund consultations.
- [GRTS - Gambia Radio and Television Services - Eight Gambian women musicians to perform live at the Women's Unite Festival](#) details how eight Gambian female musicians will perform at a live band concert dub Unite festival in September, 2023. The festival was organised by Music in Africa Foundation (MIAF) under the auspices of the Music In Africa Live project 2022 (MIALive). The eight female musicians were drawn from the National Female Artists Association (NAFAA). Women's Unite Festival - The Gambia project is being implemented by NAFAA in the Gambia from 11th July 2022 to 18th September 2022. Featured were Sambou Susso, Cess Ngum, Lena B, Mariama Cham, Awa Gambia, Awa Bling, Sophia Bass, and Miss Jobizz. The recorded performances were broadcast on the 24th of September 2022 at 8 pm GMT on the Official [NAFAA Facebook page](#), Gambian Talents TV, and Block Entertainment platforms. All of the female artists took part in and were mentored by the Aschberg Project training sessions and consultations and survey.
- [Minister Bah to engage cabinet, NA to get funds for NEF - The Point](#) This news report is another most recent positive outcome of the Aschberg Project. The Hon. Minister of Culture and Tourism has resolved to take the next move towards funding the Endowment Fund through cabinet.

Consequently, it is safe to say that as we await the first checks to fall into the Arts and Culture Endowment Fund, already we have seen positive impacts of the Aschberg project on female and Gambian artists.

Visibility

A key deliverable of the project is the visibility aspect which we concluded with a great bang! Indeed, throughout the project, all activities were given much visibility in the local media and social media as listed below.

However, during the closing stages of the project, the following visibility measures were implemented which have taken the UNESCO Aschberg project to the attention of 50 percent of The Gambian population of 1.8 million.

- **Billboards-** In partnership with the largest GSM mobile phony operator in The Gambia Africell(www.africell.gm), two billboards containing the summary of the deliverables of the UNESCO Aschberg project and the logos of the partners were put up at key junctions in Serekunda, the biggest city in The Gambia. Over 500 thousand commuters see the billboard daily from May 26 to June 26. This means that 12 million views in total for the billboard.
- **Tote bags-** dozens of tote bags were made by a female textile artist Adama Jobe. These bags were distributed during the closing ceremony of the project on 18 May 2023.
- **T-shirts-**Dozens of T-shirts were also made and printed with logos of the project partners and were distributed to the assembled artists at the closing ceremony.
- **Songs and comedy-** Three female artists- comedian, singer and actress- were contracted to create special shows for the project. These have been tagged to their social media handles, and those of the NCAC . <https://www.facebook.com/p/National-Centre-For-Arts-And-Culture-The-Gambia-100091636836399/>
- **Newspaper articles-** The four Banjul dailies-*Point*, *Standard*, *Foroyaa* and *Voice*- carried stories about the closing ceremony, including the signing of the Regulation by the Hon. Minister.
- **TV broadcasts-**Various TV channels carried news items of the closing ceremony and indeed all the project activities.
- **Word of Mouth-**Artists were encouraged to spread the news of the closing ceremony and indeed all the activities by word of mouth.
- **Closing ceremony-**, this held on 18 May and was attended by the Minister of Culture and Tourism and his Permanent Secretary, 120 artists, and senior Government officials including Secretary General, National Commission for UNESCO, and NCAC staff.

Press Coverage Links

[UNESCO-Aschberg: The Gambia kick starts project to strengthen its cultural and creative industries](#)

[NCAC, UNESCO-Aschberg program for 100 female artists and cultural professionals ends with accolade - \(voicegambia.com\)](#)

[UNESCO-Aschberg programme seeks to elevate female artistes - The Point](#)

[The Gambia invests in the potential of its artists and cultural professionals | UNESCO](#)

[NCAC-UNESCO national endowment fund for arts and culture forum underway - The Point](#)

[Gambia Copyright Office commemorates World Book, Copyright Day - The Point](#)

<https://www.google.com/url?q=https%3A%2F%2Fwww.voicegambia.com%2F2023%2F05%2F19%2Fmin-bah-signs-regulation-for-national-endowment-funds-launches-survey-report-on-female-artists%2F&sa=D&sntz=1&usg=AOvVaw1LjQBQP5m7EWH9lx9Aa0MZ>

[President Barrow is Committed to Uplifting Status of Female Artists -says Tourism Minister – LamToro News](#)

[Culture minister launches a new report on the Status of Women Artists, others in Gambia | The Alkamba Times](#)

<https://www.google.com/url?q=https%3A%2F%2Fwww.facebook.com%2Fp%2FNational-Centre-For-Arts-And-Culture-The-Gambia-100091636836399%2F&sa=D&sntz=1&usg=AOvVaw3IGwd6DrnTaEprtHDogIle>

Billboard at Westfield, Serekunda Seen by 500k commuters daily



Tote Bags, T-shirts, Certificates, Signed Regulation and Smiles!





Appendix 1

Statement By Honourable Minister of Tourism and Culture Hamat N.K Bah, Closing Ceremony

Aschberg UNESCO Project, 18 May, 2023, National Museum Premises, Banjul.

Chairman, NCAC Board and Board Members

Secretary General, National Commission for UNESCO

Director General, NCAC

Senior staff and staff NCAC, Artists here present, Members of the Press

It is with utmost pleasure that I preside over the closing ceremony of the UNESCO Aschberg project titled Improving The Status And Condition of Female Artists of 30,000USD fully funded by UNESCO.

The project was within the framework of the 2021 Call For Projects, which the NCAC submitted and was selected by the Evaluation Committee in May 2022.

Indeed, the 1980 Recommendation concerning the Status of the Artist calls upon Member States to improve the professional, social and economic status of artists through the implementation of policies and measures related to training, social security, employment, income and tax conditions, mobility and freedom of expression. This is why when the NCAC saw the call for applications, it received instructions from the Ministry to do mall what was required to submit an application. Out of the dozens of countries that applied, The Gambia became three that were selected from Africa. This is indeed, a great source of pride to us all.

The project had several components, namely:

- 1. Design a Regulation from the existing NCAC Act, 2007 to operationalize the National Endowment Fund for Arts and Culture to enhance the funding of artistic and cultural programmes for the betterment of the economic nd social status of artists;*

2. *Improve the status of female artists and cultural professionals in The Gambia through data collection on women artists and cultural professionals to guide further Policy making at improving their status;*
3. *Capacity building of 100 female artists and cultural professionals in the cultural and creative industries to improve their status and professionalization.*

I am happy to state to you all that, the NCAC worked with partners and the Ministry and has successfully implemented all these activities as required.

This success was achieved because the NCAC worked with partners to organize nationwide consultative process with all relevant stakeholders to guide the design of a Regulation to operationalize the National Endowment Fund for Arts and Culture last October-November 2022; organized workshops to validate the draft Regulation to operationalize the National Endowment Fund; involved all key actors operating in the country whose mandate is linked to improvement of female artists such as women's artistic associations; organize a nation wide data collection exercise regarding the status of female artists in The Gambia. The NCAC also targeted 100 female artists and cultural professionals who received training on wide ranging issues related to their professional development in March 2023.

An important component of the project included development of communication activities for awareness creation on the project, which is why the media have been involved together with social media influencers and artists through their songs.

The Regulation which I am about to sign is a great milestone in the annals of arts and culture funding in The Gambia, and it shows the readiness of the Government of His Excellency President Adama Barrow to support our artists for the sake of jobs, economic upliftment and the production of works to reflect Gambian values and norms. I want to assure you that the Regulation will be signed, Gazetted and then I will go to Cabinet and engage the National Assembly to get the funds needed to

support the Fund. It is my firm believe that Gambian artists can do it better than artists in other countries when they get the needed funding support.

Mr. Chairman, ladies and gentlemen this morning I will also be launching the 35 page Report on the Status of Women Artists and Cultural Professionals in The Gambia. This is the digest of the first countrywide study of its kind which interviewed 500 female artists throughout the country late 2022. The study looked at education and training, level of internet use, income levels and employment status of the respondents. This important study will garner our utmost scrutiny so that we can outline correct strategies to support our female artists in line with Government desire to support women in all sectors.

I will also be delivering certificates of completion of course to 100 female artists and cultural professionals who have undergone training in matters like copyright, networking, marketing of cultural goods from experts during a week long training session held in December 2022. It is certain that the training was not only apt, but also well delivered and highly welcome by our artists.

I wish to conclude with stating sincere thanks to UNESCO Aschberg project for this great support to our artists. Through this support, the NCAC and my Ministry has been able to engage with our artists fruitfully, and strengthen the partnership. Moreover, the NCAC has strengthened its cherished partnership with UNESCO. Above all, through this successful project, we have finally delivered to our long-suffering artists a window for funding of artistic programs.

My sincere thanks also go to the NCAC for this successful implementation of a project of far reaching positive impact on our artists. The NCAC team has done wonderfully well and our kudos to them, and of course to the board and to the artists who collaborated in this project.

On this note, I wish to solemnly declare the Report launched, and the project closed successfully.

Thank you all

Appendix 2

Statement of Welcome by Director General, NCAC, 18 May 2023

Honourable Minister

Permanent Secretary

Secretary general, National Commission for UNESCO

Board Members

Senior Staff NCAC

Artists here present

NCAC Staff

My task is simple; it is only to welcome the Honourable Minister and his delegation to this event, the closing ceremony of the UNESCO Aschberg project which the NCAC has worked with you artists since July 2022.

At the onset the Minister told us to do what we can to uplift the status of our artists. He was always reminding us of the end of great artists like Paps Touray, Senami etc and told us to work with partners on making artists live by their profession. This is why in 2019, we successfully completed The Gambia's 2005 Convention Quadrennial Reporting or QPR. Because of that Reporting, we were qualified to apply for this UNESCO Aschberg project to improve the status of Gambian artists. Luckily, we got it thank to the support of the Minister and the artists.

The project is now successfully complete. I must thank the NCAC Board, the project team led by Saana and the staff for the support, and of course, you the artists who answered to our call for support.

Hon. Minister, the project outcomes such as the Regulation you will soon sign will help our artists get regular funding for their programs, and then improve their economic and social status. This is a great day for Gambian arts and culture. For close to 2 decades, we have never been able to operationalize the National Endowment Fund for lack of Regulation. Now, it is all here. Thank God.

Word From Director General, National Centre for Arts and Culture, Mr. Hassoum Ceesay, ORG

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SCHEDULE
(sections 5(2) and 27)

[FORM EF]

LOGO

1. Name and Address of Applicant	Ref: EF/GM/Year/Number
2. Sector of Applicant	3. Association or Union
4. Amount of Request	5. Date of Last Application
6. Summary of Project Applied for including- <ul style="list-style-type: none">• Problem Statement• Project Objectives• Summary of Activities• Key Dates of Activities• Location of Activities• Outline the impact you will achieve and how many people will benefit• How will you monitor the project and track results• How will you communicate / promote your project• What is the team that will deliver the project• What risks do you foresee and how will you mitigate them	
7. Outline how your project meets the project criteria	
Date:	
Signature.....	

DATED THIS 19 DAY OF May 2023.


HAMAT N. K. BAH
HON. MINISTER OF TOURISM AND CULTURE