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Foreword

The regional project, “Sustainable Tourism Development in a Network of Cross-Border Parks and Protected Areas in West Africa”, constitutes one of the priorities of the governments of Benin, Burkina Faso, Gambia, Guinea, Guinea-Bissau, Mali, Mauritania, Niger, Senegal and Sierra Leone.

By undertaking this joint initiative, the countries which embrace this project are maximizing the role of tourism as a key driver of economic and social development and, more specifically, as an effective instrument for poverty reduction.

This project aims to create synergies among the activities of all the ten States in order to optimize the sustainable development of their common protected areas. It also aims at promoting regional cooperation and integration by bolstering possibilities for economic development. Furthermore, it will contribute to the improvement of the living conditions of local communities, as well as to the protection and conservation of biodiversity, while fostering the development of infrastructure at the national and regional levels.

It is therefore in the spirit of partnership that the World Tourism Organization (UNWTO), the Sustainable Tourism – Eliminating Poverty (ST-EP) Foundation, the Korea International Cooperation Agency (KOICA) and the Organization of the Islamic Conference (OIC) have decided to join efforts to offer the beneficiary countries their steadfast support for this programme.

I wish to take this opportunity to urge partners, donors and funding organizations to support this initiative, in whose realization the people of these countries have placed high hopes.



Taleb Rifai
UNWTO Secretary-General

Taleb Rifai

I. Presentation of the Regional Project

1.1 Project Origin / Background

The project for sustainable tourism development in a network of cross-border parks and protected areas in West Africa was initiated at the 4th Islamic Conference of Tourism Ministers and at the 16th session of the UNWTO General Assembly, both held in Dakar, Senegal, in March and December 2005, respectively.

The feasibility study was initiated in 2008, in the framework of a call for tenders, saw its phases 1 and 2 confirmed at the 18th session of the General Assembly of the World Tourism Organization held in Astana, Kazakhstan in October 2009.

It benefits from the technical assistance of the World Tourism Organization, the

Organization of the Islamic Conference, financial support from the Korea International Cooperation Agency (KOICA) and the ST-EP Foundation.

The validation of all the options adopted in the final document of the study was formally made at the meeting of the steering committee in Madrid in December 2009.

1.2 Core Objectives and Outputs

The feasibility study presented an action plan which seeks to synergise the efforts of the 10 West African states (Benin, Burkina Faso, Gambia, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, Sierra Leone) in order to optimise the protected areas which they hold in common. It aims thereby to provide a major impetus to the improvement of living conditions of local communities and to reduce significantly the level of poverty. It also aims to build on the successful development experience of cross border parks in East and Southern Africa and create a competitive and viable alternative ecotourism destination.

The action plan for the project has the following objectives:

- Extend the process of economic integration in the region to include a rational

- management of the cross border protected areas and the development of ecotourism
- Promote sustainable tourism
 - Assure the conservation of the sub region's biodiversity
 - Reduce poverty among local communities by increasing their income and employment and by promoting revenue generating activities
 - Create a network of cross border parks and protected areas.

The Outputs resulting from this are:

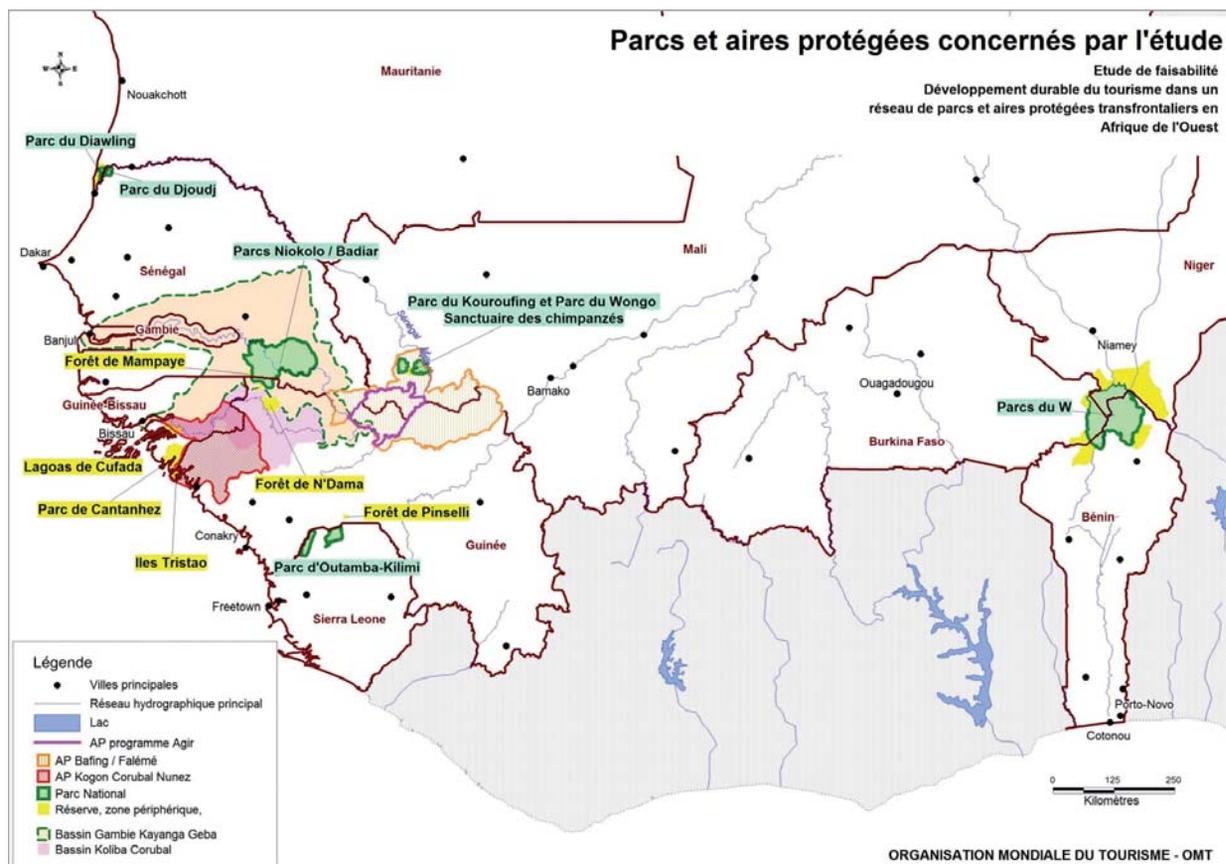
- Creation of comparable databases in each country
- Creating products and launching them on the regional and international markets through marketing and public relations activity

- Creation of cross border trails and circuits: itineraries, facilities, guides, ancillary activities, networks, signage and interpretation
- Sustainable biodiversity management: joint management plans, fair sharing of biological resources, common methods of evaluation, monitoring and protection
- Monitoring of activities and interventions of private sector operators, civil society, local communities and public bodies
- Stimulus of local community development: development and renovation of core infrastructure, provision of goods and services to tourists
- Development of revenue generating activities contributing to the reduction of poverty among communities in and around protected areas: craft production, local produce, jobs and education.

1.3 Countries and CPAs Involved

The project has the commitment and collaboration of the heads of state and governments of 10 countries in West Africa. It comprises seven cross-border parks and protected areas (CPAs) :

Cross Border Protected Areas	Countries
Djoudj – Diawling	Senegal / Mauritania
Niokolo Koba – Badiar	Senegal / Guinea
Gambia – Kayanga – Geba – Koliba – Corubal River basin	Gambia / Guinea Bissau / Senegal
Rios Kogon – Korubal – Nunez River basin	Guinea Bissau / Guinea
Pinselli – Outamba – Kilimi	Sierra Leone / Guinea
Bafing – Falémé	Mali / Guinea
W	Benin / Burkina Faso / Niger



1.4 Why a Regional Approach?

The project seeks to achieve a collaboration and cohesion between a diversity of protected cross border areas. The size, content and degree of tourism development of each protected area vary immensely. They are, however, all of great ecological importance, and need protection, but also have potential for sustainable tourism development. The end objective of the project is, through collaboration and concerted effort, to make the cross border parks "market ready" for tourism so that benefits may accrue to the environment and to their indigenous populations.

Differences but Common Challenges

- Each Protected Area is at a different stage in development
- Each CPA is at a different stage of evolution

- Each CPA has a different range of biodiversity and its own conservation challenges
- Each CPA has a different legal framework
- Each CPA has its own individual tourism development potential

Benefits of a Regional Approach

- Many of the development needs are shared by all CPAs and economies of scale can be achieved if a regional approach is adopted
- Similarly regulation, planning and development issues such as tourism zoning and concession policies are faced by most CPAs so a common approach is beneficial
- CPAs can benefit from standardised training of management, guards, guides, etc. Joint training has both economic

and educational benefits

- Harmonisation of conditions of service, rules and regulations within each CPA and between CPAs will raise development and operational standards
- Improved communication between CPAs will improve collaboration, expertise, sharing of scientific data, sharing of experience and also motivate staff
- The introduction of tourism quality standards and biodiversity codes of conduct have more value if adopted region wide
- Promotion and marketing of the CPAs on a regional basis will be more economic and have a greater impact.
- A network of West African CPAs represents a viable alternative to biodiversity destinations in East Africa and Southern Africa.

1.5 Millennium Development Goals

The project contributes towards the achievement of the Millennium Development Goals, and more specifically to Goals 1 (End Poverty and Hunger) through the creation of new opportunities

for the local communities; Goal 7 (Ensure Environmental Sustainability) through the protection and conservation of the rich biodiversity of the different parks and protected areas; and Goal 8 (Global

Partnership) through the alliances and synergies to be created among the partners and stakeholders involved in the project. It also helps improve Gender Equality, Health and Education.

1.6 Benefits of Sustainable Tourism Development in CPAs

If strict adherence to sustainability guidelines is maintained significant benefits arise from tourism development. Examples are already apparent in some CPAs in West Africa and there are plentiful examples elsewhere in the continent:

- Employment of youth and women in tourism enterprises – accommodation, catering, tour operations, transportation, guiding, etc.
- New markets for local food production including NTFP
- Opportunities for handicraft production and cultural tours and performances preserving the cultural heritage while bringing economic benefits
- Opportunities for new micro enterprises
- Improvements in water, sanitation, health and power services as spin offs from tourist requirements

1.7 Strategic Interventions Identified in the Plan

The plan requirements fall into eight categories:

- A. Biodiversity Issues
- B. Public Sector Infrastructure
- C. Private Sector Involvement
- D. Product Development
- E. Poverty Reduction
- F. Marketing and Promotion
- G. Legal Framework and Governance
- H. Ecotourism Study in River Basins

There are a number of activities identified within each category:

- Some are pan regional.
- Most others can be undertaken on an individual CPA basis, though there is advantage in the activity being undertaken on a regional basis even if through a partnership of funding agencies.
- Involvement can be undertaken on a national basis, especially if, in a particular respect, one member state of a CPA lags behind its partners in a CPA.

II. Synopsis of Funding Requirements

2.1 Biodiversity Issues

1 Programme of Park Protection and Conservation Activities	Area	€
Equipment and training for park wardens including Cyber trackers	W	311,500
Equipment and training for park wardens	Djoudj / Diawling	83,500
Equipment, vehicles and training for park wardens	Niokolo / Badiar	419,000
Equipment and training for park wardens including Cyber trackers and vehicles	Bafing / Falémé	326,500
See Action Plan 1.1 pages 6-34		1,140,500

2 Harmonisation of Regulations	Area	€
Harmonisation of the statutes of protected areas and national parks	Regional - Bafing / Falémé and Niokolo / Badiar	96,000
See Action Plan 1.2 pages 35-41		96,000

3 Harmonisation of Park Rules	Area	€
Homogenisation of the three parks' conditions of service for management and staff	W	40,000
See Action Plan 1.3 pages 42-48		40,000

2.1 Biodiversity Issues

4 Capacity Building	Area	€
Training needs assessment. Roll out of training courses based on the existing FOCOGAP system	Niokolo / Badiar Bafing / Falémé W Djoudj / Diawling	
See Action Plan 1.4 pages 49-57		419,000

5 Enhanced Communications	Area	€
Web site and CPA intranet	Regional - all CPAs	339,000
See Action Plan 1.5 pages 58-65		339,000

2.2 Public Sector Infrastructure Requirements

1 Infrastructure and Civil Engineering	Area	€
New core infrastructure within CPA and maintenance	W	1,763,954
	Djoudj / Diawling	1,035,240
	Niokolo / Badiar	510,670
	Bafing / Falémé	2,238,507
	Cantanhez / Kogon Corubal Numez	48,708
See Action Plan 2.1 pages 66-97		5,548,371

2.2 Public Sector Infrastructure Requirements

2 Water Supply and Waste Disposal	Area	€
Water capture, sewerage and recycling	W	488,192
	Djoudj / Diawling	304,878
	Niokolo / Badiar	420,408
	Bafing / Falémé	1,703,285
	Cantanhez / Kogon	240,105
	Corubal Numez	
See Action Plan 2.2 pages 98-126		2,916,763

3 Energy Supply	Area	€
Solar power installations	W	150,981
	Djoudj / Diawling	5,056,658
	Niokolo / Badiar	47,256
	Bafing / Falémé	713,414
	Cantanhez / Kogon	62,603
	Corubal Numez	
See Action Plan 2.3 pages 127-150		5,968,309

4 Health and Safety	Area	€
Health centres, communications and emergency evacuation facilities	W	106,548
	Djoudj / Diawling	28,823
	Niokolo / Badiar	22,483
	Bafing / Falémé	105,945
	Cantanhez / Kogon	85,369
	Corubal Numez	
See Action Plan 2.4 pages 151-177		263,799

2.3 Private Sector Investment Facilitation

1 Harmonisation of Legislation	Area	€
Extend scope of OHADA legal reform	W	45,000
	Djoudj / Diawling	45,000
	Niokolo / Badiar	45,000
	Bafing / Falémé	45,000
	Cantanhez / Kogon	45,000
	Corubal Numez	45,000
See Action Plan 3.1 pages 183-191		225,000
2 Zoning for tourism and concessions	Area	€
Preparation of rationalised zoning and concession policies	W	40,000
	Djoudj / Diawling	40,000
	Niokolo / Badiar	40,000
	Bafing / Falémé	40,000
See Action Plan 3.2 pages 193-222		160,000
3 Standardisation of Quality Standards	Area	€
Classification of accommodation & standards	W	70,000
	Djoudj / Diawling	70,000
	Niokolo / Badiar	70,000
	Bafing / Falémé	70,000
See Action Plan 3.3 pages 224-234		280,000

2.3 Private Sector Investment Facilitation

4 Adoption of Ecotourism Best Practice	Area	€
Introduction of ecotourism codes of conduct / sustainable tourism criteria	W	50,000
	Djoudj / Diawling	50,000
	Niokolo / Badiar	50,000
	Bafing / Falémé	50,000
See Action Plan 3.4 pages 235-247		200,000

2.4 Product Development

1 Physical Development Plans	Area	€
Prepare ecotourism development strategy for each CPA	W	185,000
	Djoudj / Diawling	185,000
	Niokolo / Badiar	185,000
	Bafing / Falémé	185,000
See Action Plan 4.1 pages 250-259		740,000

2 Core Park Reception Facilities	Area	€
Install three prime facilities per CPA - Entrance Gate, Visitor Centre, Viewing Point	W	1,506,000
	Djoudj / Diawling	1,506,000
	Niokolo / Badiar	1,506,000
	Bafing / Falémé	1,506,000
	Cantanhez / Kogon	1,506,000
	Corubal Numez	1,506,000
See Action Plan 4.2 pages 260-272		7,530,000

2.4 Product Development

3 Signage and Interpretation	Area	€
Install directional orientation and interpretational signage uniform to each CPA See Action Plan 4.3 pages 273-280	Regional study and assistance	200,000
	W	330,000
	Djoudj / Diawling	330,000
	Niokolo / Badiar	260,000
	Bafing / Falémé	260,000
	Cantanhez / Kogon	200,000
	Corubal Numez	200,000
	1,580,000	

4 Alternative Transport	Area	€
Introduce private sector operated sustainable means of transport See Action Plan 4.4 pages 281-287	W	200,000
	Djoudj / Diawling	200,000
	Niokolo / Badiar	200,000
	Bafing / Falémé	200,000
	Cantanhez / Kogon	200,000
	Corubal Numez	200,000
	1,000,000	

5 Visitor Information Services	Area	€
Create information databases, produce guide books and information materials, train guides, etc. See Action Plan 4.5 pages 288-295	W	347,000
	Djoudj / Diawling	347,000
	Niokolo / Badiar	347,000
	Bafing / Falémé	347,000
	Cantanhez / Kogon	347,000
	Corubal Numez	347,000
	1,735,000	

2.5 Poverty Reduction

1 Agropastoral Development	Area	€
Establish cooperatives, expand product ranges and improve marketing expertise	W	1,050,000
	Djoudj / Diawling	1,050,000
	Niokolo / Badiar	1,050,000
	Bafing / Falémé	1,050,000
See Action Plan 5.1 pages 296-303		4,200,000

2 Handicraft Networks	Area	€
Technical assistance for training in product development and marketing	W	270,000
	Djoudj / Diawling	270,000
	Niokolo / Badiar	270,000
	Bafing / Falémé	270,000
See Action Plan 5.2 pages 304-309		1,080,000

3 Cultural Products	Area	€
Identify cultural resources - crafts, performing, design, etc. - and develop format for presentation to tourists and facilitate promotion	W	750,000
	Djoudj / Diawling	750,000
	Niokolo / Badiar	750,000
	Bafing / Falémé	750,000
	Cantanhez / Kogon	750,000
	Corubal Numez	750,000
See Action Plan 5.4 pages 316-321		3,750,000

2.5 Poverty Reduction

4 Micro Enterprise Support System especially for Women and Youth	Area	€
Test project to develop financial cooperatives rolled out to 12 areas in vicinity of the more advanced parks	W or Djoudj / Diawling	2,160,000
	W	100,000
	Djoudj / Diawling	100,000
	Niokolo / Badiar	100,000
	Bafing / Falémé	100,000
See Action Plan 5.6 pages 325-329		2,560,000

2.6 Marketing and Promotion

1 Tour Product Development	Area	€
Develop tour and activity packages with local tour operators and reception facilities	W	120,000
	Djoudj / Diawling	120,000
	Niokolo / Badiar	120,000
	Bafing / Falémé	120,000
See Action Plan 6.1 pages 332- 364		480,000

2 Internet Marketing	Area	€
Development of regional website offering tours to all main parks	Regional - W, Djoudj / Diawling, Niokolo / Badiar, Bafing / Falémé	400,000
See Action Plan 6.2 pages 366-371		400,000

2.6 Marketing and Promotion

3 Publicity Material	Area	€
Promotional materials for consumers and operators and educational visits for foreign operators.	Regional - W, Djoudj / Diawling, Niokolo / Badiar, Bafing / Falémé	400,000
See Action Plan 6.3 pages 373-377		400,000

4 Media Campaign	Area	€
Production and distribution of media features to travel media; media educational tours; on-going maintenance of website.	Regional - W, Djoudj / Diawling, Niokolo / Badiar, Bafing / Falémé	700,000
See Action Plan 6.4 pages 378-389		700,000

2.7 Legal Framework and Governance

1 Administrative Procedures	Area	€
Introduction of common visa, cross border operational permits, harmonised accommodation standards and conditions of park access	Regional	15,000
	W	40,000
	Djoudj / Diawling	40,000
	Niokolo / Badiar	40,000
	Bafing / Falémé	40,000
See Action Plan 7.1 pages 391-396		175,000

2.7 Legal Framework and Governance

2 Sub Regional Organisation	Area	€
Establish umbrella organisation for cross border parks to coordinate joint activities and development See Action Plan 7.2 pages 397-403	Regional	1,000,000
		1,000,000
3 West African Parks' Foundation	Area	€
Create a financial instrument to raise funds for regional park management, development and biodiversity protection initiatives See Action Plan 7.3 pages 404-409	Regional	750,000
		750,000
4 Cross Border Park Management	Area	€
Coordination of the management of each National park / Protected area within its CPA and with the rest of region See Action Plan 7.4 pages 411-425	W	100,000
	Djoudj / Diawling	100,000
	Niokolo / Badiar	100,000
	Bafing / Falémé	100,000
		400,000
5 Public/Private and Private/Public Partnerships	Area	€
Support for and facilitation of partnership development - inter ministerial; public / public sectors; and with NGOs - to further understanding and stimulate joint ventures See Action Plan 7.4 pages 411-425	Regional	100,000
		100,000

2.8 Ecotourism Development Strategy

1 Ecotourism Development Strategy	Area	€
Preparation of an ecotourism development strategy for the two river basins spanning four countries.	River Basins: Gambia-Kayanga-Geba-Kolibia-Corubal and Rios Kogon, Korubal and Nunez	250,000
See Action Plan 8.1 pages 433-455		250,000

2.9 Summary of Budget Requirement by Intervention Category and CPA

Intervention Category	Regional	W	Djoudj / Diawling	Niokolo / Badiar	Bafing / Falémé	Cantanhez / Kogon Corubal Nunez	River Basins
A Biodiversity Issues	758,000	351,500	83,500	467,000	374,500	0	0
B Public Sector Infrastructure Requirements	0	2,509,675	6,425,599	1,000,817	4,761,151	436,785	0
C Private Sector Investment Facilitation	0	205,000	205,000	205,000	205,000	45,000	0
D Product Development	200,000	2,568,000	2,568,000	2,498,000	2,498,000	2,253,000	0
E Poverty Reduction	2,160,000	2,170,000	2,170,000	2,170,000	2,170,000	750,000	0
F Marketing and Promotion	1,500,000	120,000	120,000	120,000	120,000	0	0
G Legal Framework and Governance	1,865,000	140,000	140,000	140,000	140,000	0	0
H Ecotourism Study in River Basins	0	0	0	0	0	0	250,000
TOTALS	6,483,000	8,064,175	11,712,099	6,600,817	10,268,651	3,484,785	250,000

2.10 Private Sector Investment Opportunities

As the CPAs develop there will be an increasing number of private investment opportunities :

- **Micro Enterprises**

The project Micro Finance component will support local entrepreneurs

- **Tour Operations**

There is room for expansion in the number of incoming tour operators featuring the CPAs and in the variety of their tour offers

- **Accommodation**

There are opportunities to upgrade existing accommodation on a joint venture basis. There are also many gaps in the accommodation supply which will be best best addressed once tourism zoning is complete for each CPA

III. Catalogue of Funding Options

This catalogue comprises a brief summary of each component within the 8 categories of plan activity:

- 3.1 Biodiversity Issues**
- 3.2 Public Sector Infrastructure requirements**
- 3.3 Private Sector Investment Facilitation**
- 3.4 Product Development**
- 3.5 Poverty Reduction**
- 3.6 Marketing and Promotion**
- 3.7 Legal Framework and Governance**
- 3.8 Ecotourism Study in River Basins**
- 3.9 Budget**

Fuller details of each component are given in the Action Plan on the project CD.

3.1 Biodiversity Issues

Action A.1

Cross Border Park Protection and Conservation Activities

Rationale

There is a lack of uniformity and coordination in park ranger activity within CPAs. For effective protection and conservation all members of each CPA need to improve park access and have standard operational protocols and equipment in order to collaborate in anti-poaching, data collection and other conservation work.

Activities

A range of physical works and provision of equipment to facilitate park ranger activity and efficiency. Includes upgrading and expansion of park trails, patrol posts, water points, etc.; provision of patrol post equipment, cyber tracking systems and computers.

Outputs

Improved anti poaching activity. Expansion of area controlled. Improved monitoring of flora and fauna. Control of impact of tourists.

Budget

W	311,500 €
Djoudj / Diawling.....	83,500 €
Niokolo / Badiar.....	419,000 €
Bafing / Falémé.....	326,500 €
	1,140,500 €

Beneficiaries

The ecosystem through better protection and control of human interventions. The park rangers' work conditions, expertise and motivation. Tourists through diversification of areas of park accessible.

Action Plan Reference

Strategic Axis 1 - Action 1 Pages 6-34

Action A.2

Harmonisation of regulations

Rationale

In order to optimise the collaboration and joint operation of each CPA the regulations and operational procedures need to be made as compatible as possible.

Activities

Legal study to identify means of aligning more closely the regulations and operational structures and procedures of neighbouring parks within the Bafing / Falémé and Niokolo / Badiar CPAs and on a regional basis.

Outputs

Improved governance and park management. Improved anti-poaching efforts, tourism activities and scientific study.

Budget

Regional - Bafing / Falémé and Niokolo / Badiar96,000 €

Beneficiaries

CPA employees, tourists and residents in and around the parks.

Action Plan Reference

Strategic Axis 1 - Action 2 Page 35-41

3.1 Biodiversity Issues

Action A.3

Harmonisation of Park Rules in W

Rationale

There is a lack of cohesion in the conditions of service and remuneration of rangers in the tree constituent parks and a need to recruit local villagers to assist in intelligence gathering for the Fight Against Poaching etc.

Activities

Preparation of uniform conditions of service for park rangers in all three national parks. Formulation of plans for village surveillance and park protection programme.

Outputs

Better motivated rangers increased cooperation of local residence leading to improved conservation.

Budget

W 40,000 €

Beneficiaries

Rangers and local villages. Indirectly tourists through conformity of ranger services.

Action Plan Reference

Strategic Axis 1 - Action 3 Page 42-48

Action A.4

Capacity Building of Park Rangers

Rationale

There is a wide divergence in the skills and expertise of rangers in individual parks and CPAs. Training techniques and investment vary widely. The introduction of a standard training programme for all parks will benefit them individually and enhance regional cohesion and collaboration.

Activities

Training needs assessment. Roll out of training courses based on the existing FOCOGAP system (Formation Continue pour la Gestion des Aires Protégées)

Outputs

Improved capacity of park rangers. Enhanced anti poaching and conservation activity.

Budget

..... 419,000 €

Niokolo / Badiar - high priority
Bafing / Falémé - new park with few rangers
W
Djoudj / Diawling - low level of poaching

Beneficiaries

Rangers and park administrations; ecosystem; tourists.

Action Plan Reference

Strategic Axis 1 - Action 4 Page 49-57

3.1 Biodiversity Issues

Action A.5

Enhanced Communications between CPAs

Rationale

Improved communications will facilitate the development of the network of CPAs in West Africa, promote sharing of experiences and stimulate collaborative activity.

Activities

Development of a joint web site and intranet for the CPAs in order to facilitate the exchange information and also make it available for scientists and tourists.

Outputs

Reduced isolation of some CPAs. Sharing of management and scientific data. Enhanced communication between CPAs. Improved information for tourists.

Budget

Regional.....	339,000 €
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Beneficiaries

CPAs and their management. Scientists. Tourists.

Action Plan Reference

Strategic Axis 1 - Action 5 Page 58-65

3.2 Public Sector Infrastructure Requirements

Action B.1

Core Park Infrastructure

Rationale

Core, non revenue generating infrastructure is essential for the effective management of parks and reception / transportation of visitors. It is also a pre-requisite for the stimulation of private investment.

Activities

Provision of equipment and training to facilitate park staff and local residents effect the clearance of trails, construction of watchtowers, water towers, jetties, camp sites, etc. Also related transport vehicles - mini-buses, canoes, etc.

Outputs

Job creation for villagers - short term in construction, long term in maintenance and provision of visitor services. All weather access will improve anti-poaching activity. Improved access for tourists.

Budget

W	1,763,954 €
Djoudj / Diawling.....	1,035,240 €
Niokolo / Badiar.....	510,670 €
Bafing / Falémé.....	2,238,507 €
Cantanhez / Kogon Corubal Numez.....	48,708 €
	5,597,079 €

Beneficiaries

Local residents through job creation. Enhanced flora and fauna protection. Improved tourism potential.

Action Plan Reference

Strategic Axis 2 - Action 1 Page 66-97

Action B.2

Water Supply and Waste Disposal

Rationale

The provision of clean water supply and ecologically sound waste management is essential for the welfare of park staff, local residents and tourists as well as the preservation of the environment. It is also a prerequisite for tourism related development and investment.

Activities

Drilling of wells, construction of water towers and water distribution systems. Site specific sewerage and waste water treatment facilities including optimum re-cycling. Solid waste collection and recycling systems including composting and methane production as fuel.

Outputs

Local job creation. Improved access to clean water for villagers. Improved sanitation for villagers and visitors. Cleaner and healthier environment.

Budget

W	488,192 €
Djoudj / Diawling.....	304,878 €
Niokolo / Badiar.....	420,408 €
Bafing / Falémé.....	1,703,285 €
Cantanhez / Kogon Corubal Numez.....	240,105 €
	2,916,763 €

Beneficiaries

Local villagers as well as tourist visitors. Park ecology.

Action Plan Reference

Strategic Axis 2 - Action Page 98-126

3.2 Public Sector Infrastructure Requirements

Action B.3 Energy Supply

Rationale

Most energy generation in the parks is from unsustainable sources. The introduction of sustainable energy will contribute towards the conservation of the parks as well as reduce costs in the medium term.

Activities

Installation of solar panels for well pumps, CB radios, refrigerators, lighting, health centres etc. Burial of cables to remove threat to migratory birds and other wildlife.

Outputs

Improved living conditions and communications and reduction in use of non renewable fuels such as charcoal.

Budget

W	150,981 €
Djoudj / Diawling	5,056,658 €
Niokolo / Badiar	47,256 €
Bafing / Falémé	713,414 €
Cantanhez / Kogon Corubal Numez	62,603 €
	6,030,912 €

Beneficiaries

CPAs and their operational efficiency. Local communities. Environment through reduced dependence on wood.

Action Plan Reference

Strategic Axis 2 - Action 3 Page 127-150

Action B.4 Health and Safety

Rationale

The introduction of health facilities and communications for health, safety and security purposes is key to the welfare of park staff, visitors, tourists and hence a prerequisite for potential investors.

Activities

Upgrading or installation of health centres and provision of CB radios and emergency vehicles. Training of personnel in health and security issues and treatment and evacuation procedures in emergency situations.

Outputs

Improved health facilities for locals and visitors.

Budget

W	106,548 €
Djoudj / Diawling	28,823 €
Niokolo / Badiar	22,483 €
Bafing / Falémé	105,945 €
Cantanhez / Kogon Corubal Numez	85,369 €
	349,168 €

Beneficiaries

Park staff, villagers and tourists

Action Plan Reference

Strategic Axis 2 - Action 4 Page 151-177

3.3 Private Sector Investment Facilitation

Action C.1

Harmonisation of Legislation

Rationale

An independent review of the fiscal and regulatory regimes impacting on tourism is required in order that a rationalisation may be proposed for introduction on a multi-national basis.

Activities

Harmonisation of tax systems. Internationalisation of tour and game guide qualifications. Standardisation of investment criteria. Extension of OHADA activity into tourism.

Outputs

Investment criteria for tourism common to all states. Equal treatment of investors.

Budget

W	45,000 €
Djoudj / Diawling.....	45,000 €
Niokolo / Badiar.....	45,000 €
Bafing / Falémé.....	45,000 €
Cantanhez / Kogon Corubal Numez.....	45,000 €
	225,000 €

Beneficiaries

Tour operations and tourists through a reduction in bureaucracy. Level playing field for CPA operations.

Action Plan Reference

Strategic Axis 3 - Action 1 Page 181-191

Action C.2

Zoning for tourism and concessions

Rationale

An overview and rationalisation of park buffer zones and the designation of areas for tourism development is required to ensure an equitable expansion of tourism activities.

Activities

Development of uniform criteria for each CPA's buffer zones. Specification of tourism development zones to encourage cross border visitor flows. Harmonisation of concession criteria. Improved visa regimes.

Outputs

Designation of tourism development zones. Better distribution of tourism flows. Creation of more varied itineraries. Reduction in any possible resident / tourist competition for space.

Budget

W	40,000 €
Djoudj / Diawling.....	40,000 €
Niokolo / Badiar.....	40,000 €
Bafing / Falémé.....	40,000 €
	160,000 €

Beneficiaries

Investors from having defined areas in which development can be undertaken. Tourists and local residents from having non conflicting developments. Ecology from sensitive and non-intrusive development.

Action Plan Reference

Strategic Axis 3 - Action 2 Page 192- 222

3.3 Private Sector Investment Facilitation

Action C.3

Standardisation of quality standards

Rationale

Reliable and comparable quality standards in accommodation and other facilities and services are essential to obtain tour operator and visitor acceptance.

Activities

Introduction of accommodation classification and quality standards conforming to international practice. Introduction of uniform operational standards and guarantees for tour operators and travel agencies. Introduction of maintenance standards for land and water transport including driver qualifications.

Outputs

Improved product and service quality. Compliance with international health and safety standards. Professional credibility in the international marketplace. Exclusion of non compliant operators from official promotional activity.

Budget

W	70,000 €
Djoudj / Diawling.....	70,000 €
Niokolo / Badiar.....	70,000 €
Bafing / Falémé.....	70,000 €
	280,000 €

Beneficiaries

Foreign tour operators and tourists. Operators achieving better returns on improved products and services.

Action Plan Reference

Strategic Axis 3 - Action 3 Page 223-234

Action C.4

Adoption of Ecotourism Best Practice

Rationale

Not only to comply with Millennium Goals but to demonstrate commitment to sustaining the environment the CPAs and be competitive with parks in East and Southern Africa the CPAs need to adopt and adhere to ecotourism best practice

Activities

Educate all CPA operations in ecotourism best practice. Publicise compliant operations' ecotourism credentials internationally.

Outputs

Enhanced protection of tourism sites. Positive image of CPAs. Improved visitation by ecology sensitive visitors.

Budget

W	50,000 €
Djoudj / Diawling.....	50,000 €
Niokolo / Badiar.....	50,000 €
Bafing / Falémé.....	50,000 €
	200,000 €

Beneficiaries

CPAs and their commercial partners through increase in visits.

Action Plan Reference

Strategic Axis 3 - Action 4 Page 235-247

3.4 Product Development

Action D.1

Physical Development Plans

Rationale

Each park needs a tourism development strategy based on its assets and attractions and tailored to meet the requirements of 21st century tourists. This will ensure the protection of its physical, heritage and cultural assets and ensure development is both appropriate and sustainable.

Activities

Preparation of CPA Development Plans through review of past weaknesses and failures; inventory of current and future assets; assessment of market opportunities/needs - both investment and visitors; identification of goals and definition of strategic approach.

Outputs

Clear guidelines for investors on development opportunities, which in turn will benefit the local communities and environment.

Budget

W	185,000 €
Djoudj / Diawling.....	185,000 €
Niokolo / Badiar.....	185,000 €
Bafing / Falémé.....	185,000 €
	740,000 €

Beneficiaries

Investors and local businesses.

Action Plan Reference

Strategic Axis 4 - Action 1 Page 248-259

Action D.2

Core Park Reception Facilities

Rationale

Each park needs to provide essential reception facilities at each of its entrances and at strategic points within the park. These form the core structure around which commercial services can be developed. They are crucial to stimulate private sector investment and local commercial opportunities.

Activities

Construction of 1) A fully equipped entrance gate - parking, toilets, refreshment facility, visitor centre with retail outlet, administration offices, storage, etc. 2) Rest area(s) within the park with shaded areas, toilets, picnic facilities, refreshments and information point, and 3) Observation point(s) at a heritage site or for game watching, panoramic views, with shaded areas and interpretation panels.

Outputs

Enhanced visitor experience. Job creation for construction, maintenance and operation. Source of revenue. Opportunity for sales of local handicrafts and produce.

Budget

W	1,506,000 €
Djoudj / Diawling.....	1,506,000 €
Niokolo / Badiar.....	1,506,000 €
Bafing / Falémé.....	1,506,000 €
Cantanhez / Kogon Corubal Numez.....	1,506,000 €
	7,530,000 €

Beneficiaries

Tourists. Local workers. Local producers of handicrafts, food and merchandise.

Action Plan Reference

Strategic Axis 4 - Action 2 Page 260-272

3.4 Product Development

Action D.3 Signage and Interpretation

Rationale

A unified system of tourism signage and static orientation and interpretation panels conforming to international standards is required to facilitate and enhance the visitor experience.

Activities

Development of a regional signage, orientation and interpretation design and protocol. Introduction of this into each CPA with local needs assessment and plan and installation of appropriate hardware.

Outputs

Improved control of visitor movements; improved welcome and orientation of visitors; improved understanding and appreciation of the park

Budget

Regional study and assistance.....	200,000 €
W	330,000 €
Djoudj / Diawling.....	330,000 €
Niokolo / Badiar.....	260,000 €
Bafing / Falémé.....	260,000 €
Cantanhez / Kogon Corubal Numez.....	200,000 €
	1,380,000 €

Beneficiaries

Better visitor experience. More control of visitors - away from sensitive areas. Environment through the elimination of clutter of ad hoc signage. Local labour for installation and maintenance.

Action Plan Reference

Strategic Axis 4 - Action 3 Page 273-280

Action D.4 Alternative Transport

Rationale

Alternative forms of transport for park visits enhance the visitor experience and local jobs and small enterprise opportunities.

Activities

Definition of alternative transport options ranging from guided walks to animal transport, motorised land transport and boats. Selection of local operators. Pre-financing of equipment and publicity.

Outputs

Development of local companies. Job creation. Enhanced tourist satisfaction.

Budget

W	200,000 €
Djoudj / Diawling.....	200,000 €
Niokolo / Badiar.....	200,000 €
Bafing / Falémé.....	200,000 €
Cantanhez / Kogon Corubal Numez.....	200,000 €
	1,000,000 €

Beneficiaries

Local employees and entrepreneurs.

Action Plan Reference

Strategic Axis 4 - Action 4 Page 281-287

3.4 Product Development

Action D.5

Visitor Information Services

Rationale

To optimise tourist satisfaction information must be available at all visit stages

Activities

Creation of information databases, internet pages. Provision of maps and guide books, trained guides, interpretation panels, etc.

Outputs

Satisfied visitors who encourage others to visit. Extension of length of stay. Sale of publications and artefacts.

Budget

W	347,000 €
Djoudj / Diawling.....	347,000 €
Niokolo / Badiar	347,000 €
Bafing / Falémé.....	347,000 €
Cantanhez / Kogon Corubal Numez.....	347,000 €
	1,735,000 €

Beneficiaries

Visitors. CPAs through word of mouth publicity of satisfied visitors.
Local economy through sales of publications and merchandise.

Action Plan Reference

Strategic Axis 4 - Action 5 Page 288-295

3.5 Poverty Reduction

Action E.1 Agropastoral Development

Rationale

Tourists provide outlets for local agricultural products both for on site consumption and to take away.

Activities

Instruction of local residents in market gardening to meet visitor and their own needs and to grow sustainable crops. Train residents in adding value to products and in NTFP opportunities. Establish cooperatives. Train in small enterprise management and marketing.

Outputs

Revenue from food production for sale to visitors. Higher production for local consumption. Environmentally friendly agricultural practices.

Budget

W	1,050,000 €
Djoudj / Diawling.....	1,050,000 €
Niokolo / Badiar.....	1,050,000 €
Bafing / Falémé.....	1,050,000 €
	4,200,000 €

Beneficiaries

Local communities through new revenue streams and better food production.

Action Plan Reference

Strategic Axis 5 - Action 1 Page 296-303

Action E.2 Handicraft Networks

Rationale

Handicrafts and artisan products are popular with visitors provided they meet reasonable standards.

Activities

Instruction in art and handicraft production to meet visitor needs. Formation of cooperatives of craftspeople to improve production, marketing and distribution.

Outputs

Additional revenue sources, especially for women.

Budget

W	270,000 €
Djoudj / Diawling.....	270,000 €
Niokolo / Badiar.....	270,000 €
Bafing / Falémé.....	270,000 €
	1,080,000 €

Beneficiaries

Craftspeople, especially women and youth. Tourist operators.

Action Plan Reference

Strategic Axis 5 - Action 2 Page 304-309

3.5 Poverty Reduction

Action E.3 Cultural Products

Rationale

Local culture is endangered, but is of extreme interest to visitors. By packaging it for visitor appreciation the culture can be preserved.

Activities

Identification of local cultural assets - folklore, design, architecture, art, music, handicrafts, cuisine, etc. - and development of means of exposure to visitors.

Outputs

Protection and enhancement of local culture while generating income from its demonstration.

Budget

W	750,000 €
Djoudj / Diawling.....	750,000 €
Niokolo / Badiar.....	750,000 €
Bafing / Falémé.....	750,000 €
Cantanhez / Kogon Corubal Numez.....	750,000 €
	3,750,000 €

Beneficiaries

Traditional culture and skills kept alive. Local cultural groups and associations flourish.

Action Plan Reference

Strategic Axis 5 - Action 4 Page 316-321

Action E.4 Micro Enterprise Support System

Rationale

Provision of micro finance to help launch tourism related enterprises

Activities

Provide technical assistance and pump priming finance to establish mutual cooperative societies in CPA buffer zones to effect small loans to farmers, fishermen, craftsmen, etc. Test market scheme and then roll out to all major CPAs - target 12 outlets.

Outputs

Establishment of micro businesses thanks to availability of start-up funds.

Budget

W or Djoudj / Diawling.....	2,160,000 €
W	100,000 €
Djoudj / Diawling.....	100,000 €
Niokolo / Badiar	100,000 €
Bafing / Falémé.....	100,000 €
	2,560,000 €

Beneficiaries

Local entrepreneurs, their employees and families.

Action Plan Reference

Strategic Axis 5 - Action 7 Page 325-329

3.6 Marketing and Promotion

Action F.1

Tour Product Development

Rationale

The range of tourism options needs to be presented in an attractive format for promotion to foreign tour operators and visitors.

Activities

Provision of technical assistance to help local incoming agents develop tour packages, including transport, itineraries, sightseeing, activities, entertainment, accommodation, catering and guiding together with cost options for presentation to foreign operators. Develop promotional campaigns to tourism operators and tourists including participation in tourism fairs and educational visits.

Outputs

Range of costed tour package options available for foreign operators to consider and propose to their clients.

Budget

W	120,000 €
Djoudj / Diawling.....	120,000 €
Niokolo / Badiar.....	120,000 €
Bafing / Falémé.....	120,000 €
	480,000 €

Beneficiaries

Foreign tour operators and their clients and, through sales, all component suppliers of the tour packages.

Action Plan Reference

Strategic Axis 6 - Action 1 Page 330-365

Action F.2

Internet Marketing

Rationale

The internet provides the most cost effective means of placing the range of CPA tourism offers in front of tour operators and individual tourists.

Activities

Development of a regional website featuring the product offer and tour opportunities available at all of the CPAs.

Outputs

Image building of West Africa as an ecotourism destination. Potential to reach otherwise unidentified tour operators and potential visitors.

Budget

Regional - W, Djoudj / Diawling, Niokolo / Badiar, Bafing / Falémé.....	400,000 €
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Beneficiaries

All CPAs and their constituents.

Action Plan Reference

Strategic Axis 6 - Action 2 Page 366-371

3.6 Marketing and Promotion

Action F.3 Publicity Material

Rationale

Traditional promotional materials - brochures, videos, posters, etc. - are needed to help build the image of West Africa's CPAs and direct recipients to the regional website for additional information.

Activities

Production of a range of promotional materials for the whole region and distribution to tour operators and the public in main source markets. Participation in tourism fairs. Sales missions to specialist operators.

Outputs

Raised awareness of the CPAs, their appeals and difference from other CPAs in Africa. Increased traffic to the regional website. Approaches from foreign tour operators.

Budget

Regional - W, Djoudj / Diawling, Niokolo /
Badiar, Bafing / Falémé.....400,000 €

Beneficiaries

All CPAs and incoming tour operators.

Action Plan Reference

Strategic Axis 6 - Action 3 Page 372-377

Action F.4 Media Campaign

Rationale

International awareness of the West African CPAs is very low. Concerted efforts are needed to raise this awareness positively in all affordable media so as to increase tourism demand.

Activities

Development of distinctive image for each CPA. Production and distribution of media features to travel media in prime target markets; media educational tours - travel writers, TV and radio journalists; on-going maintenance of website and regular distribution of news items and features on it.

Outputs

Cost effective publicity for the CPAs and region generating a positive image for the CPAs and their nations. Stimulus to tour operators to package the destination and to tourists to visit.

Budget

Regional - W, Djoudj / Diawling, Niokolo /
Badiar, Bafing / Falémé.....700,000 €

Beneficiaries

CPAs, their tourism suppliers and individual countries through image enhancement

Action Plan Reference

Strategic Axis 6 - Action 4 Page 378-389

3.7 Legal Framework and Governance

Action G.1

Administrative Procedures

Rationale

Common regulatory practices and multilateral agreements are required to ensure the free flow of tourism.

Activities

Review of current national procedures affecting tourists and action to achieve the introduction of a common visa regime for visitors; cross border operational permits for guides, transportation companies and tour operators; harmonised accommodation registration procedures and standards and park access criteria.

Outputs

A simplified system of tourism bureaucracy permitting easier passage of visitors and more efficient tour operations.

Budget

Regional.....	15,000 €
W	40,000 €
Djoudj / Diawling.....	40,000 €
Niokolo / Badiar.....	40,000 €
Bafing / Falémé.....	40,000 €
	175,000 €

Beneficiaries

Satisfied visitors with reduced visa costs. Less complications in tour operations. All resulting in better value for money, less visitor hassle and encouragement of repeat visits.

Action Plan Reference

Strategic Axis 7 - Action 1 Page 391-396

Action G.2

Sub Regional Organisation

Rationale

The management, coordination and administration of the network of West African CPAs requires organisation.

Activities

Establishment of an organisation charged with the harmonisation of CPA management activity; fostering inter CPA communication and collaborative activity; and encouraging rationalisation of CPA statutes and regulations. Representation role. 4 permanent staff also responsible for recruitment of experts as required.

Outputs

Implementation of regional ecotourism development plan. Harmonisation of CPA conservation and development activities.

Budget

Regional.....	1,000,000 €
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Beneficiaries

CPAs and their states

Action Plan Reference

Strategic Axis 7 - Action 2 Page 397-403

3.7 Legal Framework and Governance

Action G.3

West Africa Parks' Foundation

Rationale

The creation of a Foundation for the CPAs of West Africa will help create international credibility and establish a renewable funding source for member CPAs over and above national public funding.

Activities

Solicitation and investment of donor funds. Funding of improvements to CPA management. Expansion and protection of biological diversity.

Outputs

Funding of regional initiatives on behalf of the CPAs - management development, conservation activities and scientific research.

Budget

Regional.....	750,000 €
---------------	-----------

Beneficiaries

CPAs and their states.

Action Plan Reference

Strategic Axis 7 - Action 3 Page 404-408

Action G.4

Cross Border Park Management

Rationale

A rationalisation of management systems is needed in each CPA park if partners are to benefit fully from collaboration.

Activities

Development of operational protocols and joint management systems in each CPA and assistance with their introduction.

Outputs

More efficient operations throughout the CPA improving conservation work, anti poaching activity and tourism development.

Budget

W	100,000 €
Djoudj / Diawling.....	100,000 €
Niokolo / Badiar	100,000 €
Bafing / Falémé.....	100,000 €
	400,000 €

Beneficiaries

The CPAs and their constituents.

Action Plan Reference

Strategic Axis 7 - Action 4 Page 410-425

3.7 Legal Framework and Governance

Action G.5 Public/Private and Private/Public Partnerships

Rationale

Regular communication between the public sector, private sector and NGOs can stimulate beneficial joint activity and reduce discord and waste.

Activities

Establish regular dialogues at three levels - between public sector agencies involved in protected areas; between the CPA and private sector to resolve differences and encourage investment; and between the CPA and NGOs to optimise advice and support.

Outputs

Better appreciation of CPA operations and needs. Smoother evolution and implementation of development plans. Development of joint and revenue raising activities.

Budget

Regional.....100,000 €

Beneficiaries

CPAs, state ministries and NGOs.

Action Plan Reference

Strategic Axis 7 - Action 5 Page 426-431

3.8 Ecotourism Study in River Basins

Action H.1 Ecotourism Development Strategy

Rationale

The two river basin CPAs are in an early stage of development and will benefit from a joint ecotourism development strategy.

Activities

Development over an eight month period of an ecotourism development strategy in the Gambia-Kayanga-Geba-Koliba-Corubal and Rios Kogon-Korubal-Nunes river basins by a team of 7 national and international experts.

Outputs

A development strategy leading to four country collaboration in the development of multinational tourism offers and their promotion abroad.

Budget

River Basins: Gambia-Kayanga-Geba-Koliba-Corubal
and Rios Kogon, Korubal and Nunez.....250,000 €

Beneficiaries

CPA, its residents and states.

Action Plan Reference

Strategic Axis 7 - Action 1 Page 432-455

3.9 Budget

The budget elements are summarised in the following tables:

Summary of Budget Requirement by Intervention Category and CPA

€

Intervention Category	Regional	W	Djoudj / Diawling	Niokolo / Badiar	Bafing / Falémé	Cantanhez / Kogon Corubal Numez	River Basins
A Biodiversity Issues	758,000	351,500	83,500	467,000	374,500	0	0
B Public Sector Infrastructure Requirements	0	2,509,675	6,425,599	1,000,817	4,761,151	436,785	0
C Private Sector Investment Facilitation	0	205,000	205,000	205,000	205,000	45,000	0
D Product Development	200,000	2,568,000	2,568,000	2,498,000	2,498,000	2,253,000	0
E Poverty Reduction	2,160,000	2,170,000	2,170,000	2,170,000	2,170,000	750,000	0
F Marketing and Promotion	1,500,000	120,000	120,000	120,000	120,000	0	0
G Legal Framework and Governance	1,865,000	140,000	140,000	140,000	140,000	0	0
H Ecotourism Study in River Basins	0	0	0	0	0	0	250,000
TOTALS	6,483,000	8,064,175	11,712,099	6,600,817	10,268,651	3,484,785	250,000

3.9 Budget

Budget Allocation by Investment Category €

A Biodiversity Issues	2,034,500
B Public Sector Infrastructure Requirements	15,134,027
C Private Sector Investment Facilitation	865,000
D Product Development	12,585,000
E Poverty Reduction	11,590,000
F Marketing and Promotion	1,980,000
G Legal Framework and Governance	2,425,000
H Ecotourism Study in River Basins	250,000
	46,863,527

Budget Allocation by CPA €

Pan Region	6,483,000
W	8,064,175
Djoudj / Diawling	11,712,099
Niokolo / Badiar	6,600,817
Bafing / Falémé	10,268,651
Cantanhez / Kogon Corubal Numez	3,484,785
River Basins: Gambia-Kayanga-Geba-Koliba- Corubal and Rios Kogon, Korubal and Nunez	250,000
	46,863,527

The West African Cross Border Parks Sustainable Tourism Development Plan comprises two volumes:

- Strategic Analysis
- Action Plans

Both are on the project CD together with an Executive summary of the findings and recommendations. The references in this catalogue of investment opportunities relate to the Action Plan.