

Executive Summary

The Community-Based Ecotourism Project (CBEP) has worked since 1996 towards developing environmentally and culturally sensitive locations in rural Ghana as tourism destinations. The purpose of the initiative has been to create opportunities for rural communities to earn income and create tourism-related jobs through the conservation of local ecosystems and culture.

The Community-Based Ecotourism Project (CBEP) received funding support from USAID for a 24-month period from January 2002 (plus a 4 month no-cost extension to April 04) to undertake a number of interventions to help boost ecotourism development and promotion in Ghana. CBEP-I has contributed to improvements in facilities at these destinations, improved marketing, and increased human resource capacity to manage the destinations. These activities have been guided by the overall project goal of increasing revenue and visitor numbers at the destinations through developing an enhanced visitor experience.

The project focused on three objectives. These were:

- Improve basic ecotourism facilities and technical support at 14 destinations,
- Actively market the 14 ecotourism destinations,
- Improve training on ecotourism and affiliated services & building capacity within the institutional organizations.

Since the beginning of the project, the project communities have experienced significant increases in both visitor days and revenue as a direct result of implementing the project interventions. The project achieved its overall target of 20,000 visitor days by the end of year one, closing at 22,590. At the end of 27 months the project had achieved 284% of the visitor days goal with the combined total standing at 56,731 paying visitor days.

The project also achieved 113% of the target set for revenue generation. This was set at a combined minimum of US\$140,000.00/yr from ecotourism activities at the end of 24 months. This revenue goal has been achieved through increased visitor use due to improved marketing of the sites, and by setting fair market prices for ecotourism services as a result of improved facilities, thus providing enhanced visitor experience. The total revenue generated over the 27-month period stood at US\$158,756. Average revenue/visitor day at the end of the same period stood at \$2.80 as against \$7.00 set for the project. This is a direct effect of increased domestic tourists as the project marketing efforts concentrated entirely on the domestic scene. All revenues have been lodged in the community TMT bank accounts and are being utilized for the ecotourism enterprises at the communities and for supporting planned community development initiatives.

The results attained on the project have generated interest at the national and community levels and set the pace for community-based ecotourism development in Ghana. It has contributed to providing alternate livelihoods for rural communities and continues to impact the lives of rural people. This initiative deserves further encouragement promoted by the government and donor agencies interested in promoting development in rural Ghana.

1.0 Introduction

The Government of Ghana's Ministry of Tourism and Modernization of the Capital City targets the tourism sector to continue its impressive growth and to become the largest foreign exchange earner for the national economy by 2007. Tourism currently holds fourth place behind gold, cocoa, and foreign remittances; and is one of the highest growth areas, averaging 21%/yr in recent years.

The Community-Based Ecotourism Project (CBEP) has worked since 1996 towards developing environmentally and culturally sensitive locations in rural Ghana as tourism destinations. The purpose of the initiative was to create opportunities for rural communities to earn income and create tourism-related jobs through the conservation of local ecosystems and culture. CBEP has contributed to improvements in facilities at these destinations, improved marketing, and increased human resource capacity to manage the destinations. These activities have been guided by the overall project goal of increasing revenue and visitor numbers at the destinations through developing an enhanced visitor experience.

The project has been a collaborative effort between the Nature Conservation Research Centre (NCRC), Ghana Tourist Board (GTB), United States Peace Corps – Ghana, the Netherlands Development Organization (SNV-Ghana), and the project communities with funding support from USAID. CBEP's strategic goal under USAID support has been to develop 14 community-based ecotourism destinations over a two-year period, beginning January 2002 and ending December 2003. The project was however granted a no cost extension to April 2004.

The project placed Peace Corps volunteers as ecotourism development advisors to facilitate implementation of the project in collaboration with the destination's Tourism Management Teams (TMT). Implementation of the project activities at the destinations was achieved through the TMTs, who took control of the planning and implementation processes to ensure that proposed developments take cognizance of local cultures, beliefs and needs. However, the implementation team centralized a number of activities such as the development of brochures and the delivery of training programs to ensure quality and consistency.

Since the start of the project, the 14 destinations have experienced significant increases in both revenue and visitor numbers. The project achieved its overall target of 20,000 visitor days by the end of year one, closing at 22,590. Revenue generated by December 31, 2002 was ₵383,936,000, and total project revenue as at March 30, 2004 stood at ₵1,143,045,700 which represents 13% above the revenue target set. These gains in visitor days and revenue will increase remarkably with time as the impact of the project marketing activities take hold.

1.1 Project Goal

The project strategic ecotourism development goal has been to develop 14 community-based ecotourism destinations over a twenty-four month period, by improving the ecotourism-enabling environment necessary for such growth.

Visitor use goal

The project sought to achieve a combined total of 14,000 paying visitor days/yr. at the end of twelve months, 20,000 paying visitor days/yr. to the combined fourteen project sites at the end of twenty-four months, and a combined total of 30,000 after forty-eight months. Visitor numbers across the 14 sites stood at 10,000 paying visitor days/yr at the beginning of the project, thus the project sought to double the visitor days/yr after two years.

Revenue generation goal

The project sought to realize a minimum of US\$7.00/visitor day by the end of twenty-four months thus generating a combined minimum of US\$140,000.00/yr from ecotourism activities at the fourteen sites. Average revenue/visitor day varied dramatically among the sites but was estimated at \$3.00/visitor/day at the beginning of the project. Thus the project aimed at increasing combined revenues by 130%.

The project aimed at generating a combined minimum of US\$98,000.00/yr. after the first year, US\$140,000.00/yr. after the second year and US\$300,000.00/yr after the fourth year. This revenue goal has been achieved through increased visitor use due to improved marketing of the sites, and by setting fair market prices for ecotourism services.

1.2 Project objectives

In order to achieve the above strategic ecotourism goal, the project pursued three ecotourism objectives. These objectives were as follows:

- Objective 1: Improve ecotourism facilities and technical support at 14 community-based ecotourism destinations
- Objective 2: Improve marketing for 14 community-based ecotourism destinations and for the country at large.
- Objective 3: Enhance organizational development and improve human resource capacity at the 14 community-based destinations and GTB and NCRC.

2.0 Planned interventions

The project aimed at providing ecotourism development interventions that will improve the enabling-environment for such growth and to help trigger interest in this recent area of attention for rural livelihood development in Ghana. The project focused on providing ecotourism facilities, improving marketing, and improving human resource capacity at the various communities.

2.1 Improve Ecotourism Facilities

Install directional signs

The installation of directional signs at all destinations has been one of the activities intended to improve on ecotourism facilities at the project sites. Directional signs have helped in the easy recognition and location of the attraction sites in addition to marketing the sites. The structural design for the directional signs was finalized in the first quarter and was approved by USAID. This standard design was created for all sites for reasons of uniformity and for marketing purposes. The sign writing was however left for the sites to portray their unique creativity as an additional element to attract tourists.

Construct/Improve interpretive centres

Interpretive centers are essential in any ecotourism destination. This facilitates the organization of tourist services in addition to the exchange of information, thus contributing to the overall experience at the site. The project designed and came up with technical drawings for new construction works. These were constructed utilizing a combination of paid labour and communal labour after approval from USAID. New interpretive centers were provided at nine destinations and upgrades were made to existing structures at four destinations.

Improve nature trails

Nature trails were developed and maintained at all destinations. These ranged from making improvements to the trail leading to the summit of Mt. Afadjato to developing new hiking trails at most sites. The project made use of communal labour at most of the sites.

Interpretive aids/signs

The development of interpretive aids/signs requires the availability of information on the natural resources present at a given area and/or history and cultural information pertaining. The overall goal of the project is to conserve nature, thus interpretive aids/signs developed should educate tourists on conservation issues at the sites and be of interest to them. The project conducted biological surveys at most sites to capture species lists (plant, bird, and mammal) and to identify conservation needs or threats to particular species observed at the sites. A team of scientists was contracted to carryout this work. Not much progress was made on developing aids/signs at destinations.

Provide first aid and safety equipment

First aid and safety equipment are essential facilities at any given ecotourism destinations. The project provided a list of safety equipment that was reviewed and approved by USAID. The equipment includes first aid kits, life jackets, raincoats, water filters, lanterns and fire extinguishers among others. These will be available to tourists and also to support any other needs regarding the effective running of the ecotourism enterprises.

Office equipment and email connectivity to six GTB regional offices

The Ghana Tourist Board is a key partner in the implementation of this project; however the regional offices that have direct responsibility for the project sites within their respective working areas are ill equipped to carry out their functions. The provision of office equipment and email connectivity helped tremendously to equip the regional offices of the Ghana Tourist Board to assist in their operations. Besides, this provision created the opportunity for the offices to serve as hubs for information dissemination for the project sites that fall within their working areas.

2.2 Improve Ecotourism Marketing

Brochure/Poster development

The overall project goal has been to increase visitor numbers and revenue at all the destinations over the duration of the project. The development and production of brochures and posters constitutes one of the promotional tools identified to help achieve this goal. Brochures and posters were designed and printed for each destination and distributed widely on the domestic front to market the sites. In addition, a composite brochure covering all the destinations was also developed. The brochures and posters have very much delivered positive results on increasing awareness about the project destinations.

Uniform receipt system at sites

One main objective of the project is to establish mechanisms for financial transparency and accountability of tourism revenues at the community level to ensure sustainability of the enterprises. A standard format for receipts was designed and this has been adopted by all the destinations. The standard design was aimed at providing a link between all the ecotourism enterprises on the project as an additional marketing tool.

Conduct visitor survey

The use of visitor surveys is one useful tool for monitoring visitor satisfaction. This provides an opportunity to assess the impact of improving ecotourism facilities at the sites and the overall experience by tourists, and to subsequently review pricing structures for all services provided at project destinations. Two surveys were conducted during the period and results discussed with Tourism Management Teams at the destinations.

2.3 Improve organizational development/HR capacity

Tourism Awareness

This activity was planned to increase community understanding and awareness about ecotourism through a series of meetings at each of the destinations. The regional offices of the Ghana Tourist Board conducted three awareness sessions tailored for different target groups in each project community. The sessions focused on tourism and environmental conservation education.

Financial Management

The project planned to build the capacity of the Tourism Management Teams (TMTs) at each destination in management and bookkeeping skills. Building capacity in these areas is aimed at enhancing their ability to manage tourism activities at their respective destinations and thus ensure financial transparency of tourism revenues generated at the sites. The training modules and manuals were developed and delivered by Peace Corps Volunteers. Two training sessions were organized for selected members of the TMTs especially financial secretaries, secretaries and treasurers. This has helped to streamline accounting procedures at all destinations.

Interpretive training and Customer Service training

At site level, the project facilitated the training of community-members involved in day-to-day contact with tourists. The project sites identified key community members that have regular interaction with tourist and targeted these individuals for specialized training in tour guiding and customer service skills. Target groups for these training programs included catering and accommodation services providers and interpretive guides conducting tourists on nature walks and site interpretation. The training was designed and delivered by Hospitality Associates, a private training institute in the hospitality industry.

3.0 Project Implementation

The core project implementation team consisted of staff from NCRC (the lead implementing agency for all activities at the individual project sites), the Ecotourism Coordination Unit within the Ghana Tourist Board (GTB) and supported by technical advisors from SNV Netherlands Development Organization. GTB provided regional-level oversight for the project and had direct responsibility for implementing the marketing objective of the project.

The team adopted a standard project implementation methodology for the project. The project was carried out in the following phases: assessment, design/develop, implementation, and monitoring of results. The project was guided by an operational work plan and milestone list agreed to by all stakeholders. Due to the nature of the work plan, certain phases of the project were carried out concurrently. The community-level implementation responsibility rested on the Tourism Management Teams.

The main forum for work programming and monitoring was the National Community-based Ecotourism Project Steering Committee chaired by GTB. The project team reported progress to the steering committee on a periodic basis.

The team used standardized receipts, maintenance of transparent financial records at each site and periodic financial audits to monitor achievement of the revenue goal. In addition, progress reports were submitted to NCRC by each of the site development advisors on a quarterly basis and the team submitted quarterly progress reports covering the overall project to the project partners.

3.1 Project implementation at sites

Implementation of the project began with site-specific action plans drawn by the TMTs in each destination. The communities, through their TMTs, controlled the planning process to ensure that proposed developments took cognizance of local cultures, beliefs and needs. The project provides an ecotourism development advisor to advise the communities' Tourism Management Team (TMT) at each site.

Site level implementation rested highly on the TMTs with close supervision from the community development advisors. The project management team within NCRC and GTB guided these advisors. This approach was adopted to ensure participation of the community in line with the concepts of community-based ecotourism development.

Adopting this approach in the implementation of the project was not without challenges. The team experienced delays in the completion of activities alongside issues of non-compliance with agreed on activities. There were also issues of lack of communal labour at some sites especially regarding construction activities, and also with local politics affecting planned work by some communities.

3.2 Project Administration

Two field offices were mobilized in Kumasi and Bolgatanga to focus on implementation of planned activities with the project sites. These offices were provided with office equipment and staff hired to run the offices. The project received monthly advances from USAID and the two field offices subsequently received monthly advances for their respective operations.

After a year of running the project, the program budget was reviewed and finalized for 2003. Items approved during the second year included one Ford pick-up truck, two Yamaha DT 125 Motorcycles, and supplemental computer equipment for the NCRC head office in Accra. The Ford pick-up was stationed at the Kumasi office, and did enable NCRC to transfer its existing Nissan pick-up to the Bolgatanga office to assist in project implementation at the northern sites.

During the last quarter of 2003, the project applied to USAID for a four-month no-cost extension of the CBEP through the end of April 2004. The extension was granted and

enabled NCRC to ensure all activities planned were completed and for a smooth transition between phase 1 and 2 of the project. USAID was also presented with a concept paper for Phase 2 of the CBEP project. The financial performance of the project is presented in the table below;

Table. 1 Financial Report as at end of April 2004

Category	Expenditure at close of 2002	Expenditure at close of 2003	Expenditure at close of April 2004	Total
Personnel	372,776,988.36	1,019,516,959.58		
Fringe Benefits	22,783,860.66	63,913,854.43		
Equipment	441,489,500	496,296,737.50		
Construction	571,558,031.13	1,143,182,850		
Other	1,125,025,275.40	2,840,353,935.54		
Travel	207,409,589,500	479,524,853.50		
Contractual	-	5,375,000		
Total	2,741,043,245.05	6,048,164,190.55		
Budget %	43.49%	96%		100%

4.0 Project Results

This summary includes activities implemented on the project and their respective results over the 28-month period;

Activity Summary

<i>Activity</i>	<i>Results</i>
Objective 1: Improve Ecotourism Facilities:	
<i>Construct Interpretive Centres</i> Interpretive centers were provided at all sites except Sirigu, which already had a center.	Sites with functional visitor centers now have a central point from which to organize tourist services. Visitor centres now providing avenues for increased revenue generation through souvenir and beverage sales
<i>Improve Nature Trails</i> Trails developed and maintained at most sites Wildlife viewing platforms constructed at two sites Hippo hides and summer huts constructed at some sites	Increased activity alternatives are yielding more revenue opportunities
<i>Construct Toilet & Baths</i>	CBEP sites are now able to meet sanitary needs of their customers and to provide better services. Tour

Activity	Results
Toilet, bath and urinal facilities constructed at all sites	operators encouraged to include sites in their itineraries.
Create Interpretive Aids & Signs	Much more information at sites increases time spent at sites and yields more revenue generating opportunities.
Biodiversity surveys conducted and interpretive materials developed at some sites.	
Install Directional Signage	All sites are now easily recognized and located.
Directional signs installed at vantage locations leading to all sites	
Provide first aid & safety equipment	Sites now equipped for minor emergencies and to provide better services.
Safety equipment and first aid kits distributed to all sites	
Provide outdoor refuse facilities at each site	Sites improving refuse management. More work is still required.
Refuse facilities installed at all sites	
Objective 2: Improve Org Development & Organizational Capacity	
Produce brochures/Posters	Better information available on sites, resulting in more visitors.
Support local marketing promotions	Local marketing efforts are increasing Ghanaian visitor numbers, thus resulting in higher visitor numbers, but lower revenue per visitor numbers
Set up uniform receipt system:	Contributed to increased financial transparency and accountability
Receipts designed and printed for each site	
Conduct visitor surveys	Increased information for improved pricing of services and better marketing of sites
Two surveys conducted during the period	
Conduct Pricing review	
Pricing reviews conducted at individual sites as and when necessary	Increased revenue at sites
Objective 3: Improve Org Development & Organizational Capacity	
Conduct Tourism Awareness Sessions	Increased awareness in communities in tourism and conservation education and benefits of tourism
Three awareness sessions conducted at all sites	
Conduct customer Service & Interpretive Training	Skills of service providers have been enhanced, but more training is still required.
Training designed and delivered by Hospitality Associates	

<i>Activity</i>	<i>Results</i>
<p data-bbox="235 233 781 264">Conduct Financial Management Training</p> <p data-bbox="235 300 1118 361">Training designed and conducted by Peace Corps Volunteers. Two rounds of training delivered.</p>	<p data-bbox="1141 233 1495 331">Record keeping is improving, but more training is still required.</p>
<p data-bbox="235 373 570 405">Conduct Exchange Visits</p> <p data-bbox="235 436 786 468">Exchange visits conducted by TMTs in all sites</p>	<p data-bbox="1141 373 1487 434">Sites are now sharing ideas and experiences.</p>

4.1 Results on visitor days and revenue goal

Visitor days goal

The project achieved its visitor days goal of 20,000 paying visitor days over 24 months in the first 12 months of its implementation, closing at 22,590 paying visitor days. In general, the project registered the highest numbers in the third quarters of each year. The table below shows the performance of the individual sites over the reporting period;

Table 2: Project visitor days summary as at end of March 2004

Site	2002				2003				Quarter 9	Total
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8		
AMEDZOFE	341	422	736	628	606	505	709	615	513	5,075
LIATI WOTE	236	393	1,325	716	522	526	889	755	682	6,044
TAFI-ATOME	482	426	808	519	486	420	445	376	440	4,402
XAVI	5	0	7	32	43	60	63	143	143	496
Subtotal Volta	1,064	1,241	2,876	1,895	1,657	1,511	2,106	1,889	1,778	16,017
TONGO	41	22	109	101	127	315	222	124	158	1,219
SIRIGU	0	0	0	0	100	303	303	428	233	1,367
PAGA	736	2,124	2,337	629	1,250	1,730	1,483	1,013	781	12,083
WECHIAU	250	235	236	180	142	382	143	318	717	2,603
RED VOLTA	0	0	0	0	0	2	19	30	1	52
Subtotal Savanna	1,027	2,381	2,682	910	1,619	2,732	2,170	1,913	1,890	17,324
BOABENG-FIEMA	1,218	1,490	1,994	1,538	1,555	1,705	2,386	1,684	1,382	14,952
BOBIRI	367	296	334	473	573	604	632	353	345	3,977
BUNSO	0	65	58	0	191	225	717	287	513	2,056
DOMAMA	33	48	87	100	127	74	104	183	160	916
TANO BOASE	27	132	181	73	115	289	202	289	181	1,489
Subtotal Forest	1,645	2,031	2,654	2,184	2,561	2,897	4,041	2,796	2,581	23,390
Total	3,736	5,653	8,212	4,989	5,837	7,140	8,317	6,598	6,249	56,731

The project has shown a consistent increase in visitor days over the period with the typical increase in number during the third quarter of each year. Quarterly comparisons for 2002 and 2003 show this increasing trend. The visitor days goal performance of the project over the reporting period is illustrated graphically below;

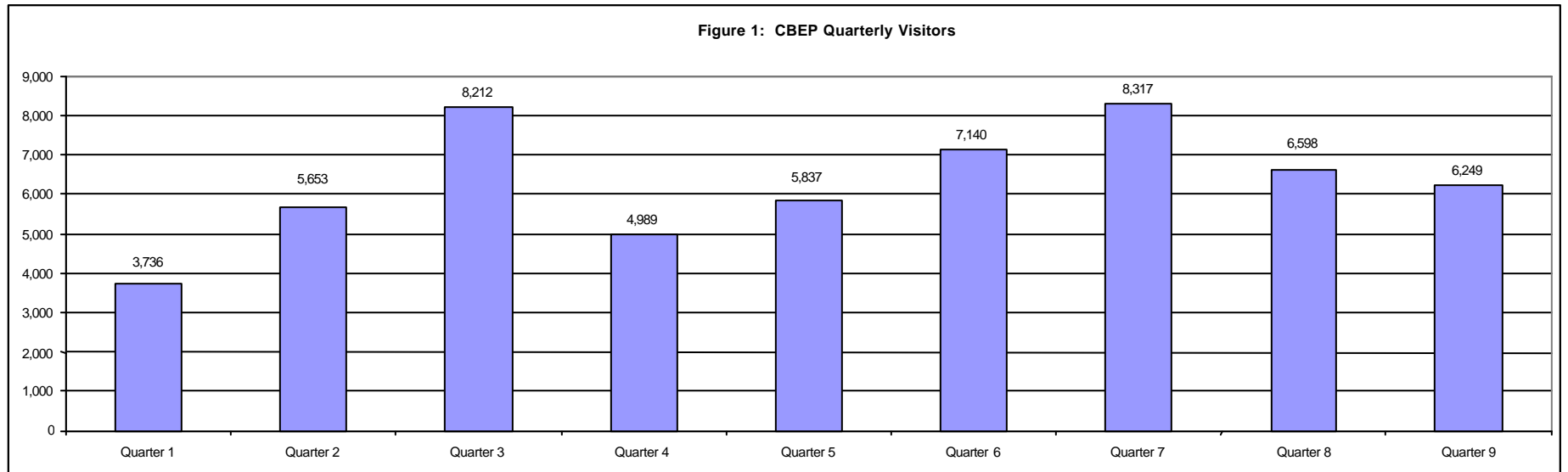


Fig. 1 Graph showing visitor days performance over project period

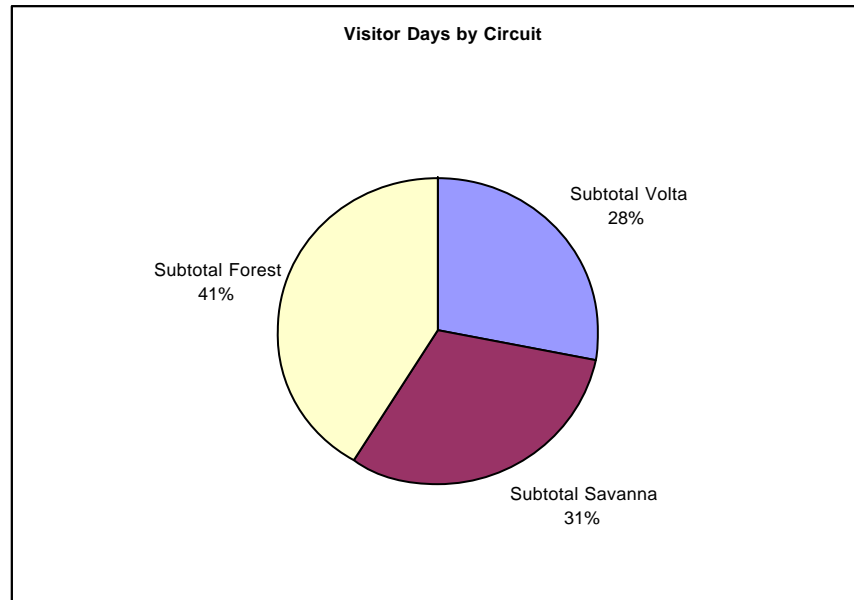
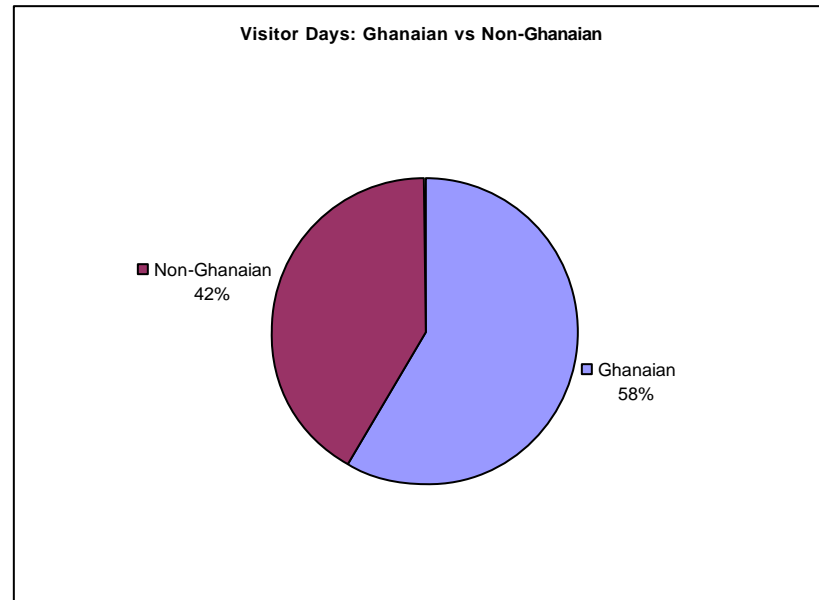


Fig. 2 Visitor days performance by circuits on project.

Fig. 3 Distribution of Ghanaian vrs non-Ghanaian visitors



Revenue Goal

The project has shown an increasing trend in revenue generation. Boabeng-Fiema in particular has shown significant gains given the quarterly comparisons between 2002 and 2003. The table below shows quarterly revenue performance over the project period;

Table 3: Project revenue summary as at end of March 2004

Site	2002				2003				2004	Total
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 5	Quarter 6	Quarter 7	Quarter 8	Quarter 9	
AMEDZOFE	6,582,000	4,313,000	5,989,000	6,937,000	6,943,000	9,103,000	11,276,000	11,657,000	9,227,000	72,027,000
LIATI WOTE	2,425,000	3,113,000	8,474,000	4,202,500	5,445,300	3,443,700	4,668,000	7,410,000	6,061,500	45,243,000
TAFI-ATOME	46,331,000	44,618,000	55,583,000	52,084,000	31,548,000	27,000,000	184,215,000	27,707,000	29,119,000	498,205,000
XAVI	0	0	105,000	489,000	458,000	540,000	927,000	2,332,000	990,000	5,841,000
Subtotal Volta	55,338,000	52,044,000	70,151,000	63,712,500	44,394,300	40,086,700	201,086,000	49,106,000	45,397,500	621,316,000
TONGO	150,000	338,000	3,104,000	3,165,500	2,780,000	2,571,000	3,358,500	5,866,000	3,720,000	25,053,000
SIRIGU	0	0	0	0	2,649,000	6,718,000	8,739,200	27,913,350	18,460,000	64,479,550
PAGA	2,029,000	2,856,000	3,824,000	1,835,000	2,534,500	4,844,500	9,306,000	6,259,000	4,563,000	38,051,000
WECHIAU	7,815,000	9,555,000	8,162,000	10,946,000	10,325,000	9,514,000	10,274,000	20,139,000	26,345,685	113,075,685
RED VOLTA	0	0	0	0	0	109,000	1,880,000	500,000	10,000	2,499,000
Subtotal Savanna	9,994,000	12,749,000	15,090,000	15,946,500	18,288,500	23,756,500	33,557,700	60,677,350	53,098,685	243,158,235
BOABENG-FIEMA	9,358,000	9,569,000	13,324,000	10,223,000	17,456,200	22,012,000	30,899,500	30,899,500	16,398,000	160,139,200
BOBIRI	5,319,000	11,154,000	14,218,000	12,036,000	11,245,333	11,677,000	11,129,000	8,377,000	8,189,000	93,344,333
BUNSO	0	0	0	0	381,500	2,858,000	3,764,000	3,067,000	4,194,000	14,264,500
DOMAMA	402,000	441,000	595,000	904,000	1,096,500	974,000	1,478,000	2,688,000	4,635,000	13,213,500
TANOBOASE	80,000	160,000	670,000	485,000	1,107,500	2,185,000	1,435,000	1,052,000	765,000	7,939,500
Subtotal Forest	15,159,000	21,324,000	28,807,000	23,648,000	31,287,033	39,706,000	52,426,500	46,083,500	34,181,000	292,622,033
Total	40,741,000	48,292,000	76,473,000	66,307,000	93,969,833	103,549,200	287,070,200	155,866,850	132,677,185	1,157,096,258

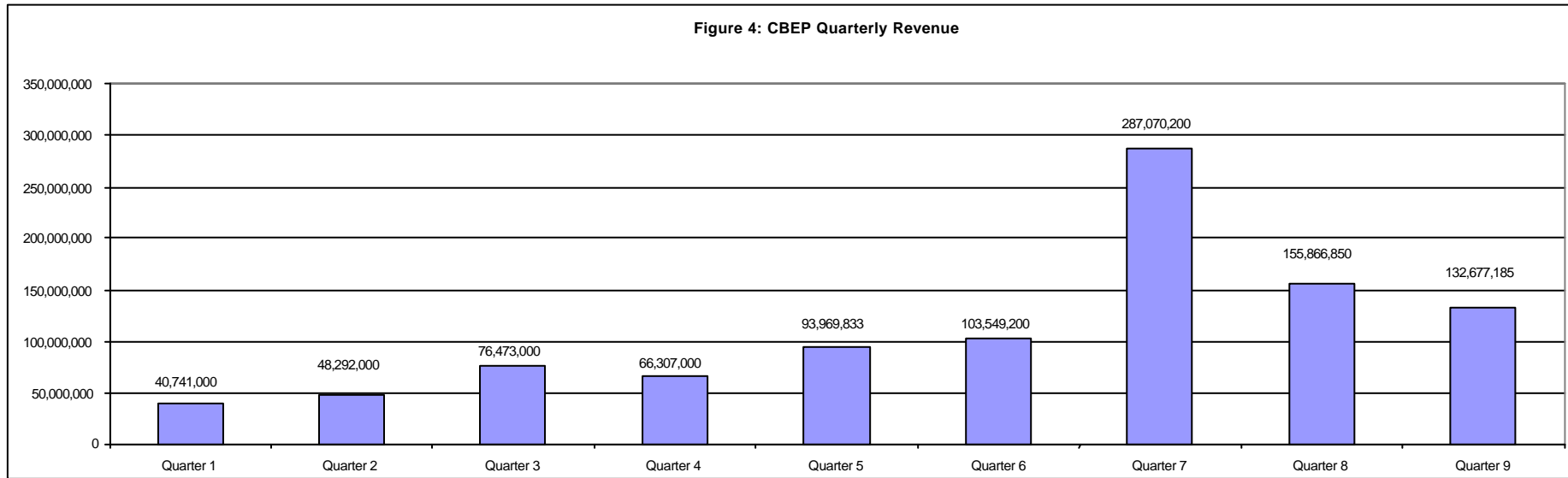


Fig. 4 Graph showing revenue performance over project period

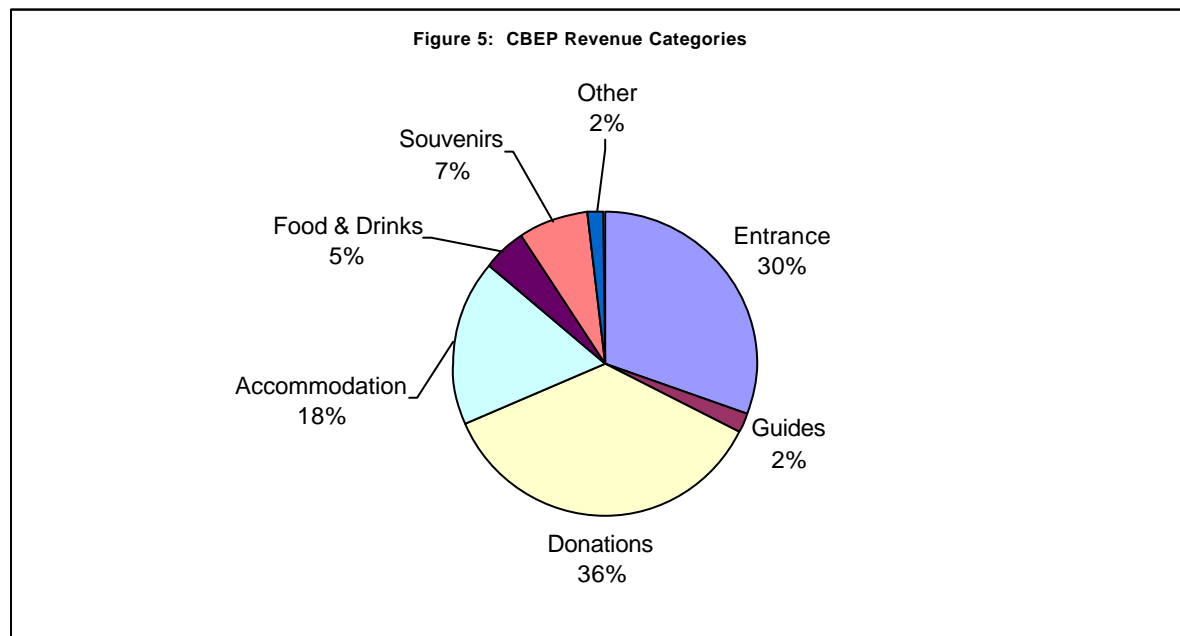


Fig. 5 Graph showing revenue performance by categories

Table 4. Summary of overall progress against goals as of March 2004

Year 2	Goal	Final Result*	Variance
Visitors	20,000	56,651	36,651
Revenue	\$140,000	\$160,708	\$20,708
Revenue/Visitor Day	\$7	\$2.84	-\$4.16

*Dollar values based on exchange rate at start of project of 7,200 cedis per dollar

Table 5. Highest revenue earners over project cycle

Site	Total revenue earned	%Increase over 1 st quarter 2002
Tongo Hills/Tengzug Shrines	¢3,720,000	2,380%
Domama	¢4,635,000	1,053%
Tano Boase	¢765,000	856%
Wechiau	¢26,345,000	237%
Liate Wote	¢6,061,500	150%
Paga	¢4,563,000	125%
Sirigu	¢18,460,000	No revenue 1 st Quarter 2002
Bunso	¢4,194,000	No revenue 1 st Quarter 2002
Xavi	¢990,000	No revenue 1 st Quarter 2002

Table 6. Highest visitor day increase over project cycle

Site	Total visitor days	%Increase over 1 st quarter 2002
Xavi	143	2,760%
Tano Boase	181	570%
Domama	160	386%
Tongo Hills	158	285%
Liate Wote	682	189%
Wechiau	717	187%
Bunso	513	No visitors 1 st Quarter 2002
Sirigu	233	No visitors 1 st Quarter 2002

5.0 Impact of Project on tourism sector in Ghana

The Community-Based Ecotourism Project has triggered enormous interest and also set the stage for ecotourism development in Ghana. It has received much attention at the national level due to the positive results it has delivered in terms of visitor numbers and revenue generation. In addition, it has created opportunities for rural communities to earn income and created tourism-related jobs through the conservation of local ecosystems and culture.

The project has contributed to improvements in facilities, improved marketing, and increased human resource capacity to manage the destinations. This has positioned the target communities to take advantage of numerous opportunities that hitherto would not be explored.

The project has contributed to widening the scope of tourism products being offered in Ghana by increasing the options available in the country. Ecotourism development in Ghana is currently likely to drive the growth of the tourism sector as the global market demand is shifting in this direction. By investing much more attention in this development area, Ghana will be poised to take advantage of the current global trend as the country is endowed with potentially viable opportunities that can be developed for tourism promotion.

6.0 Conclusion

The Community-based Ecotourism project has registered clear successes and also presented challenges for ecotourism development in Ghana. The increased revenue and visitor numbers at the project sites over the past twenty-eight months indicate success in achieving tangible benefits for the communities. Employment has been created and income earned at all of the sites supported. These gains need to be consolidated for the project to show a significant impact on reducing poverty. These gains are also reflected in the demand by other communities for assistance at potential ecotourism sites. The CBEP project has been approached by numerous communities, DAs, traditional leaders and other interested parties to assess and support resources identified as having tourism potential. The momentum created in this phase of the project has clearly boosted interest and commitment to ecotourism development in the country.

Appendix 1 Impact of project on sites' development

Amedzofe

1.0 Brief site description

Amedzofe has moved from a lack of ownership of the tourism project from the early stages to completely taking responsibility for running the project. Amedzofe has been an up and doing community during the implementation of the project. Currently the site has grown to the point of keeping permanent tour guides and a receptionist at their visitor center. The Tourism Management Team has helped a great deal in implementing activities on the project. The community itself is highly motivated and the traditional leaders offered much support to the project. Amedzofe is feature in all the travel guide books on Ghana and had been receiving visitors for quite some years before the project began.

2.0 Progress made on project

The Amedzofe Planning and Tourism Committee (APTOC) guided the implementation of project activities. The committee took control of the project right from the preparation of an action plan with decision being taken at the local level. Developments at Amedzofe through the project are;

Visitor Center

- Upgrading of Visitor reception room-ceiling and painting done
- Construction of two summer huts at the foot of Mt. Gemi and along trail to waterfall
- Development of new trails
- Provision of furniture and telephone connection
- Construction of one water closet toilet with tank-fed water supply
- Provision of first aid and safety equipment
- Provision of refuse facilities

Amedzofe benefited from marketing and training programmes outlined earlier on.

The table below shows near consistent revenue growth from second quarter in 2002, and an increasing trend in terms of visitor days. The first quarter of each year is consistently the slowest of the year in the Ghanaian tourism market, yet the trend at Amedzofe is quite different. The first quarter of 2002 registered the highest revenue per visitor day. The quarter in question had the lowest visitor days over the period but a relatively good revenue figure due to the fact that prices were reviewed to match the level of service provision, which were at the beginning not worth the rates being charged. The site did not show any marked difference between the third quarters of 2002 and 2003 in visitor days but a significant increase in revenue. In general Amedzofe has performed well in terms of showing increasing revenue over the period.

Visitor days and revenue performance

Quarterly Revenue and Visitor number trends at Amedzofe

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	6,582,000	4,313,000	5,989,000	6,937,000	6,943,000	9,103,000	11,276,000	11,657,000	9,227,000	72,027,000
Visitor days	341	422	736	628	606	505	709	615	513	5,075
Rev/Visitor	19,302	10,220	8,137	11,046	11,457	18,025	15,904	18,954	17,986	14,193

3.0 Opportunities identified

Strengths of Amedzofe:

Amedzofe has the potential to be a unique attraction for many tourists as it offers a pleasant weather throughout the year together with its scenic views. The German missionary activities several decades in the community can also be of interest if well developed and packaged. In addition, there is already a strong demand to extend this experience to include other surrounding Avatime communities (Amedzofe is one). A hiking trail linking Amedzofe to Biakpa through Vane and then to Tafi Atome will be a strong draw for many tourists. A survey in 2002 indicates that already 85.7% of visitors to Amedzofe intend to or have visited other nearby attractions, especially Tafi Atome. There is strong support for this to happen and the various communities are eager to develop this idea. Already there is an on-going effort in Biakpa working towards this idea.

Challenges at Amedzofe:

The main challenge at Amedzofe remains with the bad state of the road to the community, although it can be an adventurous experience in itself for some tourists. A visitors' survey conducted in 2002 showed that 31.6% of visitors traveled by public transport and these same group did not spend the night. This implies that the majority of tourists, about 68.4% spend a night or more, probably as a result of the nature of the road and the ease of finding transport out of the community. This can be viewed positively as it is in effect contributing to increased visitor days for the project. However, an improvement in the condition of the road will also result in increased numbers of visitors and repeat visits.

Amedzofe needs to improve on souvenir sales. At the moment, the site is not doing well in that regard and needs to concentrate on developing this income generating source. Further the site is weak in entertaining visitors. There is no well organized drumming and dancing being offered at the site. Visitors also prefer to have more places where they could buy food at short notice and with a wider variety.

Future Plans for Amedzofe:

Amedzofe plans to work to provide interpretive aids and materials to enhance the experience at the site. There is also a huge potential to generate much income from accommodation facilities and so the tourism committee is working earnestly to secure a lease agreement with the Volta Regional Coordinating Council on their guesthouse, which is currently being under utilized. The site also plans to extend the trail to the waterfall and to the other surrounding communities so as to offer a wider experience and to allow visitors to spend more time.

Boabeng-Fiema Monkey Sanctuary

1.0 Brief site description

Boabeng-Fiema is a mature site compared to the other project sites. It has enjoyed and still enjoys technical support from staff of the Ghana Wildlife Division and is one of the oldest ecotourism sites being developed in Ghana. It is the top attraction in the Brong Ahafo Region and generates the highest visitor days followed by Paga on the CBEP. It is actually the best performer in terms of revenue compared to Tafi Atome due to the fact that donations form an insignificant contribution to its overall revenue. The site was chosen for the celebration of the 2003 World Tourism Day in Ghana and has received much coverage both locally and on the international scene. It continues to attract many scientists in the field of ecology and anthropology.

2.0 Progress made on project

The Boabeng-Fiema Tourism Management Team which involves members from the Boabeng and Fiema communities have been involved in the implementation of project activities from the beginning. Working with the team (which has been in place for a while) however has not been smooth as the team exhibited a lukewarm attitude to work over a long period. The chief and their subjects made a change to the constitution of the team along the line and this team worked together with a selection of the community to draw up a draft constitution to guide their operations. The communities still appear to not to be self motivated despite the huge opportunities they can take advantage of. The various activities implemented at the site include;

- Construction of an interpretive room
- Provision of furniture
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Provision of benches along trails
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Boabeng-Fiema also benefited from marketing and training programmes outlined earlier on.

Visitor days and revenue performance

Quarterly Revenue and Visitor number trends at Boabeng-Fiema

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	9,358,000	9,569,000	13,324,000	10,223,000	17,456,200	22,012,000	30,899,500	30,899,500	16,398,000	160,139,200
Visitor days	1,218	1,490	1,994	1,538	1,555	1,705	2,386	1,684	1,382	14,952
Rev/Visitor	7,683	6,436	6,682	6,647	11,226	12,910	12,950	18,349	11,865	10,710

Boabeng-Fiema has performed very well in consistently increasing revenue generated at the site. The percentage growth over the fourth quarter of 2002 and that of 2003 is over 300%. The trend in visitor days over the period has followed the usual pattern in the Ghanaian tourism market. Visitor days have increased over the reporting period especially reflecting in the numbers in 2003. The site showed a significant increase in revenue in the third quarter of 2003 compared with the same period in 2002 although no marked difference in visitor days was registered. This is as a result of pricing reviews conducted during the period. Boabeng-Fiema has the potential to generate more revenue than it is currently doing, as the site is not actively selling souvenirs and local arts and crafts.

3.0 Opportunities identified

Strengths of Boabeng-Fiema:

Boabeng-Fiema has the potential to draw many visitors. The site is well known both locally and internationally and has been a place of interest for much scientific work. The site can be promoted to offer potential tourists interested in doing an off-road mountain bike trail linking destinations geographically located within the Techiman and Kintampo area including Boabeng-Fiema Monkey Sanctuary, Tano Boase Sacred Grove and Buoyem Bat Sanctuary. There is also the huge potential to generate a lot of income from the sale of souvenirs and local arts and crafts, which is at the moment not being tapped. Enhancing the experience at Boabeng-Fiema to include other cultural activities is likely to gain lots of interest and patronage.

Challenges at Boabeng-Fiema:

The main challenge at Boabeng-Fiema remains with the state of the road to the community. It is particularly bad in the rainy season. This has been a source of worry for many tourists who travel especially by public transport and also have to pay so much money when they have to charter a taxi. Boabeng-Fiema receives a lot of day visitors, about 62% (from visitor survey in 2002), resulting in low revenue per visitor days. The guesthouse being operated by the community has only six rooms and this does not allow for accommodating a lot of tourists. A private entrepreneur is currently operating a hotel about 6km away from the sanctuary to take care of overflows from the community guesthouse. This facility is receiving a lot of patronage and is being positively competitive for the sanctuary to drive them to improve on services being offered.

The community as mentioned earlier on is not self motivated. The challenge remains with getting the community members to be in control of their own affairs. Without external forces like Peace Corps volunteers, and staff of Ghana Wildlife Division and NCRC, the tourism management team tends to be inactive in managing their project. In addition, issues of rivalry between the two communities keep coming up and do affect the effectiveness of community members managing the project.

Future Plans for Boabeng-Fiema:

Boabeng-Fiema plans to furnish their interpretive room with interpretive aids and materials to enhance the experience at the site. The site also plans to improve on accommodation and catering services being provided and to incorporate drumming and dancing activities in the tour package offered.

Bobiri Forest and Butterfly Sanctuary

1.0 Brief site description

Bobiri Forest and Butterfly sanctuary has been designated as a research station since the 1960s. It is under the management of the Forestry Research Institute of Ghana (FORIG), one of the subsidiaries of the Council for Scientific and Industrial Research (CSIR). However, one peculiarity about this site is that the entry to the attraction is the Kubease community. The community is the first stop for all tourists before doing a 3km hike or drive to the forest. This peculiar case presents enormous opportunities for the community to take advantage of. The community at the moment is not taking full advantage of the opportunities available but it is hoped that with time this will pick up. The main challenge at this site is getting the community to be highly involved in this effort. The community itself does not appear to be self-motivated. It continues to attract many scientists in the field of ecology, entomology and forest management, and was awarded the tourist attraction of the year 2003 in the Ashanti Region.

2.0 Progress made on project

The Bobiri Tourism Management Team which involves members from FORIG and the Kubease community have been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Construction of visitor reception room at Kubease
- Provision of furniture in reception at Kubease
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Construction of one seat KVIP at Kubease
- Development of new trails
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Bobiri forest and Butterfly Sanctuary also benefited from marketing and training programmes outlined earlier on.

Visitor days and revenue performance

Quarterly Revenue and Visitor number trends at Bobiri

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	5,319,000	11,154,000	14,218,000	12,036,000	11,245,300	11,677,000	11,129,000	8,377,000	8,189,000	93,344,300
Visitor days	367	296	334	473	573	604	632	353	345	3,977
Rev/Visitor	14,493	37,682	42,569	25,446	19,625	19,333	17,609	23,731	23,736	23,471

Bobiri has shown an upward trend in revenue and visitor days taking first quarter comparisons in each year. Revenue comparisons for the first quarter of 2002 and 2003 shows an increase of about 112%. Visitor days increased by 56% by the same quarterly comparison. Overall, the site does not show any significant increases in the second year. This could probably be explained by the fact that services (catering and accommodation) have not been satisfactory. The site has experienced changes in staff and so most of people who were taken through the training programmes are no more at the site. Bobiri and Kubease have the potential to generate more revenue than they are currently doing, as the site is not actively selling souvenirs and local arts and crafts. The community is also not being proactive in this regard.

3.0 Opportunities identified

Strengths of Bobiri:

Bobiri has the potential to draw many visitors. It is located 3km off the main Accra-Kumasi road and so is easy to reach. There is a guesthouse at the site with a manager assigned by FORIG to manage the site. The site is well known both locally and internationally and continues to be a place of interest for much scientific work. Enhancing the experience at Bobiri to include cultural activities by the Kubease community is likely to gain lots of interest and patronage. Camping within the forest is likely to be a high selling product.

Challenges at Bobiri:

The main challenge at Bobiri remains with the lack of motivation by the Kubease community to tap into the huge opportunities being offered by the project. The next challenge is also to get the community and FORIG to establish a closer relationship than it is currently.

Future Plans for Bobiri:

Bobiri plans to renovate and furnish their dilapidated wooden house that also serves as an interpretive room with interpretive aids and materials to enhance the experience at the site. The site also plans to improve on accommodation and catering services being provided and to strengthen the relationship between the two key stakeholders. The Kubease community also plans to start working seriously on creating and developing income generating ventures.

Bunso Arboretum

1.0 Brief site description

The Plant Genetic Resources Centre (PGRC), also a subsidiary of the Council for Scientific and industrial Research (CSIR), manages Bunso Arboretum. Several communities that are being involved in the project surround the arboretum. The site started working on ecotourism development in the year 2002 and so is quite young in that regard. The PGRC has taken so much interest in developing and promoting ecotourism such that they have employed permanent staff to run the ecotourism operations of the center. The center is currently taking active steps to involve the surrounding communities to create opportunities for community members as well as entire communities to benefit from the ecotourism enterprise. The site has made impressive gains in drawing visitors within the short period of its operations.

2.0 Progress made on project

The Bunso Tourism Management Team which involves members from PGRC have been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Construction of visitor centre
- Provision of furniture in visitor centre
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Provision of benches at reception area
- Development of new trails
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Bunso forest and Butterfly Sanctuary also benefited from marketing and training programmes outlined earlier on.

Visitor days and revenue performance

Quarterly Revenue and Visitor number trends at Bunso

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	0	0	0	0	381,500	2,858,000	3,764,000	3,067,000	4,194,000	14,264,500
Visitor days	0	65	58	0	191	225	717	287	513	2,056
Rev/Visitor	0	0	0	0	1,597	12,702	5,250	10,686	8,175	6,938

Bunso has made impressive progress in drawing visitors despite being a late starter. The site only started making money after a year into the project. It started receiving school children on excursions without taking any fees until 2003 when facilities had been improved to warrant the site to start charging fees. As the above table shows, it has since then continuously made significant increases in revenue and continues to attract a lot of tourists.

3.0 Opportunities identified

Strengths of Bunso:

Bunso is drawing a lot of visitors though its just started to market itself. It is located few kilometers off the main Accra-Kumasi road and is easy to reach. It has the potential to be a stop over for people traveling on this route and this can generate so much revenue given the traffic on the route. The site is currently leased a guesthouse belonging to the Eastern Regional Coordinating office and this has contributed immensely to increasing revenue. It is currently actively engaged in discussions with the Cocoa Research Institute of Ghana (CRIG), located few kilometers from the arboretum to see how best to diversify the products to be offered as part of the experience and also as souvenirs. The CRIG is currently producing cocoa products that will easily attract a lot of market and so this collaboration is likely to yield many results.

Challenges at Bunso:

The main challenge at Bunso is the availability of accommodation facilities. The government guesthouse can accommodate only six people at a time. Secondly, there is also the issue of the regional office attempting to withdraw the use of the guesthouse for their own perusal, leaving the site without accommodation facilities for tourists. The site is yet to start arranging homestays within the surrounding communities and this is likely to take some time to organize.

Future Plans for Bunso:

Bunso plans to develop interpretive materials for the site. The site also plans to enrich the experience by diversifying the package to be offered tourists. The site plans to start arranging cultural activities and homestays. It also plans to actively engage the surrounding communities in this effort.

Tagbo Falls/Mt. Afadjato

1.0 Brief site description

This is one of the communities that have strongly embraced the concept of the project. The chief and his subjects have supported the project from its inception in 1996. It has the highest mountain in Ghana and had been receiving tourists even before the CBEP started. The site has received a number of tourism awards and is working to further open up the community to other opportunities.

2.0 Progress made on project

The Liati Wote Tourism Development Committee has been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Construction of visitor centre
- Provision of furniture in visitor centre
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Construction of two bridges over stream on trail to waterfall
- Improvements to trail leading to Mt. Afadjato
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Liati Wote also benefited from marketing and training programmes outlined earlier on.

Visitor days and revenue performance

Quarterly Revenue and Visitor number trends at Liati Wote

	2002				2003				2004	
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	Total
Revenue	2,425,000	3,113,000	8,474,000	4,202,500	5,445,300	3,443,700	4,668,000	7,410,000	6,061,500	45,243,000
Visitor days	236	393	1,325	716	522	526	889	755	682	6,044
Rev/Visitor	10,,275	7,921	6,395	5,869	10,432	6,547	5,250	9,815	8,888	7,486

The above table testifies the impact the project has made on the site. It shows a consistent increase in visitor days and revenue from the first quarter of 2002. Visitor days have increased by 121% by comparing first quarter data in 2002 and 2003. Revenue also increased by 124% over the same period of comparison. Overall, the site has made remarkable gains in generating income.

3.0 Opportunities identified

Strengths of Tagbo/ Mt. Afadjato:

Liati Wote is well positioned to take advantage of the opportunities presented by the project. It has a six-room guesthouse and has started arranging homestays. Services at Liati Wote are quite impressive and the community is eager to improve on the overall experience at the site. They have begun to incorporate other attractions (e.g. bee keeping and mushroom farm tours) into their tours. The youth leaders in the community have begun to work on developing a craft center within the community to help create more jobs and income for the people. There is also the potential to develop a waterfall and hiking experience with other surrounding attractions such as the Agumatsa waterfall and the Gbledi area.

Challenges at Tagbo/ Mt. Afadjato:

The main challenge at Liati Wote bothers on developing the sale of arts and crafts. This is likely to yield many results if well organized.

Future Plans for Tagbo/ Mt. Afadjato :

Liati Wote plans to develop interpretive materials for the site. The site also plans to establish the arts and crafts centre and to create the opportunity for the youth in the community to learn some skills that will generate income for their livelihoods.

Tafi Atome Monkey Sanctuary

1.0 Brief site description

Tafi Atome Monkey Sanctuary is one of the well-known and publicized ecotourism attractions in Ghana. It is one of the oldest sites on the project in comparison to most of the sites. The site has received international exposure particularly through a visit to the UK by school children within the community in a cultural performance. It has also received global exposure through the publication of the World Tourism Organisation on Sustainable Ecotourism best practices. The site has the potential to grow and to generate much more income than it is currently doing. Various development projects have been completed and initiated as a result of the ecotourism enterprise being promoted. The site has had its own challenges with local politics strongly at play within the community.

2.0 Progress made on project

The Liati Wote Tourism Development Committee has been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Upgrade visitor centre
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Development of trails
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities
- Production of brochures/Posters
- Tourism awareness sessions
- Financial Management training

Quarterly Revenue and Visitor number trends at Tafi Atome

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	46,331,000	44,618,000	55,583,000	52,084,000	31,548,000	27,000,000	184,215,000	27,707,000	29,119,000	498,205,000
Visitor days	482	426	808	519	486	420	445	376	440	4,402
Rev/Visitor	96,122	104,737	68,791	100,354	64,914	64,286	413,966	73,689	66,180	113,177

Tafi Atome is the leading site in terms of inflows as a result of tourism activities. The site has received significant amounts of donations for various development efforts within the community and this accounts for the high revenue figures being reported. From the table, it is clear that visitor days have not increased significantly over the period. The site is not making active efforts at increasing their revenue stream and seems to be comfortable with the amounts being generated at the moment.

3.0 Opportunities identified

Strengths of Tafi Atome:

Tafi Atome can capitalize on the high publicity its been given to improve on the experience offered to tourists. It has the potential to draw a lot of tourists if the product is diversified and services also improved.

Challenges at Tafi Atome:

The main challenge at Tafi Atome has been with leadership. Tafi Atome had a Peace Corps volunteer in the first year of the project but the volunteer had to leave the community due to the community politics that was going on. A new Tourism Management Committee had to be formed and for about five months the project had to put all activities on hold at the site. This was to enable them settle their differences and to commit to focusing on the project. The site has had no volunteer since then and is not likely to have any in the coming future. This implies that the site will have to battle with management and product development issues by themselves. The site in particular needs a lot of capacity building efforts to be able to functions effectively.

Future Plans for Tafi Atome:

The site has a guesthouse that can accommodate only four people at a time. This results in less revenue, as most tourists tend to be day visitors. The community is currently building a six-room guesthouse with local materials and with funds from the tourism project. The site also needs to work on developing interpretive aids and signs to enhance the experience offered to tourists.

Tano Boase Sacred Grove

1.0 Brief site description

Tano Boase Sacred Grove is one of the young sites on the project. There is full community support for the project and the Tourism Management Team has been up and doing. It is also one site that had enjoyed the funding and technical support of another conservation NGO-Ghana Association for the Conservation of Nature (GACON). There had been many conservation initiatives undertaken by the organization and the site was at a stage where ecotourism development was the next agenda. In general, the site is doing very well in terms of revenue generation.

2.0 Progress made on project

The Tano Boase Tourism Management Team has been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Upgrade of ranger house that also serves as a visitor reception centre
- Landscaping around visitor center
- Provision of rain water collection system
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Improvements to trail in the grove
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Tano Boase also benefited from marketing and training programmes outlined earlier on.

Quarterly Revenue and Visitor number trends at Tano Boase

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	80,000	160,000	670,000	485,000	1,107,500	2,185,000	1,435,000	1,052,000	765,000	7,939,500
Visitor days	27	132	181	73	115	289	202	289	181	1,489
Rev/Visitor	2,963	1,212	3,702	6,644	9,630	7,560	7,104	3,640	4,227	5,332

The table above shows a remarkable growth pattern by the site. Visitor days increased by 326% by comparing first quarter numbers in 2002 and 2003. Revenue figures over the same period increased by 1284%. Other quarterly comparisons show a significant increase over the period. The site started with very few visitors, mostly school children from schools in the Brong Ahafo Region who could not pay high fees, but with time business is picking up. Over the two years, the site has generated ₵7,939,500, which is impressive. One main challenge, however is to create avenues to generate more income as the site is virtually not even engaged in selling any souvenirs aside T-shirts.

3.0 Opportunities identified

Strengths of Tano Boase:

The enthusiasm of the community for the success of the project is its major strength. Tano Boase also has a very rich historic and cultural base relating to the Bono tribe in Ghana that can be developed as an additional product. Tano Boase is located on the main Techiman-Tamale road and so is easy to reach. It offers an ideal stop over for those traveling to the south or north of the country and has a huge potential to become a highly patronized site.

Challenges at Tano Boase:

There are two main challenges at Tano Boase and these are with marketing and creating more income generating avenues. The site needs a lot of marketing efforts to be able to increase its patronage. Secondly, it needs to focus on creating avenues to increase its revenue base. The driving force and leadership on the project has been the chairman of the tourism team. The challenge here is to get other to be equally committed in times when the chairman cannot play this role

Future Plans for Tano Boase:

The site plans to develop interpretive materials to enhance the experience offered tourists. In addition, it has started providing accommodation services at the ranger house and will start arranging homestays.

Tongo Hills/Tengzuk Shrine

1.0 Brief site description

Tengzug has the potential to be a leading revenue generator on the project, but remains entangled in subtle community power politics, which limits the progress of the tourism committee. As one of the newest of the Phase 1 communities participating in the project, after Sirigu and Widnaba, Tengzug has developed quite quickly. In early 2003, Tengzug was the leading revenue generator in the Upper East Region, however, the community has since remained stagnant while other communities in the region have seen major growth in revenue. Despite these challenges, Tengzug remains one of the most highly rated experiences by visitors, and is therefore well poised to capture a greater number of visitors and revenue in the future.

2.0 Progress made on project

Tengzug also opted to use local materials and architecture for its Visitor Centre. There are several strict rules on building materials near the shrine, including a ban on thatch roofs. The design for the centre was to construct a model house that would serve as an interactive visitor centre and a separate office and interpretive room for visitor reception. Later a storeroom was added. The storeroom was constructed with cement, but was roofed and plastered with local materials.

Tengzug chose T-shirts and stickers for its local marketing campaign, and was one of the first sites to fully distribute its brochures. This resulted in a surge in Ghanaian visitors, and a drop in revenue per visitor day figures. Tengzug also used some interpretive aid funds to stock the model house with local items that would have traditionally been used by men and women in the Talensi culture.

Tengzug did not have a Peace Corps Volunteer for the first year of CBEP implementation. However, NCRC was able to collaborate with the District Assembly and local community leaders to renovate a teacher's bungalow for a volunteer at a cost of 14.4 million cedis. All funds were provided by the District Assembly. There has been a volunteer at Tengzug since December 2002.

The table below shows that Tengzug is on a consistent growth pattern and shows significant increases in 1st Quarter revenue figures for each year of the project. 2003 revenue was **13,380,000**, where 2002 revenue was **6,757,500** or an increase of 198%. 2003 visitor numbers were **788** where 2002 visitor numbers were **273**, or an increase of **289%**. Revenue per visitor day ranged from an average of **24,753** in 2002 to **16,980**, in 2003, a figure that reflects that greater number of Ghanaian visitors who now visit the community.

Quarterly Revenue and Visitor number trends at Tengzug

	2002				2003				2004
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9
Revenue	150,000	338,000	3,104,000	3,165,500	2,780,000	2,157,000	2,577,000	5,866,000	3,720,000
Visitors	41	22	109	101	127	315	222	124	158
Rev/Visitor	3,658	15,363	28,477	31,342	21,889	6,848	11,608	47,306	23,544

3.0 Opportunities identified

Strengths of Tengzug:

Tengzug is a very unique community due to its rocky landscape and the adherence of the local people to tradition. Tengzug is also well known internationally due to several books and papers written on the Talensi Culture by anthropologist Meyers Fortez in the 1920's and 1930's. In addition, Tengzug stands to be nominated for inclusion in UNESCO's list of World Heritage Landscapes. Tengzug is a very close-knit community, which can be easily organized from the Chief's Palace. The committee functions well, and was able to function on its own for the majority of 2002. In addition, the community leadership all have experience in and understanding of the tourism industry, as they have been receiving visitor's for years.

Challenges at Tengzug:

The biggest challenge at Tengzug is the local politics that take place within the Chief's House. The two leaders of the house, and thus the community, are often in disagreement with one another and do not always work together. In addition, these two leaders often play a very "hands off" role in the tourism committee, intervening only when doing so will suit their individual interests.

The Chairman of the Tourism Committee is very talented, but also has a drinking problem. The Chairman's alcoholism has stalled progress at Tengzug, because little ever seems to be accomplished in his absence. The ability of the other committee members drops off substantially after the chairman.

Tengzug experienced problems with its office structure during the heavy rains of the 2003 rainy season. As a result a large section of the structure collapsed. The implementation team determined that the collapse occurred due to several short-cuts taken by the tourism committee during the construction, including decreasing the size of the foundation, building in a water logged area, and not using a proper mason to reduce costs. The implementation team forced the committee to use their revenue to re-build the structure, which is currently in progress.

Future Plans Tengzug:

Tengzug plans to develop several trail and tour options. These tours will include the shrine tour and chief's house tours, which are currently being offered, a tour of area caves and rock formation, and a tour to the White Volta to view birds and other wildlife. With the completion of the office/visitor centre, the TEC plans to begin offering drinks for sale in addition to souvenirs. A draft plan for interpretive signage has been developed.

Paga Crocodile Pond

1.0 Brief site description

Paga has been a challenge to the implementation team for several reasons. However, recent developments show there is potential to vastly improve on the organizational structure of the tourism management team to fully capitalize on Paga potential in the near future. Paga is actually a collection of independently managed attractions that includes the Chief Crocodile Pond, the Zenga Crocodile Pond, the Nania Slave Camp at Pikworo, and the Chief's Palace. In addition, the Cultural Group is part of the tourism project. Each attraction is managed by local committee with representatives of each attraction committee coming together to form the overall Paga Ecotourism Committee. Paga has consistently received the highest number of visitors on the project after Boabeng Fiema, but has also consistently recorded the lowest revenue per visitor figures.

2.0 Progress made on project

Several decisions regarding implementation of the CBEP at Paga were made early on by the TEC and the Peace Corps Volunteer. The decisions were that infrastructure development should be spread across all the attractions, and that local architecture and materials would be used, where feasible, to maximize the number of activities that could be implemented. As a result the following infrastructure improvements were made at Paga:

Visitor Center

- Construction of Visitor reception and craft shop room in a walled compound
- Construction of summer hut in compound, and storage room.
- Construction of 2 seat water closet and showers with tank-fed water supply
- Construction of bridge leading from the main highway to the visitor centre.

Chief Pond

- Renovation of summer-hut

Zenga Pond

- Construction of summer hut
- Construction of storage room

Nania Slave Camp

- Construction of summer hut
- Construction of storage room
- Construction of single-seat KVIP & urinal

Chief Palace

- Renovation of several rooms and traditional structures for palace tour

Paga benefited from the same marketing activities as other sites. Equipment provision and training opportunities were divided among the separate attractions to ensure fairness. Because Paga had a very active Peace Corps volunteer, Paga was one of the few CBEP sites to benefit from additional signage. Welcome signs were placed at each of the primary attractions, and signs were also installed at the Slave Camp to mark key sections of the tour.

Paga also benefited from several visits by USAID personnel, having its Visitor Centre launched by the US Ambassador, and a visit by a CNN film crew in April 2004.

Quarterly Revenue and Visitor number trends at Paga

	2002				2003				2004
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9
Revenue	2,029,000	2,856,000	3,824,000	1,835,000	2,534,500	4,844,500	9,306,000	6,259,000	4,653,000
Visitors	736	2124	2337	629	1,250	1,730	1,483	1,013	781
Rev/Visitor	2,757	1,344	1,636	2,917	2,028	2800	6,275	6,179	5,957

The table above shows consistent revenue growth, but a declining number of visitors. The first quarter of each year is consistently the slowest of the year in the Ghanaian tourism market, yet Paga shows significant increases in 1st Quarter revenue figures for each year of the project. 2003 revenue was **22,944,000**, where 2002 revenue was **10,544,000** or an increase of 118%. 2003 visitor numbers were **5,476** where 2002 visitor numbers were **5,826**, or decrease of 6%. Revenue per visitor day ranged from an average of **4,190** in 2002 to **1,809**, in 2003, a figure that reflects the impact of a price increase at Paga that was implemented in June 2003.

3.0 Opportunities identified

Strengths of Paga:

Paga's primary strength is its strong visitor base and the fact that it has been promoted by the Ghana Tourist Board for many years. In addition, Paga is prominently featured in all of the major guide books that mention Ghana. Paga is well positioned to generate increased revenue from this strong visitor base. In addition, Paga has not yet developed many alternative experiences for visitors, nor has it fully developed alternative revenue generation options such as food & drink sales and souvenir sales. The Slave Camp at Nania will be a strong draw for African American visitors as their patronage to Northern Ghanaian destinations increases.

Challenges at Paga:

The primary challenge at Paga has been a lack of leadership. Most of the committee members have been more concerned over their own attraction's success, or their personal well being. Guides at the attractions are unsupervised, and as a result there is a great deal of revenue and visitors to the attractions that go unreported. The Paga

Pio (paramount chief) intervened in October 2003 by dissolving the old committee and establishing a new committee. The new committee now includes members who are senior citizens of Paga and who are well respected community members. However, the new committee still lacks a direct connection to the day-to-day management of the individual attractions and as a result, revenue collection is still weak. 1st Quarter 2004 visitor and revenue #s are down compared to the same period in 2003.

The other challenge at Paga is the question of centralized registration. The new committee feels that a centralized registration and payment point will minimize the opportunities for guides to hide revenue. This is a laudable idea, but its implementation will be challenging. Most visitors who bring groups to Paga are used to going straight to the attractions, rather than stopping at the visitor centre. It will take a concerted effort on the part of all involved, and a great deal of time and patience to make the shift to a centralized registration process. The old committee had been charged with re-roofing the craft shop which collapsed before the US Ambassador's visit in August 2003. The new committee has taken on this challenge and has not only roofed the craft shop, but has also re-roofed the main visitor center as well.

Finally, sanitation remains a key concern at Paga. Not only is Paga a large town that generates a significant amount of waste, staff of the attractions do not take pride in their work, and are often content to leave rubbish lying about the attraction, even when they are on duty.

Future Plans for Paga:

There were three interpretive maps designed for Paga during Phase 1 that will be produced with Phase 2 funds. These maps, in the form of tri-fold brochures, include a town map, a map of the Chief's Palace, and a map of the slave camp. Centralized registration and improved souvenir, food, & drink sales will provide a big boost to Paga's revenue base, and to its revenue per visitor day figures. If the community, private entrepreneurs, or the District Assembly can secure and renovate some of the old chalets from the Divestiture Committee, then Paga could also begin to benefit from accommodation revenue.

Sirigu Pottery and Arts

1.0 Brief description of site

Sirigu has become the darkhorse of the CBEP. A late entrant to the project, Sirigu is now poised to become the largest revenue generator on the project. Quarterly revenues for the 1st quarter of 2004 were over 18 million. Admittedly, Sirigu is more of a craft sales enterprise than a tourism enterprise, but tourism revenue is growing swiftly. Sirigu has also been the beneficiary of several other funding sources and support from Aid to Artisans Ghana, Ahold's Corporate Social Responsibility Initiative, and several support groups in Belgium and Holland including Friends of Sirigu, CORDAID, ICCO, and Felix Foundation. As a result of these collaborators, Sirigu has a much stronger infrastructure-base from which to derive revenue than any other CBEP destination. Infrastructure provided by other donors includes:

- 4 room guest house (1 self contained, 3 with shared flush toilets) with kitchen & dining hall
- Solar lanterns
- Large craft display room/store with office space and storage
- Workshop for pottery production and meetings
- Summer hut for meetings
- Underground rain water collection cistern
- Bore-hole well
- 4X4 Pick-up
- Mobile phone, Spacephon account, e-mail accounts
- Fenced in yard to promote tree growth on the compound

2.0 Progress made on project

Because of the strong infrastructure base at Sirigu, the CBEP implementation team decided not to implement any construction activities. Only a large poly tank was given to assist with on-going activities. Major work at Sirigu focused on marketing activities including sign boards, brochures, posters, T-shirts, & stickers. Sirigu staff also benefited from all training activities that took place from the beginning of 2003 including the second round of financial management training and the customer service/tour guide training.

Sirigu also received safety equipment from the project in addition to refuse containers. Refuse containers are currently only being used on the SWOPA compound, as the rest of the containers will be mounted in the town of Sirigu once the overall Sirigu TMT is fully functional.

Quarterly Revenue and Visitor number growth at Sirigu

	2002				2003				2004
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9
Revenue	N/A	N/A	N/A	N/A	2,649,000	6,718,000	8,739,200	27,913,000	18,460,000
Visitors	N/A	N/A	N/A	N/A	100	303	303	428	233
Rev/Visitor	N/A	N/A	N/A	N/A	26,549	22,171	28,842	65,217	79,227

Sirigu has shown explosive growth in the 16 months that it has been part of the project. 2003 revenue was **46,019,000**, where revenue was for the first 4 months of 2004 is already at **33,396,000!** In addition, Sirigu has shown significant increases in revenue per visitor. This is a largely a result of the diversification of their revenue base as well as a result of regular pricing reviews. Sirigu now has a large outlet base for its products in Accra that are targeted at foreign visitors.

3.0 Opportunities Identified

Strengths of Sirigu:

Outside of the large support base mentioned, Sirigu benefits from being the only women’s organization that is part of the CBEP and also the only officially registered organization that is receiving support from CBEP. Sirigu also has a fully-budgeted project implementation plan. Sirigu has strong leadership in its founder (Melanie Kasise) and its Director (Lucy), in addition to four other full-time staff. All staff are currently being paid through donor funds. Sirigu is also well-poised to generate further growth because as a destination, it offers visitors a total package (overnight stays, extensive souvenir options, interactive craft workshops, home & village tours).

Sirigu has also developed strong private sector linkages. Sirigu paintings are currently being sold in 5 art galleries, 4 in Accra, and one in Holland. In addition, Sirigu will soon supply 50 paintings to the Golden Tulip Hotel. Sirigu has taken advantage of several marketing opportunities. Women from Sirigu have painted traditional Sirigu designs on the walls of a new conference center/restaurant in Bolgatanga, in addition to painting the wall surrounding the swimming pool of the Golden Tulip Hotel in April 2004.

Challenges:

One of the primary challenges at Sirigu is the question of whether the Sirigu Women’s Association for Pottery & Art (SWOPA) has the mandate to coordinate tourism development for the entire village of Sirigu. There is a danger and a real possibility that another community member could try to develop a similar organization to offer tours in Sirigu. Such a development would only impede tourism development in the community. In response to this, the leadership of SWOPA has taken active steps to address this challenge by forming an overall Tourism Management Team in Sirigu with representation from local assembly members, the traditional leadership, and other community leaders. An inaugural meeting of the Sirigu TMT was held in late 2003, and a second meeting is anticipated in May of 2004.

Another challenge at SWOPA is that in the past much of the leadership, vision, and drive has been supplied by the founder of the organization. In many cases the female members themselves do not fully understand neither the operations of the organization, nor their role and responsibilities as members. This situation has improved with the filling of the Director position, and it is expected that SWOPA's staff composition will soon result in a much reduced dependence on the founder.

Future Plans:

SWOPA plans to continue to further exploit markets for pottery & paintings, its primary revenue base. However, there is danger in Sirigu focusing too much on export and craft production, while losing sight on the tourism opportunities that can be exploited through better tour organization and marketing in addition to continuing to revive the lost art of traditional house decoration. SWOPA plans to complete its guesthouse and to build a kiln which will improve the quality of its products.

Sirigu also plans to develop a town map to further strengthen its tour offerings, which currently include a home tour and a village tour. SWOPA also plans to construct a model house on its compound. The house will serve as an example of the full potential of traditional architecture and traditional house decoration, in addition to offering visitors an alternative form of accommodation to the guest house that has been constructed from modern materials.

Xavi Bird Watching/River tour

1.0 Brief description of site

This site is a late addition to the 14 ecotourism sites on the project. It started receiving tourists solely by word of mouth in the year 2000 when the site virtually had no facilities in place. It has taken quite some time for activities to pick up but has performed well despite the many challenges it faces. The project has received support from the Akatsi District Assembly in many ways and is currently the spotlight in the district in terms of tourism development.

2.0 Progress made on project

The Xavi Tourism Management Team has been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Construction of a visitor centre
- Provision of furniture for visitor centre
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Provision of benches on trail to river
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Xavi also benefited from marketing and training programmes planned for the project.

Xavi has shown impressive gains in revenue and visitor days. It has moved from zero to a high of **¢2,332,000** in the third quarter of 2003. It has made several percentage gains in revenue by comparing third and fourth quarter numbers in 2002 and 2003. The site has also made remarkable gains in revenue per visitor days compared to some of the highly patronised sites. It is currently taking steps to start selling souvenirs and to create more income generating ventures within the community. The local economy is not as yet very vigorous and is likely to pick up only when the numbers of visitors increase dramatically.

Quarterly Revenue and Visitor number trends at Xavi

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	0	0	105,000	489,000	458,000	540,000	927,000	2,332,000	990,000	5,841,000
Visitor days	5	0	7	32	43	60	63	143	143	496
Rev/Visitor	0	0	15,000	15,281	10,651	9,000	14,714	16,308	6,923	11,776

3.0 Opportunities Identified

Strengths of Xavi:

The sanctuary is located 12km off the main Accra-Aflao road and is easily accessible. The river tour in itself is a strong draw for many tourists and especially for bird watching enthusiasts. Aside these natural attractions, the community is known for its rich traditional beliefs and this is a unique product that can be developed and promoted.

Challenges:

The main challenges at Xavi have to do with lack of accommodation facilities and the absence of a strong leadership drive in the community. There is no guesthouse in the community and tourists who wish to spend the night to enable them take the tour in the early hours of the morning have to spend the night in Akatsi (about 12km away). This situation is not bringing in enough revenue, as this is one of the main centers of revenue generation for the project. The community has started arranging homestays and has also started serving meals on request.

The second challenge with leadership is an issue that the community leaders need to address. The chief of Xavi, who wields a lot of respect and power does not live in the community. As such his absence appears to be affecting the community's motivation to work on the project effectively. There is also the issue of community members not immediately appreciating the benefits of the project since its yet to yield significant amounts of money for any development work.

Future Plans:

The tourism team is planning to start offering homestays to retain more revenue in the local economy. The team has started selling souvenirs and plans to develop a bird checklist that can be sold to tourists. An interpretive plan has already been developed and will be implemented once funding is available.

Wechiau Hippo Sanctuary

1.0 Brief description of site

Wechiau has been consistently improving its visitor and revenue figures since 1999. In 2003 the Sanctuary came under the management of a former tourism manager from Mole National Park, who now works for NCRC and the Sanctuary. The sanctuary has also received increased technical support from the Calgary Zoo since early 2004. Wechiau hosted the CEO of the Calgary Zoo in September 2003, and then hosted a pilot overnight canoe excursion on the Black Volta River that was organized by a private tour operator from Canada. Wechiau has established strong links with Mole National Park, and has added a great deal of diversity to its revenue generating potential. In the first Quarter of 2004, Wechiau generated 26,345,689 in revenue. Revenue for the month of April 2004 alone was over 10,000,000 cedis.

2.0 Progress made on project

The center piece of project implementation at Wechiau was the construction of the visitor centre building in Wechiau. In addition to this facility, toilets were built at the main lodge and two wildlife viewing platforms were constructed, in addition to the construction of a new wooden canoe for water safaris. Most other activities at Wechiau followed similar patterns at other sites.

There were two interesting exceptions. The first innovation at Wechiau was sending four local cooks on attachment to one of the leading hotel/ restaurants in Wa. The cooks worked at the facility for two weeks and learned new skills in meal preparation and also increased the range of their menu offerings. The second innovation at Wechiau was the use of local radio time to build awareness of the Sanctuary within the Wa area and the Upper West Region. The Sanctuary has received many guests during the past year, including the Regional Minister, the Vice President, and the Deputy Minister for Tourism.

Quarterly Revenue and Visitor number trends at Wechiau

	2002				2003				2004
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9
Revenue	7,815,000	9,555,000	8,162,000	10,946,000	10,325,000	9,514,000	10,274,000	20,139,300	26,345,685
Visitors	250	235	236	180	142	382	143	318	717
Rev/Visitor	31,260	40,660	34,585	60,811	72,711	24,906	71,846	63,331	36,744

Wechiau has demonstrated strong growth since early 1999. 2003 revenue was **50,252,000**, where 2002 revenue was **36,478,000** or an increase of 38%. 2003 visitor numbers were **985** where 2002 visitor numbers were **901**, or an increase of **9.3%**. Revenue per visitor day ranged from an average of **40,486** in 2002 to **51,017** in 2003, a figure that reflects the greater diversity of product offerings that have been introduced at Wechiau, including alternative overnight arrangements like sleeping in local compounds or tree platforms, food & drink sales, and a vast selection of souvenirs. Though Wechiau will lose its EWI revenue stream in 2005, the current visitor and revenue trends in 2004 will more than make up for the loss.

3.0 Opportunities Identified

Strengths of Wechiau

Wechiau is backed by strong leadership, good infrastructure relative to other sites, and a very strong level of paid staff support. The Calgary Zoo and the EWI programme helped to provide incentive to staff in the early years of the project. Wechiau now boasts some of the best trained guides in the CBEP. As a much larger community-led conservation initiative, Wechiau has attracted quite a bit of attention from other sources, most notably the BBC and the City of Calgary. In early 2003, three Chiefs from the Sanctuary were sent on an all-expenses-paid trip to Canada to open the Calgary Zoo's new African Destinations Exhibit. A strong amount of support has come to the sanctuary from the City of Calgary since that visit.

Wechiau also boasts a wide variety of activities for visitors from bike rentals to water safaris, to overnight stays in a mud lodge, a local Lobi compound, or even a tree platform. Guests can camp, go bird watching, or just focus on learning about the local culture. Many local artisan use the visitor centre as an avenue for selling their crafts. Wechiau is well positioned to build on these strengths, and to generate more community benefits in the near future.

Challenges at Wechiau

Challenges at Wechiau include ensuring local community support at all levels of the project. The sanctuary is made up of 22 separate communities. Communities closer to the tourism facilities have a greater exposure to and receive more benefits from the project. Until recently, the large staff base of the Sanctuary was supervised by a Management Board whose leadership was primarily based in Wa. Finally, though the Sanctuary has experienced good revenue growth during the project, there has also been a corresponding increase in expenses, thus mitigating the potential benefits from the increased revenue. Most of these challenges are now being addressed now that the Sanctuary is under the supervision of a permanent Manager. The Sanctuary Manager is tasked with integrating the communities into the project, protecting the Sanctuaries resources, supervising staff, increasing revenue, and controlling expenses.

Future Plans at Wechiau

Immediate plans at Wechiau include the provision of boreholes to the Sanctuary communities. The first three will be drilled in 2004, with the remaining wells drilled in 2005. In addition, the Sanctuary will embark on training programs for staff, and will continue the implementation of its community-generated bye-laws. Wechiau will seek to offer increased food, drink, and provision sales at the Visitor Center and at the lodges, and will also seek to further diversify its daytime and overnight activity options.

Wassa Domama Rock Shrine/Pra River Tour

1.0 Brief description of site

Wassa Domama offers a hiking and river touring experience for tourists. It enjoyed support from the SNV Netherlands Development organization for a number of years in natural resource management, after which it was selected by CBEP.

2.0 Progress made on project

The Domama Tourism Development Committee has been involved in the implementation of project activities from the beginning. The various activities implemented at the site include;

- Construction of a visitor centre
- Provision of furniture for visitor centre
- Construction of two water closet toilets, two showers with tank-fed water supply and two urinals
- Improvements to trail to river
- Provision of directional signs
- Provision of first aid kits and safety equipment
- Provision of refuse facilities

Wassa Domama also benefited from marketing and training programmes planned for the project.

Quarterly Revenue and Visitor number trends at Wassa Domama

	2002				2003				2004	Total
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9	
Revenue	402,000	441,000	595,000	904,000	1,096,500	974,000	1,478,000	2,688,000	4,635,000	13,213,500
Visitor days	33	48	87	100	127	74	104	183	160	916
Rev/Visitor	12,181	9,187	6,839	9,040	8,634	13,162	14,211	14,688	28,969	14,425

Domama has shown a good growth pattern over the period of the project. The main areas of income generation have been from entrance fees, accommodation and meals. The site has shown gains in revenue and visitor days. It has moved from **¢402,000** to a high of **¢1,096,500** in the first quarter of 2003. It has made several percentage gains in revenue by comparing third and fourth quarter numbers in 2002 and 2003. The site has also performed relatively well in revenue per visitor days compared to some of the highly patronised sites. It is currently taking steps to start selling souvenirs and to create more income generating ventures within the community.

3.0 Opportunities Identified

Strengths of Wassa Domama:

The site is just about 27km from Kakum National Park and very close to the major attractions in the central region. Aside the experience at Kakum National Park, it is the next and closest ecotourism site. It has the opportunity to take advantage of the marketing opportunity available at Kakum. In addition the experience being offered at the site is quite unique and many tourists will love to take this package. There is a six-room guesthouse for tourists and meals are served on request. The site also has a huge potential to develop camping sites and this is likely to generate much income.

Challenges:

The community is entangled in a strong local power play and also lacks self-motivation. There is a weak communal commitment to the project to the extent that much of the work has to be undertaken by members of the management team instead of being assisted by the community. The management team itself is not a strong team and only few individual are committed. The team together with the elders of the committee is however making frantic efforts to build a strong communal spirit in their people. Secondly, the road to the attraction site (about 7km) is not in good condition and this has been a setback on some occasions.

Future Plans:

The tourism team is planning to start selling souvenirs and to launch an aggressive marketing campaign in Cape Coast and Takoradi. Wassa Domama will also seek to develop cultural activities to diversify the options offered.

Red Volta River Valley/Widnaba (Zongoiri)

1.0 Brief description of site

The Red Volta is a vast area of almost 350 sq km with great potential for ecotourism. Nine different chiefdoms are located within the river valley. The initial CBEP strategy in the Red Volta was to focus on the communities with the most immediate potential for tourism development. The most immediate community at the start of CBEP was Zongoiri due to its proximity to the Gambaga Escarpment and the waters of the White Volta River. However, due to severe leadership issues in Zongoiri, the implementation team decided in early 2003 to focus efforts on Widnaba, another community located in a beautiful setting. Widnaba is nestled in an arc of hills that form the Northern border with Burkina Faso. Widnaba is a fantastic location to work in due to the leadership of the chief and the high level of involvement of the community, Widnaba and the Red Volta will evolve into a Ghanaian tourism powerhouse over the next decade, as it offers visitors one of the few wilderness adventures in the project.

2.0 Progress on project:

Implementation at Widnaba centred on the creation of a hiker rest station. The station will serve a dual purpose. For now it serves as a visitor information center and office for the tourism committee. In the future it will serve as the Northern Boundary of the Red Volta Hiking Trail and as an overnight camp for hikers and tourists. The centre is built in the local architectural style of the Kusasi tribe at the base of the hills. To compliment this facility, a receptive summer hut was built at the Chief's palace and at the top of the hills to give visitors a place to rest after climbing. A viewing platform was also built in a Baobab tree to serve as a wildlife viewing station.

Like most of the Northern sites, Widnaba relied on stickers, t-shirts, and the distribution of laminated brochures and price lists for its local marketing strategy. Safety Equipment and refuse containers were not fully distributed to ensure equipment is reserved for other communities in the area that develop. Finally, training opportunities were shared among three of the Red Volta Communities to ensure that potential is being developed on a broad basis.

Quarterly Revenue and Visitor number growth at Widnaba

	2002				2003				2004
	QTR 1	QTR 2	QTR 3	QTR 4	QTR 5	QTR6	QTR7	QTR 8	QTR 9
Revenue	0	0	0	0	0	109,000	1,880,000	500,000	10,000
Visitors	0	0	0	0	0	2	19	30	1
Rev/Visitor	0	0	0	0	0	54,500	98,947	16,667	10,000

In terms of visitors, the Red Volta is the youngest site in the project, and arguably the largest and most complicated. The first visitors to Widnaba came in April 2003, though these numbers are expected to increase now that Widnaba is fully featured in the latest addition of the Bradtt Guide to Ghana. Revenue per visitor days are promising, and show that the destination stands to generate a great deal of revenue as visitor numbers increase. Total revenue since April 2003 is **2,499,000** and total visitors are **52** for a revenue per visitor day figure of **48,058**.

3.0 Opportunities identified

Strengths of Widnaba

Widnaba's is a beautiful location and is ideally located at the foot hills that mark the border with Burkina Faso. Widnaba also marks the Northern-end of the Red Volta River Valley, an internationally recognized corridor for the migration of elephant and other wildlife. Widnaba's greatest strength is the commitment of its leadership and the dedication of its committee and community members. Widnaba displayed the best community participation on the project. Widnaba will be fully featured in the latest edition of the Bradtt Guide for Ghana, and stands to benefit from close collaboration with the other tourism destinations in the region, all located within a reasonable driving distance from Widnaba

Challenges at Widnaba

As the community in the earliest stages of the tourism development process, Widnaba will need to be patient at the slow pace of initial progress. In addition Widnaba is reliant on two key factors that are beyond the control of the community. The road to Widnaba has been on contract for several years, and is continually washed out each rainy season. The poor condition of the road, especially during the rainy season, is the key threat to the success of tourism at Widnaba. Secondly, Widnaba must rely on the cooperation of the Tilli community the the main junction with the Bolga-Bawku road to direct visitors to Widnaba. The Widnaba Tourism Committee needs to work closely with the Tilli Community to ensure that visitors are well received.

Future Plans at Widnaba and the Red Volta

The most immediate plan at Widnaba is the transition of the Earth Watch Institute (EWI) Research Project from the Wechiau Community Hippo Sanctuary to the Red Volta River Valley. Activities will be based in Widnaba. EWI will send three teams of foreign volunteers per year on two-week research expeditions. The expeditions pay accommodation fees to the community and also pay local guides, cooks, and caretakers to assist them. The current success of the Wechiau Community Hippo Sanctuary is due in large part to the impact of four successive years of EWI teams, and the resulting training and experience received by the local staff there. NCRC expects similar results in the Red Volta.

In addition, the Red Volta is part of a much larger initiative to conserve the area as a migration corridor for elephants and other wildlife. Interested parties involved in the varied initiatives include the World Bank, the IUCN's African Elephant Specialist Group, the Ministry of Lands & Forestry, and the FAO.

Receptive facilities are needed in Tilli to provide information and directions to tourists. Such facilities should offer food & drink in addition to souvenirs and bike rentals.

Appendix 2 List of reference documents produced

Financial management Training manual
Tourism Awareness sessions manuals
Customer service and guide training manuals
Ecotourism Marketing Plan
Visitor Survey Report
Biological Survey report
Site brochures/Posters
Quarterly and Semi-Annual Project Reports