

Final Report on Supplementary Funding for Support to the Tiwai Project

Ensuring Effective and Sustainable Management of the Tiwai Island Wildlife Sanctuary, Sierra Leone, Through the Establishment of the Tiwai Island Administrative Committee Secretariat
February 2004 – July 2004

1. Introduction

The recently submitted progress report provided a concise account of the activities funded by the CEPF supplementary grant and implemented within the framework of the ongoing Tiwai project.

This final report will therefore provide brief updates on the activities undertaken since the submission of the progress report in early September.

2. Setting up of the TIAC Secretariat

A series of consultations have been held with individual members of TIAC, with a view to assessing and / or determining their various preoccupations and how these will affect their capacities to function effectively as members of a governing body and guiding hand of the Secretariat, as well how they perceive their future roles. The results of these consultations will be examined in greater detail at the next TIAC meeting, scheduled for early November 2004.

Meanwhile EFA is awaiting conclusion of the contract with NC-IUCN /TRP before finalizing discussions with the Tourism Office in Bo about the sharing and equipping of office space for the Secretariat staff.

3. Fundraising for the Secretariat

During the past 3 weeks, NC-IUCN/TRP have confirmed that a contract is being prepared in respect of funding establishment of the Secretariat including staff costs for 17 months. The contract is said to be effective from 1 October 2004 with an approved budget of approximately Euros 46,000.

4. Overseeing the recruitment, induction and training of 3 Secretariat staff – (Coordinator, Admin/Finance Officer, Public Relations Officer;)

The recruitment process of Secretariat personnel is ongoing with interviews starting on 11th October, 2004, after the National Environmental Management Conference 4-8 October. The interview panel will consist of selected TIAC members and representatives of the implementing institutions (EFA and NUC). It is anticipated that the new Secretariat staff, commence work in mid October, will be officially presented to TIAC for final approval at the next general meeting.

5. Coordinate the development of a Business Plan for Tiwai Island;

First draft of completed business plan is attached.

6. Ensure Secretariat takes responsibility for day-to-day management of some aspects of Tiwai Project by 31st July 2004

This is now anticipated to start taking place by 1st November, after the orientation phase of the new staff is completed.

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Business Plan

Tiwai Island Wildlife Sanctuary



Koya & Barri Chiefdoms, Sierra Leone

August 2004



Tiwai Island Wildlife Sanctuary

explore the natural beauty of Sierra Leone



Visit Tiwai & camp in the rainforest, watch the wildlife, canoe the river & support this unique community conservation programme to protect some of the rarest wildlife in the world

For more information contact the booking office at: 076-613402, tiwai_island@hotmail.com

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1. Executive Summary

This business plan has been developed as a means to assess the potential and offer a framework plan for providing a sustainable basis for the ongoing management, finance and development of the Tiwai Island Wildlife Sanctuary.

This business plan should be used in collaboration with the Tiwai Island Management Plan that was produced and approved by stakeholders in 1989.

1.1 Short Term Objectives

To enter the tourism industry, both nationally and internationally, with a marketable, quality facility to promote Tiwai Island as an eco-tourism destination, as well as encourage national interest in the uniqueness of Tiwai Island Wildlife Sanctuary.

1.2 Long Term Objectives

- To protect Tiwai Island's unique national biodiversity status, preserving the diversity of rare and endangered species and their habitats.
- To offer a high standard research facility for ongoing ecological research, valuable to the efficient management of Tiwai Island and contributing to a global understanding of our natural environment.
- To develop Tiwai Island as an education centre, helping visitors to be aware of and appreciate the beauty and value of this national heritage.
- To ensure that maximum profits are funnelled back to the communities who claim ancestral ownership of Tiwai Island, benefiting community development.

1.3 Description of project site

Sierra Leone is situated in the Upper Guinea Rainforest region, and over 70% of the country's land area was once covered by primary tropical forests. Today, the forest is fragmented and only 5% remains. The most significant block of the remaining primary forest is concentrated in the East/South-East – the Gola rainforest bordering Liberia.

The Tiwai Island Wildlife Sanctuary is situated on the Moa River, bordering the Gola Rainforest Reserve and is a part of the remaining Upper Guinea Rainforest in Sierra Leone. Tiwai Island provides a unique environment for eco-tourism and research with a vast biodiversity on a relatively small area, 12 km². The density and diversity of wildlife is high with 11 primate species including both threatened and endangered species such as chimpanzee and olive colobus; pygmy hippopotamus; the white-breasted guinea fowl; the Jentinks's duiker. The forest is also home to approximately 600 plant species including several valuable trees (timber, food and medicines) and some endemic herbaceous plants.

Tiwai Island was first identified as a valuable ecological site in 1979, when Professor John Oates, from Hunter College of the City University of New York conducted surveys on the island. In 1982, a collaborative research project between Hunter College and Miami

University was set up on Tiwai and became the site for ongoing research, predominantly focused on wild primate research. A research station was developed and a formal collaboration between the above two Universities and Njala University College, Sierra Leone was established. Much later, it was noted that interest in Tiwai Island could be extended to hosting tourists and thus producing revenue that would be invested into the communities, under a community fund. A visitors centre was set up north of the research station and basic camp facilities made available.

In 1988, the Koya and Barri Chiefdoms, together with the Ministry of Agriculture, Natural Resources and Forestry, set up the Tiwai Island Administrative Committee (TIAC), as a management body for Tiwai Island. Local participation in Tiwai's management was a large concern of TIAC when it was established and representatives from some of the communities became TIAC members.

Until 1989, Tiwai Island was the only well facilitated research field site and eco-tourist camping site in Sierra Leone and hosted many national and international researchers and visitors. In early 1990, a rebel war broke out in Sierra Leone resulting in an exodus of refugees fleeing ruthless rebel attacks. All research on Tiwai Island was abandoned and some weeks later, rebels took control of the area and looted and destroyed the research station and visitors centre.

1.4 Legal Structure

In 1982, by decree of local Paramount Chiefs, hunting on Tiwai Island was banned and farming restricted. Tiwai Island Wildlife Sanctuary was established following a formal request by the communities living around the island; including Kambama, Sahun, Jenneh, Niahun and Boma in Barri Chiefdom, Pujehun District; Mapuma, Segwema and Ngiema in Koya Chiefdom, Kenema District, and was legally gazetted as a Sierra Leone Chiefdom Wildlife Sanctuary under the Wildlife Conservation Act in 1987.

2. Present Structures

2.1 Position to date

During the near decade war in Sierra Leone and following the departure of rebel control, the communities around Tiwai maintained some level of vigilance on Tiwai Island, although small scale hunting and farming activities were ongoing. The Tiwai Island Wildlife Sanctuary renewed operation as an eco-tourism & ecological research facility in 2002. Initial project developments, including construction of new facilities, set up of new management system, development of promotional materials and so forth, has been funded by the Critical Ecosystems Partnership Fund (CEPF), and financing of this project phase will be completed in May 2005.

Tiwai Island was opened to visitors in February 2003 and has, to date, been hosting overnight guests at the Visitors Centre on a regular basis. In addition, students, mainly from the Njala University College (NUC), have been conducting a series of research projects on Tiwai Island, results from which are being incorporated into the management of the wildlife sanctuary.

To ensure sustainability and commitment from all project sectors, the Tiwai Island Administrative Committee (TIAC), was re-established, although a more significant representation from both Koya and Barri Chiefdoms was developed. This helped to maintain

transparency of the project and enabled all project stakeholders to participate actively in the decision making management process of Tiwai Island.

However, the need to establish a secretariat for TIAC was identified as a priority to ensure a more successful transition between the end of the EFA and NUC's implementation and TIAC's take-over, in turn assuring the long-term development and success of the Tiwai Island Wildlife Sanctuary.

The Secretariat will supervise management of Tiwai Island and develop a long-term strategy for financial & promotional project sustainability. The Secretariat will be answerable to TIAC. TIAC will maintain active involvement in the management of Tiwai Island; provide support to the Secretariat; help develop long-term strategies; promote Tiwai Island and identify funding sources; advocate for governmental commitment and advocate amongst the communities in Koya and Barri Chiefdoms.

2.2 Key Personnel

The day-to-day management of Tiwai Island is undertaken by 3 main staff: Project Officer and two Assistant Project Officers (representing both Koya and Barri Chiefdoms). Implementation of the project is under the mandate of EFA and NUC, both of whom have a number of staff attached to the project for specific tasks. TIAC meets every 6 months to review progress reports and finalise management decisions. The minutes of all TIAC meetings are posted on Tiwai Information Boards in all 8 host communities and a community member in each village is given responsibility to help disseminate the information to those who are unable to read. TIAC members are listed in Annex 2.

3. Provided Services

Presently, Tiwai Island offers a Visitors and Research Centre, with basic camping facilities and guided tours. Tourists are hosted in a variety of tented accommodation and offered a number of guided tours by local experts who are able to share information about the ecology, mythology and traditional cultural activities on and around Tiwai Island. This is the only site in Sierra Leone that offers such a well established eco-tourism facility boasting a near guarantee of observing some of the rarest wildlife in Sierra Leone and indeed in the world.

3.1 Images of Tiwai Island Visitors and Research Station



Visitors Centre communal meeting place, where lunch or dinner is served and visitors can relax in the shade.



Construction of 5 roofed platforms has been completed to accommodate tents and raised significantly from the ground so as to deter the large number of timber eating termites.



The Research Centre buildings have been completed, but accommodation is not yet ideal as the raised cement platforms are without roofing and are too small for long-term stay. The research facility will offer an office, laboratory, store room, kitchen and communal meeting area. Toilets are housed comfortable basic latrines.



4. The Market and the Competition

4.1 Target groups

While it is important to encourage as many visitors to Tiwai Island as possible, it is equally important to establish the holding capacity of Tiwai Island in relation to the ecological impact of visitors. In other words, to develop a maximum number who may stay on the island at any one time. In order to ensure as little impact on Tiwai's delicate ecology and the unique peace and comfort for visitors, it is strongly recommended that further research be conducted in this field to guarantee a balance between conservation and revenue production. As an educational and research centre, Tiwai Island will focus on a number of different target groups to achieve its main objectives:

- **National Tourists**

Communities, schools, institutions, business groups and general public.

This category is not the financial target group, as visitor fees for national tourists is currently, and will continue to be, lower than for international visitors. Most communities have free access to the island and thus have no direct financial contribution to Tiwai Island.

However, this target group is of equal value to the project objectives as increased local and national awareness of conservation issues and the value of Tiwai Island are directly connected to the future sustainability and protection of this project.

- **Expatriate Tourists**

International aid personnel (United Nations & donor organizations), business and individual residents of Sierra Leone.

This category is presently the most financially viable visitor target group and has to-date, produced the most revenue for Tiwai Island. A large number of donor organizations in Sierra Leone have resulted in a significant rise in expatriate short-term residents, approximately 3,000 at present. Always searching for sites to visit and activities to take part in, this target group have regularly visited Tiwai as overnight visitors. This group often spread news of new sites to visit by word of mouth, making them a promotional tool. However, it is important to note that this group could equally cause disaster to Tiwai's objectives should individuals be unsatisfied or experience a negative stay on Tiwai. It is, therefore, essential that this target group are kept satisfied during their visits to Tiwai. The number of expatriate visitors to Tiwai Island should increase following the promotional campaign planned in late 2004.

- **International Tourists**

Non resident international public.

Tourism in Sierra Leone has not, by any means, reached the potential it holds. This is due to a variety of factors, one being influenced by the somewhat negative media coverage and memories of a former war zone. In addition, there is a lack of national tour operators promoting in country provincial tours, as the focus is primarily on bringing tourists to visit the beautiful coastal region. Only one national tour operator has shown interest in promoting Tiwai and while they are the largest tourist company in

the country, much of their focus would be on gaining the interest of the expatriate circles. Three international tourist agencies have expressed interest in developing a tour package, including Tiwai as one of the destinations, to be marketed in the UK, targeting groups of 'adventurous' travellers, who are more apt to travel to unusual and sometimes media presented volatile destinations as a challenging holiday experience. The concept of eco-tourism, however, is taking ground within the Ministry of Tourism and various negotiations with large international tour operators has resulted in attempting to meet certain standards and focus promotional campaigns accordingly. While this target group may not be a financial target in the short-term, it is believed that as Sierra Leone continues to experience peace, eco-tourism will take off significantly and Sierra Leone could potentially host a large number of international tourists. The marketing and promotional campaign must give focus to further establishing contacts within the international tourist sector. The projections for visitation has given this target group a minimum, but realistic, visitor numbers, but is dependent on a successful promotional campaign.

- **National Researchers**

Njala University College (NUC), Fourah Bay College (FBC) and other higher education institutions.

As with national visitors, this target group would not be a financial target, as fees are lower for national researchers. However, again this group is equally important to the project's objectives, so as to encourage more interest and opportunities to national students who may gain field experience in data collection. Since this target group are the future generation of potential professionals and decision-makers in the conservation field, it is vital to enable them to have a sufficient understanding of the environments they may later help to protect. In addition, this target group could potentially sustain the ecological data collection on Tiwai Island, as both national Universities have direct involvement in the project – more particularly the Biological Sciences Department, NUC, who are coordinating all research activities on Tiwai. The continuation of data collection is extremely valuable to Tiwai's management and while this group may create much financial revenue, the information gathered is a valuable investment in Tiwai's long-term management.

- **International Researchers**

International Universities and Institutions.

This target group are potentially the most financially profitable group of visitors. Ecological field research sites are in great demand and competition among Universities and institutions to gain 'control' of areas of research as well as find new placements for their students, is high. The fees outlined in this document are based on comparisons with other research field sites in different parts of the world and continues with a general standard of higher fees for non-indigenous researchers. Fees are generally higher for various reasons, one being that a large number of field sites rely on international fees to maintain their facilities, with the assumption that particularly European, American and Japanese Universities have, or have better access to, more funding support to cover field site charges.

If Tiwai Island is to compete with other global research sites, it must compete in standards as well. To gain interest from this target group, a focused marketing plan must be developed based on Tiwai's Unique Selling Points (USPs), so as to attract a wide variety of academic fields in the potential for new discoveries in their field. In addition, the project must make further investments to compete with the quality

facilities offered elsewhere. It is not enough to assume that the basic facilities will attract international interest in collaborative research.

Under NUC research coordination, the TIAC Secretariat will re-new the concept of a 'Consortium' (such a system was in place prior to the outbreak of war in Sierra Leone), whereby international Universities pay a fixed price (see Visitor Forecast, table 2.), to have first offers in placements for their students at the research centre. As the academic field is relatively limited, standards of service and facilities must be high – negative experiences could prove fatal to Tiwai's marketing efforts.

The benefits from this target group could also be in the self promotion, as data is often published in some format in international journals or newsletters and distributed among the academic field at various global levels. Tiwai Island could benefit from the exposure and 'free' promotion as a field site from paying clients.

In caution, it is important to maintain a balance between national and international researchers and Tiwai's holding capacity. The visitor forecasts and profit margins are based on 6 national and 6 international researchers utilising Tiwai research facilities per annum. **The profit projections from this target group are also based on the assumption that further construction will have to take place to accommodate researchers, in the form of a dormitory. Sponsorship could be attained to build a simple 5 bedroom mud block bungalow building to accommodate researchers.**

Table 1. Tourist & research student visits to Tiwai Island

March 2003 – March 2004

Dates	No. of visitors	No. of researchers	Fees generated
March 2003 – June 2004	> 150 ¹	>40 ²	approx. \$ 1,000

¹ While the initial project start was shortly following the decade of war in Sierra Leone, it was assumed that the peace process would enable a more positive international travel advice as well as some developments within the national tourism sector. Unfortunately, travel advice from the US and British High Commission remains more or less 'only where necessary' and is a deterrent to tour operators both national & international, attempting to promote Tiwai as a tourist destination. However, despite the minimum of promotional activities for Tiwai, a number of visitors continue to visit Tiwai Island, mainly from the international & national development sector (e.g. the UN Mission in Sierra Leone (UNAMSL)), including diplomats from the US Embassy (US Ambassador & entourage), European Union & British High Commission & Government Ministers (Minister of Development, Minister of Defence & Special Advisor to the President). It is believed that once promotional materials have been disseminated (leaflets & posters to be circulated early August 2004), a significant rise in visitor numbers will take effect.

A recent National Tourism Conference invited a number of large international tour operators and gave focused discussion to 'eco-tourism' potentials in Sierra Leone. There is a surge of interest in marketing eco-tourism in Sierra Leone, which offers some optimism for Tiwai. The largest national tour operators will be promoting Tiwai as part of a tourist package for 'up country' travel. The largest and easiest potential tourist target group at present would have to be the international development sector in addition to national professionals & business sector. It will be the responsibility of the Secretariat to develop an efficient marketing plan.

² Njala University College students, supported through the present CEPF grant. Considering the present general funding situation for Sierra Leonean students, no granting body exists to supplement costs of field work. Tiwai is currently the only research site, offering sufficient facilities, for students to conduct ecological research and as such is greatly enhancing the opportunities for students to gain field work experience, while at the same time contributing data that can be used for management improvement on Tiwai Island. For this reason, up to now fees have not been collected from the students visiting Tiwai Island. However, fees should be developed for national students to make a financial contribution (see Visitor Forecast table), while reflecting student financial abilities. Since the onset of the reconstruction of Tiwai Island project, no international researchers have visited Tiwai Island. However, if the marketing plan is successful, the Tiwai project should financially benefit significantly from the arrival of international researchers.

Table 2. Visitor Forecast

Visitor Category	May 2005 – May 2006				May 2006 – May 2007			
	Number visitors	Number days	Unit fee \$	Total \$	Number visitors	Number days	Unit fee \$	Total \$
<i>National visitors</i> ¹	100	1	5	500	130	1	6	780
<i>Expatriate visitors</i> ²	180	2	10	3,600	180	2	12	4,320
<i>International visitors</i> ³	30	2	10	600	40	2	12	960
<i>National researchers</i> *	6	6 months	30 p.month	1,080	6	8 months	40 p.month	1,920
<i>International researchers</i> #	4	6 months	250 p.month	6,000	6	1 year	300 p.month	21,600
<i>Consortium institutes</i> [^]	2	1 year	10,000	20,000	3	1 year	10,000	30,000
Total				31,780				59,580

Note: The total income from visitors & researchers is ONLY the profit made by the project and does NOT include the fees paid to community members for their services. Research visitation may also be dependent on construction of additional accommodation at the research centre.

¹ This does not include community visitors, who have free access to Tiwai Island. The unit fee includes entrance and a single activity.

² The number of expatriate visitors remains the same through 2005 – 2007 due to a reduction in aid organizations working in Sierra Leone, particularly the UN withdrawal in 2005 – this is balanced with the notion that Tiwai marketing will encourage more of the long-term expatriate residents to visit Tiwai Island. The unit fee includes entrance and a single activity.

³ This is based on the assumption that there would be approximately 3 groups of 10 people, who would visit Tiwai Island as part of a broader tour of Sierra Leone. This is dependent on international tour operators being successful in promoting Sierra Leone as a tourist destination, in combination with a more positive travel advice for international visitors to Sierra Leone.

* Funding to subsidize national researchers is extremely limited, however, it has been agreed that some level of fees should be charged for national researchers. The fee given is a realistic figure for students, considering meals 5 days a week will be provided to all researchers, however, this does NOT cover maintenance and accommodation costs. The higher fees for international visitors should, to some degree, subsidise national student visits.

International researchers would be the most financially profitable visitor group, but this would be reliant on the success of the marketing plan focused on this target group.

[^] The consortium fee is independent from the fee charged to international researchers. The consortium is explained in target group description.

5. The Marketing Plan

Four staff members will be recruited for the Secretariat. It is the Secretariat's responsibility to develop and start implementing the marketing plan by May 2005. The Secretariat personnel mandates are as follows:

Project Coordinator with the responsibility to oversee the overall management of Tiwai Island; coordinate staff members, initiate new developments, evaluate project progress, develop new project proposals and act as the Tiwai Island project focal point. The Coordinator will be directly answerable to TIAC.

Administrative & Finance Officer with the responsibility to keep proper and up-to-date finance records. The Administrative & Finance Officer is responsible for disbursing funds, paying salaries for staff including day-to-day staff on the Island, organising meetings and disseminating information and financial accounting for transparency. The Finance/Administrative Officer is answerable to the Coordinator.

Public Relations Officer with the responsibility to develop and implement an intense and structured promotional campaign, both nationally and internationally. Initial focus will be given to promotional issues, with particular emphasis on gaining interest from international Universities to join the Tiwai Island Research 'Consortium'. The officer will also focus attention on lobbying for in country funding, through the non-profit and, more importantly, the commercial business sector, design promotional materials, develop further contacts within the national and international tourism industry and organise fund-raising activities. The PR-officer will be answerable to the Project Coordinator.

6. Financial Forecast

There is no cash flow forecast included, as there are no loans to be repaid and the profit & loss forecast should be self explanatory & sufficient information. Profit and loss forecasts are presented in Table 2 and 3.

7. Risks

Until recently, the only international media coverage of Sierra Leone has been of shocking images of amputees and a war ravaged country. With the lack of international reporting of positive developments, or even indeed the act of peace in Sierra Leone and such a history of imagery, it has, naturally, tainted the view of the international community and challenged the Government to attempt to bring a sense of current reality to the television screens and newspapers across the world – in a bid to develop the potentially vibrant tourism industry in Sierra Leone. With this in mind, it will take longer than anticipated to change international travel advice to Sierra Leone, which, while not adversely negative, advises to travel on necessity, rather than pleasure. For this reason, the project may still need to rely on some donor investments in the coming 2 years.

While the initial project start was shortly following the decade of war in Sierra Leone, it was assumed that the peace process would enable a more positive international travel advice as well as some developments within the national tourism sector. Unfortunately, travel advice remains as 'only where necessary' & is a deterrent to tour operators both national & international, attempting to promote Tiwai as a tourist destination.

8. Recommendations

- Develop and implement marketing plan giving focus to the target groups outlined in this document
- Develop 'Consortium' concept for the Research Centre and fee system according to the outlines in this document
- Initiate proposals and attain sponsorship to construct a 5 bedroom, mud block bungalow dormitory accommodation at the Research Centre
- Initiate proposals and attain sponsorship to construct 5 mud block apartments on the risen cement roof platforms at the Visitors Centre
- Initiate research on the ecological impacts of visitors and researchers on Tiwai Island

9. Acknowledgements

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Table 4. Former land-use on Tiwai Island

Activities	Area	Description	No. people	Area of land	Financial beneficiaries	Future potential	Financial profit \$
Farming*	Upland & swamp habitats	Mixed crops: Rice, beans, sesame, potatoes, cassava, pepper etc.	18	33 acres	collective	non-continued	3,120
Mining	Swamp & 'boliland'	Illicit diamonds	20	3 acres	individual	illegal	?
Logging	Indiscriminate forests	Timber trees / canoe building	10	selective	individual	to continue	?
Hunting	Throughout Tiwai	With guns & traps Small scale	30	small scale	individual	illegal	?
Medicinal	Throughout Tiwai	Leaves, herbs, nuts etc. Small scale	8	small scale	individual	to continue	?
Fishing	River edges around Tiwai	Lines & hooks, nets, fencing & local fish poison Sustainable	60	surrounding Moa river	collective	to continue	?

Note: * - farming financial profit has been calculated based on discussions with a small number of farmers and staff members. The somewhat low figure incorporates various factors; while the soil on Tiwai Island is said to produce significant crop yields, under the legal agreements of the Wildlife Sanctuary, farming activities are restricted to certain areas and hunting is illegal. The large number of wildlife on Tiwai results in a significant reduction of crop yields due to the intensity of crop raiding and the illegality of curtailing this through the trapping or shooting of any wildlife. Mining and hunting are not given a financial profit as it is difficult to determine and such practices are illegal. It is recommended that the collection of medicinal plants and occasional selective logging be allowed to continue, ONLY following more in depth research of the impacts of such practices.

Table 5. Profit & Loss Forecast
May 2005 – May 2006

Month	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	Total
Sales	5,125	5,004	4,804	4,804	4,904	4,904	5,125.5	5,125.5	2,769	2,648	2,648	2,769	50,630
<i>Land</i>	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Equivalent in land-use</i>	260	260	260	260	260	260	260	260	260	260	260	260	3,120
Gross Profit	4,865	4,744	4,544	4,544	4,644	4,644	4,865.5	4,865.5	2,509	2,388	2,388	2,509	47,510
Gross profit margin	95%	95%	94%	94%	95%	95%	95%	95%	91%	90%	90%	91%	94%
Overheads													
<i>Office rental & electricity</i>	300	300	300	300	300	300	300	300	300	300	300	300	3,600
<i>Office stationary</i>	160	160	160	160	160	160	160	160	160	160	160	160	1,920
<i>Salaries</i>	1,200	1,200	1,200	1,200	1,200	1,200	1,300	1,300	1,300	1,300	1,300	1,300	15,000
<i>Equipment & facility maintenance</i>	350	350	350	350	350	350	350	350	350	350	350	350	4,200
<i>Fuel for vehicle & boats</i>	350	350	350	350	350	350	350	350	350	350	350	350	4,200
<i>Communication (phone, internet etc.)</i>	300	300	300	300	300	300	300	300	300	300	300	300	3,600
<i>Community activities</i>	160	160	160	160	160	160	160	160	160	160	160	160	1,920
<i>Advertising</i>	150	150	150	150	150	150	150	150	150	150	150	150	1,800
<i>Professional charges (audit fees etc.)</i>	295	295	295	295	295	295	295	295	295	295	295	295	3,540
<i>Bank & interest charges</i>	20	20	20	20	20	20	20	20	20	20	20	20	240
<i>Depreciation</i>	200	200	200	200	200	200	200	200	200	200	200	200	2,400
<i>Miscellaneous (meals)</i>	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Total Overheads	3,685	3,685	3,685	3,685	3,685	3,685	3,785	3,785	3,785	3,785	3,785	3,785	44,820
Retained profit	1,180	1,059	859	859	959	959	1,080.5	1,080.5	-1,276	-1,397	-1,397	-1,276	2,690

Table 6. Profit & Loss Forecast
May 2006 – May 2007

Month	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	April	Total
Sales¹	5,085	4,965	4,765	4,765	4,865	4,865	5,085	5,085	5,085	4,965	4,965	5,085	59,580
<i>Land²</i>	0	0	0	0	0	0	0	0	0	0	0	0	0
<i>Equivalent in land-use</i>	300	300	300	300	300	300	300	300	300	300	300	300	3,600
Gross Profit	4,785	4,665	4,465	4,465	4,565	4,565	4,785	4,785	4,785	4,665	4,665	4,785	55,980
Gross profit margin	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94%	94 %
Overheads													
<i>Office rental & electricity</i>	345	345	345	345	345	345	345	345	345	345	345	345	4,140
<i>Office stationary</i>	184	184	184	184	184	184	184	184	184	184	184	184	2,208
<i>Salaries</i>	1,387	1,387	1,387	1,387	1,387	1,387	1,488	1,488	1,488	1,488	1,488	1,488	17,250
<i>Equipment & facility maintenance</i>	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	4,830
<i>Fuel for vehicle & boats</i>	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	402.5	4,830
<i>Communication (phone, internet etc.)</i>	345	345	345	345	345	345	345	345	345	345	345	345	4,140
<i>Community activities</i>	184	184	184	184	184	184	184	184	184	184	184	184	2,208
<i>Advertising</i>	172.5	172.5	172.5	172.5	172.5	172.5	172.5	172.5	172.5	172.5	172.5	172.5	2,070
<i>Professional charges (audit fees etc.)</i>	339.25	339.25	339.25	339.25	339.25	339.25	339.25	339.25	339.25	339.25	339.25	339.25	4,071
<i>Bank & interest charges</i>	23	23	23	23	23	23	23	23	23	23	23	23	276
<i>Depreciation</i>	230	230	230	230	230	230	230	230	230	230	230	230	2,760
<i>Miscellaneous (meals)</i>	230	230	230	230	230	230	230	230	230	230	230	230	2,760
Total Overheads	4,244.75	4,244.75	4,244.75	4,244.75	4,244.75	4,244.75	4,345.75	4,345.75	4,345.75	4,345.75	4,345.75	4,345.75	51,543
Retained profit	540.25	420.25	220.25	220.25	320.25	320.25	439.25	439.25	439.25	319.25	319.25	439.25	4,437

Profit and Loss Forecast explanatory notes

Sales

Sales are based on a change in visitor fee income during varying months of the year, particularly the rainy season. The sales total is the total income from visitors (outlined in table 2 – but taking seasonal changes into account), added to part of a grant received from the Netherlands Committee of the IUCN (International Union for the Conservation of Nature), which has been broken down into the remaining 8 months of the grant from May 2005 – December 2005. (NC-IUCN grant equivalent = \$2,356.25 – for 8 months).

Projections for 2006-2007 are based on a rise in visitors according to table 2.

Land

No financial cost has been levied for land as the project owners (the host communities), also own the land.

Equivalent in land-use

The equivalent in land-use is based on the approximate total figure given in table 4 - Former Land-use of Tiwai Island. Projections for 2006 – 2007 rises in land-use value are 15% higher than 2005-2006, to accommodate currency fluctuation.

Gross Profit

This is the calculation of the equivalent in land-use subtracted from sales.

Gross Profit Margin

This is the calculation of gross profit divided by sales multiplied by 100, giving the gross profit margin percentage.

Overheads

All overheads are approximate calculations of the day-to-day management activities.

Office rental & electricity: rental & costs for 2 offices – one in the town of Bo (specifically for the TIAC Secretariat) and one in Potoru (the last largest town on the route to Tiwai Island and specifically for the Facility Manager). The Potoru office has, in the past, also been used as a Guest House for overnight stay of visitors arriving late at night as a stop-over on route to Tiwai Island. The Guest House could, potentially create additional funds for the project, but has not been calculated in this business plan.

Office stationary: general office stationary for reports, proposals & general management purposes.

Salaries: this is the calculation for the Secretariat (Coordinator, Administrative & Finance Officer, Public Relations Officer, Facilities Manager and 2 Project Assistants). While it is advised that the Secretariat Coordinator take on the responsibilities of the Public Relations & Administrative & Finance Officers (as the project should have set up the marketing plan and management system sufficient enough to be run by the Coordinator), at the end of year 2005, the difference in salary costs has NOT been calculated accordingly in order to cover the potential necessity to maintain the staff numbers or hire new personnel.

Equipment & Facility maintenance: this is calculated on the potential high maintenance of the project's current assets considering the harsh environment within which the equipment must be utilized.

Fuel for vehicle & boats: fuel has been calculated to a minimum, as must be reflected in the day-to-day management, while covering the basic costs of usage, in order to lengthen the equipment lifespan as well as cut down on unnecessary overhead costs.

Communication: it is imperative that sufficient funds are available for communication, since this is key to the success of the marketing and promotional plans and, in turn, the profits generated for the project. Communication costs in Sierra Leone are exceptionally high, but essential to the project's objectives.

Community activities: in recognizing the importance of ensuring that the 8 host communities are continually kept informed of the value of Tiwai Island and the progress of the project, a budget has been allocated to community activities. This could be in the form of hiring an education officer, or activities based on questionnaire results in Annex 3, of how communities would like to gain information about the Tiwai project.

Advertising: is the calculation of producing documents, leaflets, articles for the promotional campaign. This may have to be subsidized by attaining sponsorship from either national or international printing companies.

Professional charges: based on possible charges for auditing purposes, but may also cover any training programmes needed for project staff or community members.

Bank & interest charges: is kept to a minimum, as the majority of the income will be in the local currency, Leones, and therefore bank charges are low.

Depreciation: is the calculation of the office equipment having a lifespan of 68 months, NOT the depreciation of the total current assets.

Miscellaneous (meals): this is the calculation of providing meals for researchers during week days and covers ONLY the cost of the materials and NOT the payment to a hired cook, which is included in the retained profit.

Total Overheads

This is the calculation of all overhead costs.

Retained Profit

This is the calculation of total overheads subtracted from the gross profit. It is suggested that 50% be invested into the Community Fund and 50% retained as a cash flow savings to be used for any replacement of equipment, maintenance or new construction needs in the coming future. In addition, it will serve as a security fund should visitor numbers not meet the projections given above.

Note:

According to the above projections, the community should benefit from the financial profit of:

$$\begin{array}{r} + \quad \text{Equivalent in land-use} \\ \quad \text{Community activities} \\ \quad \text{50\% of Retained profit} \\ \\ = \quad \hline \text{Total profit to be invested in the Community Fund} \end{array}$$

Community Fund profit 2005-2006 = \$ 6,385

Community Fund profit 2006-2007 = \$ 8,026.5

This profit could fund some of the chosen activities the communities would like their portion of the Community Fund spent on (see Annex 3.), thus satisfying the need to ensure financial profits reach the 8 host communities, invested in the activities they have chosen.

Table 7. Projected annual income & expenditure for May 2005 – May 2006

BUDGET	General management	Research Station	Visitors	Fund raising	Community Fund³	TOTAL US \$
Average monthly income	2,356.25	2,256.6	391.6	-	-	5,004.45
Projected income	18,850¹	27,080	4,700	-	-	\$ 50,630
Average monthly expenditure	3,575	-	-	-	420	3,995
Projected expenditure	42,900²	-	-	-	5,040³	\$ 47,940
Profit balance following projected income minus projected expenditure						\$ 2,690
Community Fund profit						\$ 1,345*
Tiwai Island project savings						\$ 1,345^o

- ¹ General management projected income is based on the remaining NC-IUCN grant from May 2005 – December 2005.
- ² General management projected expenditure is based on overhead costs, with the exception of the community activities.
- ³ Community Fund projected expenditure is based on the equivalent in land-use added to the community activities.
- * Community Fund profit is 50% of the total profit balance.
- ^o Tiwai Island project savings is 50% of the total profit balance.

Table 8. Comparison in retained profit following construction of tourist apartments

May 2006 – May 2007					May 2006 – May 2007			
	Number visitors	Number days / apartments	Unit fee / cost \$	Total \$	Number visitors	Number days / apartments	Unit fee / cost \$	Total \$
<i>No apartments</i>					<i>Including apartments</i>			
Expenditure								
<i>Construction of apartments</i>	-	5	1,500	8,000				
<i>Furniture</i>	-	5	300	1,500				
			Total	9,500				
Visitor Category								
<i>National visitors</i>	130	1	6	780	130	1	12	1,560
<i>Expatriate visitors</i>	180	2	12	4,320	180	2	25	9,000
<i>International visitors</i>	40	2	12	960	40	2	25	2,000
Total	350	-	-	6,060	350	-	-	12,560
			Overheads	51,543			Overheads*	54,120
			Retained profit	4,437			Retained profit	8,360
							Variance in profit	3,923

Notes:

Expenditure: this fund would best come from sponsorship and is an estimate that could easily be brought down in price, e.g. communities could volunteer time and some materials etc.

Overheads*: an exaggerated, additional 5% of the overhead costs have been added to the overheads total as maintenance costs may be higher for apartment buildings.

Table 9.
Balance Forecast for May 2006

	US \$	US \$
Fixed Assets		0
Current Assets		
<i>Camping equipment</i>	5,400	
<i>Vehicle, motorbike & radios</i>	25,000	
<i>Bicycles</i>	650	
<i>Rubber boats & outboard engines</i>	10,000	
<i>Audio visual equipment</i>	2,000	
<i>Generators</i>	1,000	
<i>Computer equipment</i>	1,200	
<i>Buildings</i>	20,000	
<i>Cash in bank</i>	<u>18,850</u>	
Total Current Assets	84,100	
Current Liabilities	0	
Net Current Assets		84,100
Net Assets		<u>84,100</u>
Financed By		
<i>Capital invested</i>	84,100	
<i>Retained Profit</i>	<u>2,690</u>	
Total Capital		<u>86,790</u>

Balance Forecast for May 2006 notes

Fixed Assets

No financial cost has been levied for land as the project owners (the host communities), also own the land.

Current Assets

All current assets have been depreciated according to their anticipated average lifespan from 5 – 10 years. Cash in bank is based on the projected remaining budget from the NC-IUCN grant at \$18,850.

Current Liabilities

The Tiwai project has no current liabilities

Net Current Assets

This is the calculation of current liabilities subtracted from current assets.

Net Assets

This is the calculation of the current assets plus fixed assets.

Financed By

Capital invested is the total current assets.

Retained profit is the based on the retained profit from the Profit and Loss Forecast for May 2005-2006

Annex 1

Glossary

TIAC	Tiwai Island Administrative Committee
EFA	Environmental Foundation for Africa
NUC	Njala University College
CSSL	Conservation Society of Sierra Leone
FBC	Fourah Bay College

Annex 2

List of Tiwai Island Administrative Committee (TIAC) members

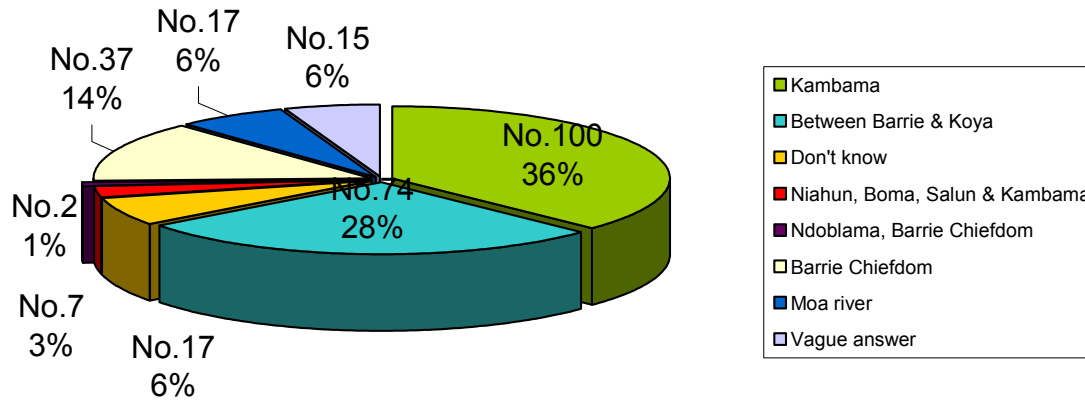
1. P.C.A.M. Kanneh - Paramount Chief – Koya Chiefdom
 2. Hon. Phrancis Momoh - Member of Parliament – Koya Chiefdom
 3. Mr. Brima Nyallay - Community representative – Koya Chiefdom
 4. Mr. Sheku Kallon - Community representative – Koya Chiefdom
 5. Mr. Bockarie Bicona - Community representative – Koya Chiefdom
 6. P.C.V.K. Magona VII - Paramount Chief – Barri Chiefdom
 7. Hon. S.A.B. Magona - Member of Parliament – Barri Chiefdom
 8. Mr. Philip S. Lukullay - Community representative – Barri Chiefdom
- Maritime Office, Freetown*
9. Mr. Karmoh Lusenie Koroma - Community representative – Barri Chiefdom
 10. Chief Vandi Koroma - Community representative – Barri Chiefdom
 11. District Officer - Southern Region
 12. District Officer - Eastern Region
 13. Provincial Secretary - Southern Region
 14. Provincial Secretary - Eastern Region
 15. Mr. B. Kamara - Ministry of Forestry, Agriculture & Food Security
- Director of Forests, Forestry Division*
16. Mr. K.I. Bangura - Wildlife Conservation Branch, Forestry Division
- Wildlife Superintendent*
17. Representative - Ministry of Tourism & Culture
- Regional Director, Bo*
18. Dr. Aiah Lebbie - Njala University College
- Tiwai Island Research Coordinator*
19. Mr Tommy Garnett - Environmental Foundation for Africa
- Director of Programmes*
20. Mr DD Siaffa - Conservation Society of Sierra Leone
- Coordinator*

Annex 3.

Community questionnaire results, Koya and Barri Chiefdoms

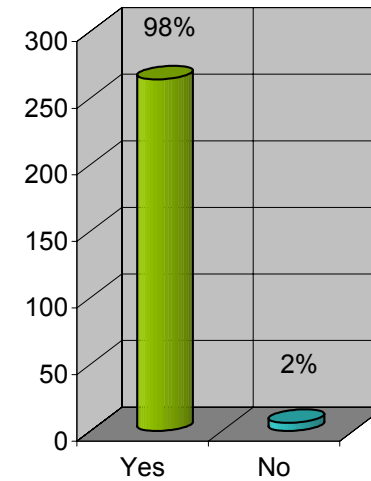
Question: Where is Tiwai Island?

Number: 269



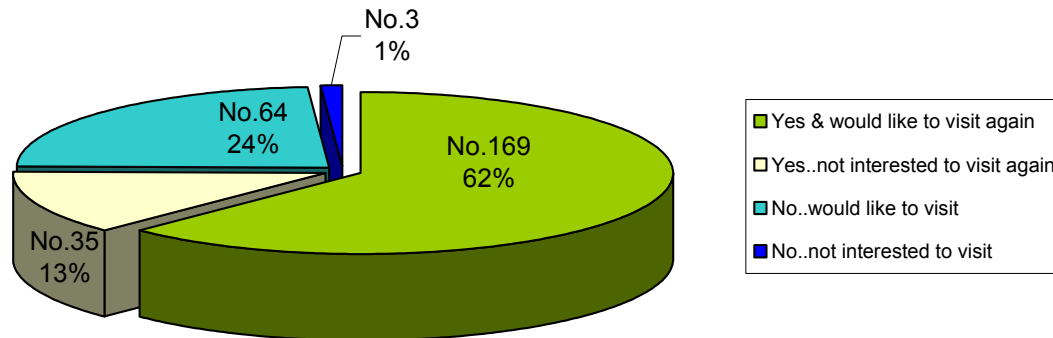
Question: Have you heard of Tiwai Island?

Number: 270

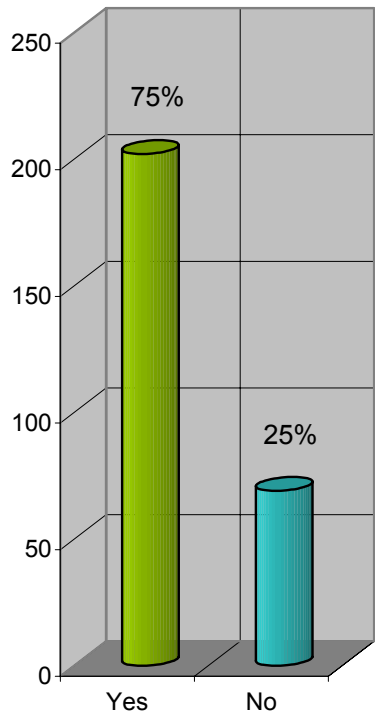


Question: Have you ever visited & would you like to re-visit Tiwai Island?

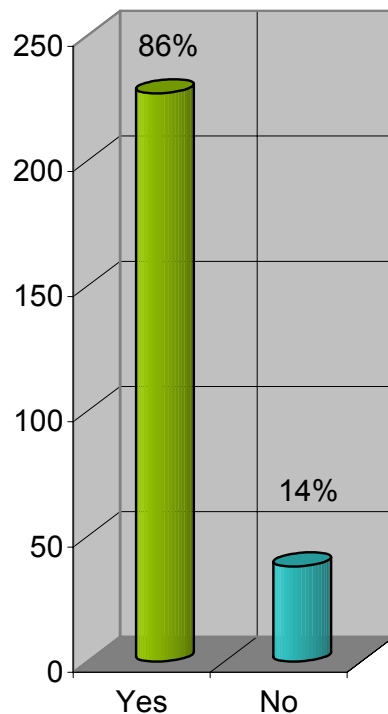
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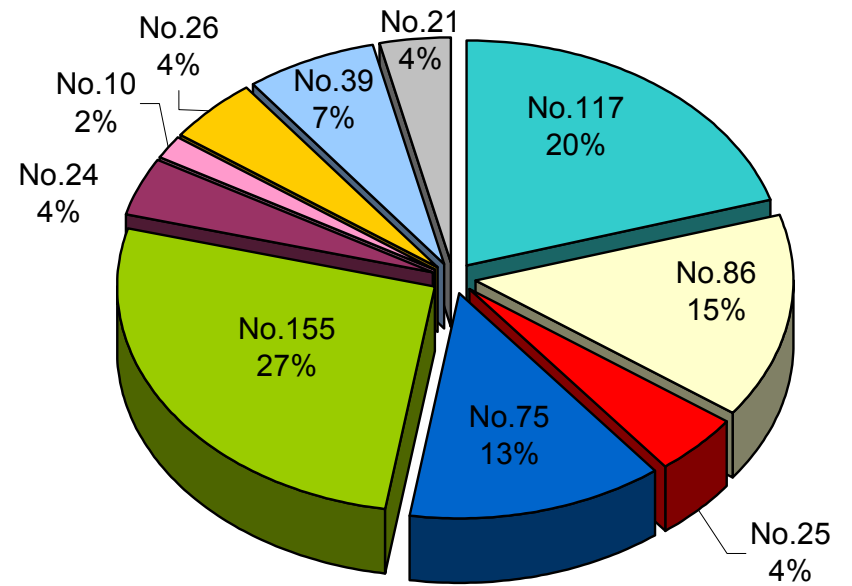
Question: *Have you heard of TIAC?*
 Number: 271



Question: *Have you heard of the Community Fund?*
 Number: 265

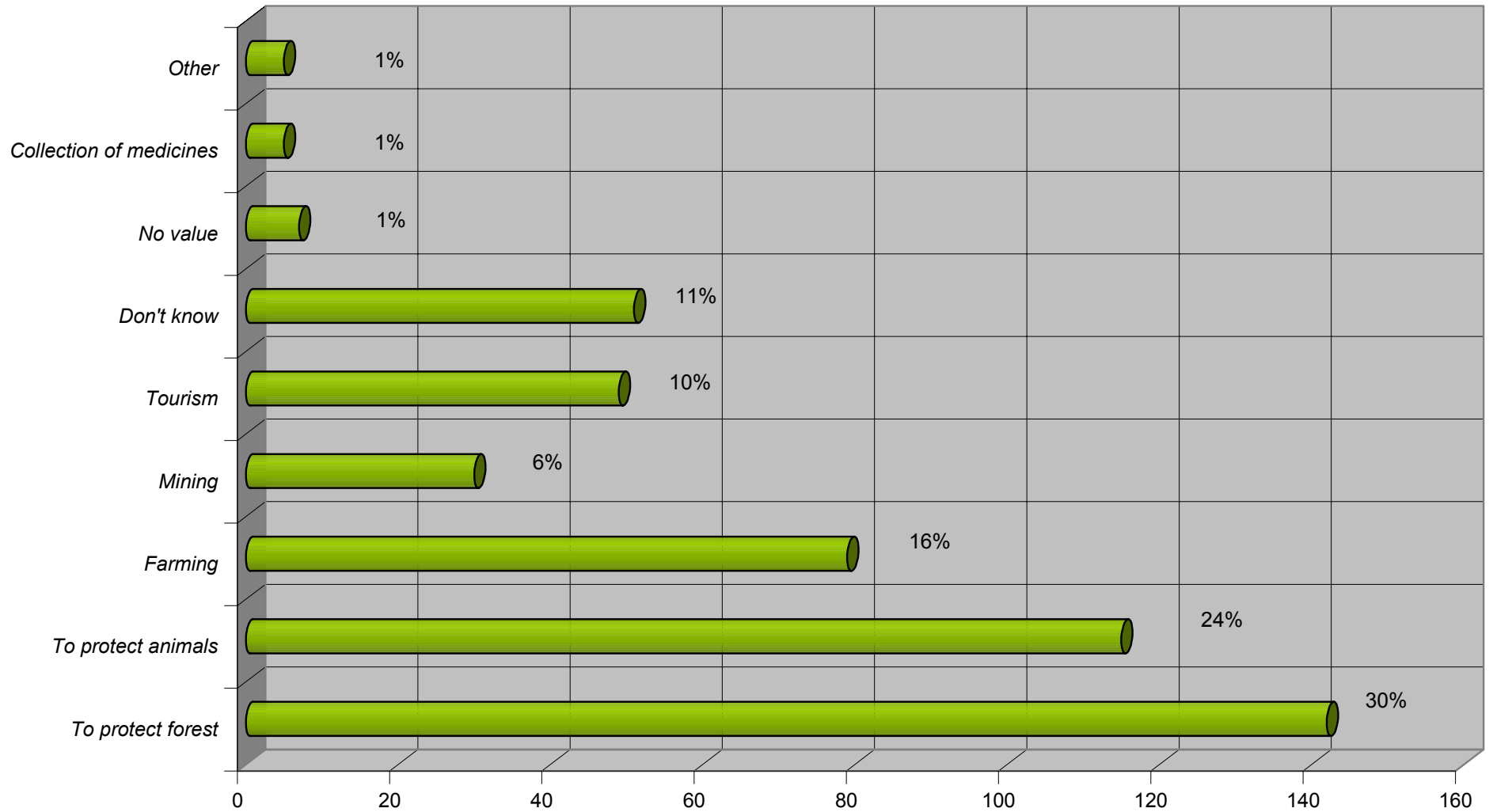


Question: *How would you like the Community Fund to be spent?*
 Number: Multiple answer question

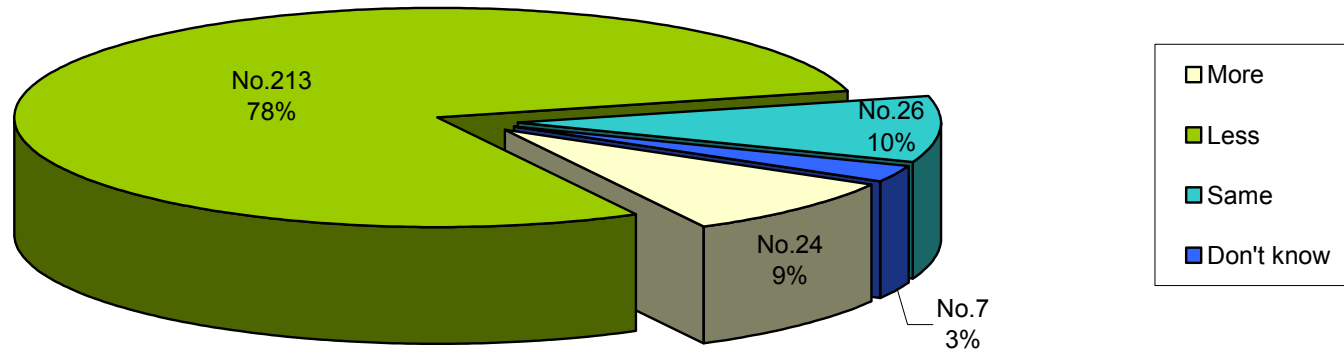


- | | |
|----------------------------------|----------------------------|
| schools | clinics |
| traditional community activities | co-operatives |
| barri / community baffle | skills training programmes |
| tree planting projects | sanitation projects |
| roads | mosques |

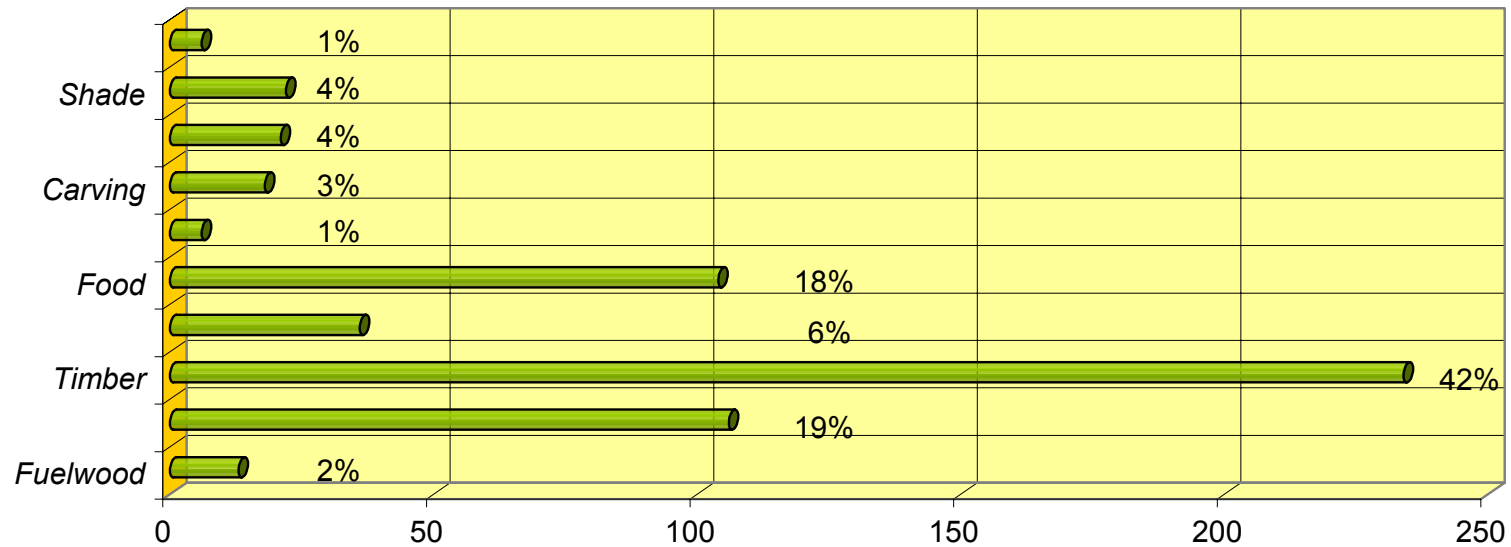
Question: In your view, what is the value of Tiwai Island?
Number: Multiple answer question



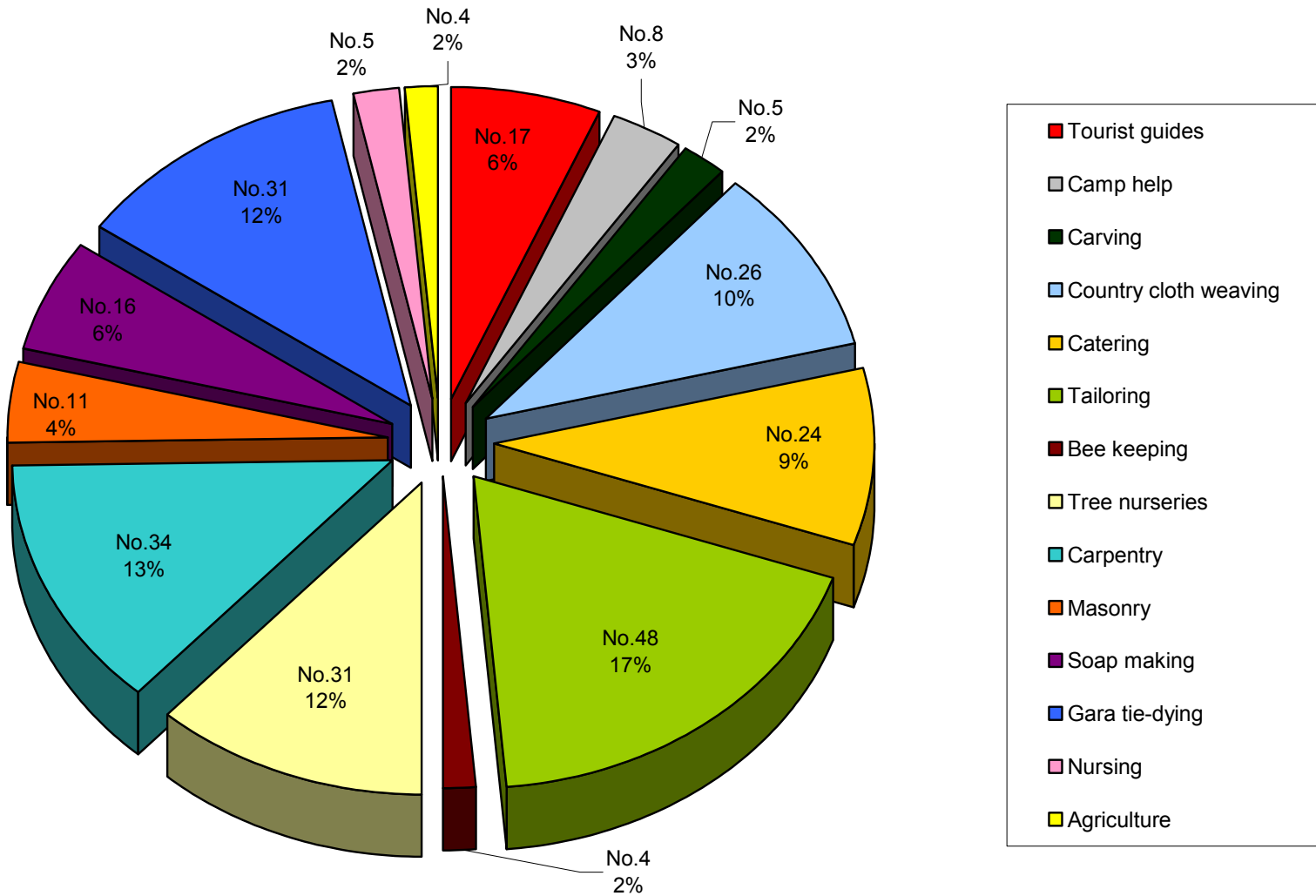
Question: *Do you think there is more, less or the same amount of forest around your community, compared to 10 years ago?*
 Number: 270



Question: *What would you plant trees for?*
 Number: Multiple answer question

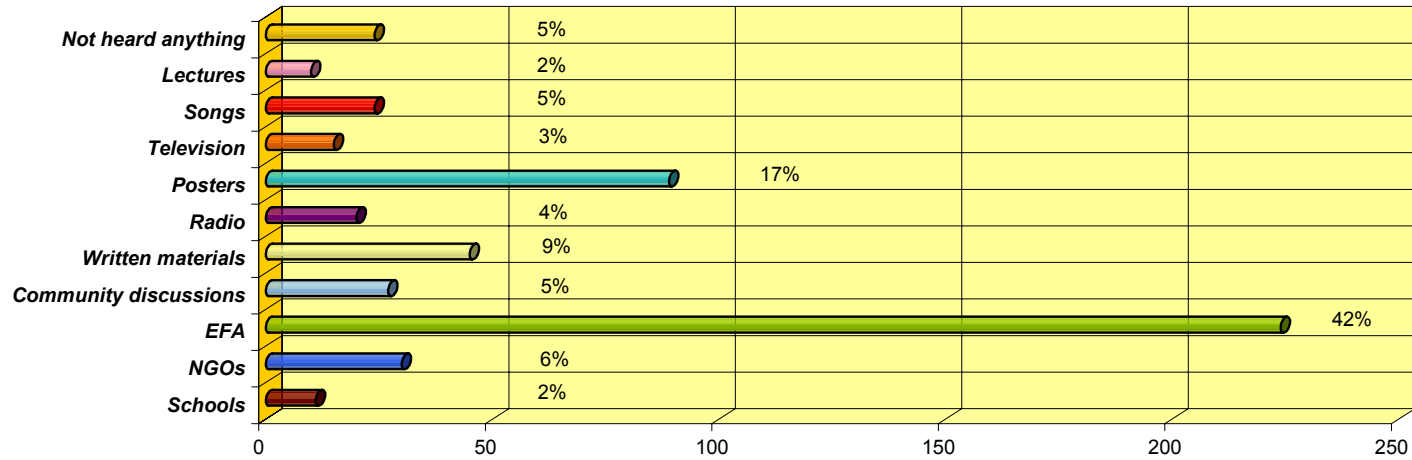


Question: *What type of skills training would you like to participate in?*
Number: 264

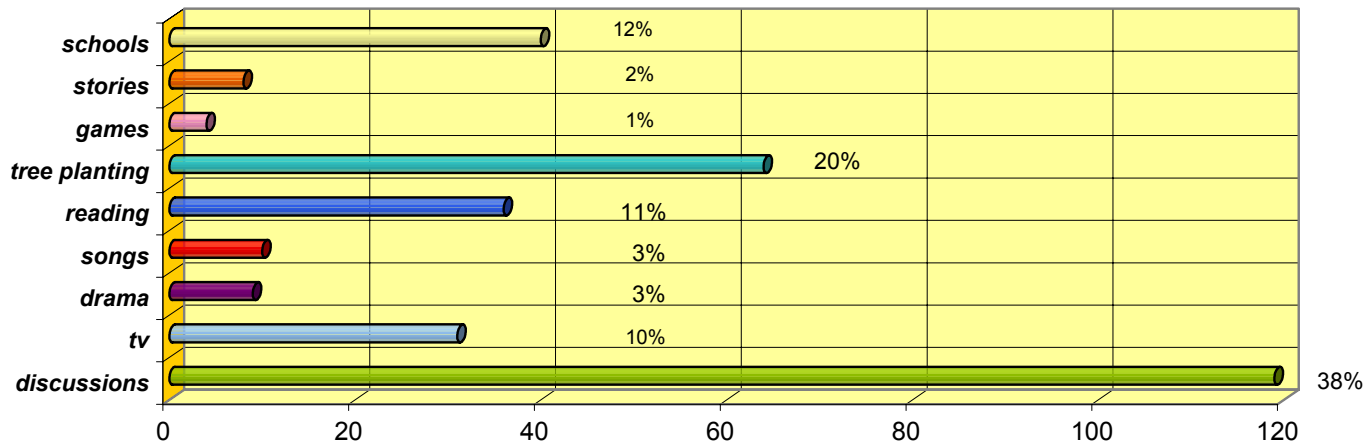


Tiwai Island Wildlife Sanctuary, Business Plan

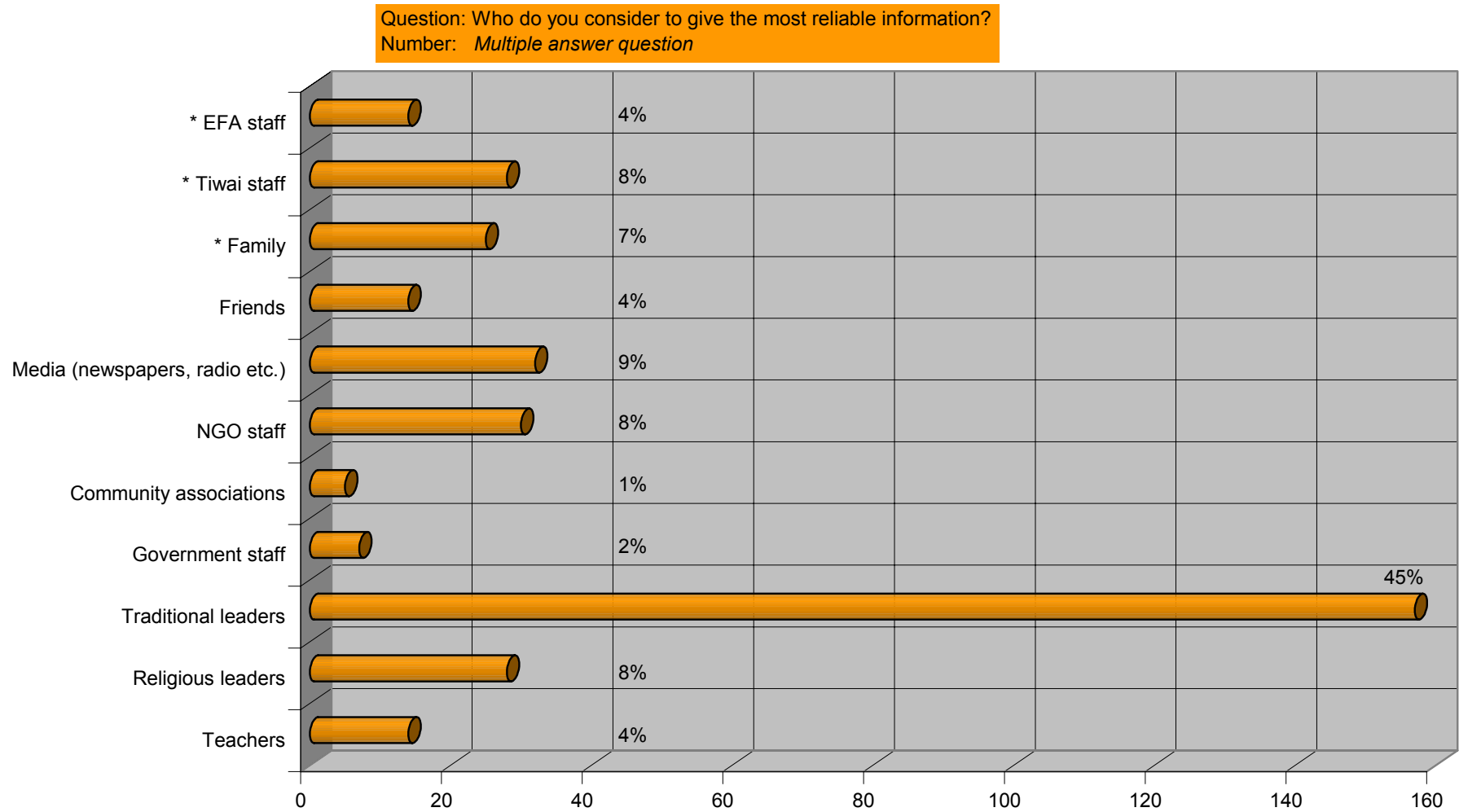
Question: *Have you heard of any conservation activities in the last year & where?*
 Number: *Multiple answer question*



Question: *What kind of activities would you like prefer to learn about the environment?*
 Number: *Multiple answer question*



Tiwai Island Wildlife Sanctuary, Business Plan



* These categories fall under 'other' in the multiple answer question

