



# Index

Section	Content	Page
Introduction	a. Acknowledgements b. Brief	3
One: Review	a. <i>Tourism Development Study: Pannell Kerr Foster Associates – 1982</i> b. <i>Diagnostic Trade Integration Study: Integrated Framework for Trade-Related Technical Assistance to the Least Developed Countries. Tourism Development In Sierra Leone –World Bank 2005</i> c. <i>Competitiveness and Corporate Social Responsibility in Sierra Leone.</i> Industry Solutions for Tourism and Mining. Foreign Investment Advisory Service. 2006. d. <i>Economic and Financial Feasibility Study on Ecotourism Potential in Selected Protected Areas.</i> 2007. (World Bank Sierra Leone Wildlife Protection and Biodiversity Conservation Project) e. <i>Assessment of Socio-cultural and Economic Characteristics of Populations in Selected Project Areas and Potential for Establishing Alternative Livelihood Schemes.</i> World Bank SLWPBCP. 2006	4-16
Two: Infrastructure	a. Entry b. Transportation c. Tour guides d. Hotels and Restaurants e. Beaches f.	17-21
Three: Travel Trade	a. Accommodation b. Grading evaluation c. Tour operators d. Marketing e. Tourist Information f.	22-30
Four: Ecotourism	a. Gola Forest Reserve b. Kambui Hills Forest Reserve c. Kangari Hills Non-Hunting Forest Reserve d. Lake Sonfon e. Loma Mountain Non-Hunting Reserve f. Outamba Kilimi National Park g. Tingi Hills Non-Hunting Reserve h. Tiwai Island Wildlife Sanctuary i. Western Area Peninsula Forest Reserve) j. Yawri Bay k. Tacugama Chimpanzee Sanctuary (TCS) l. Mamuta-Mayoso	31-46
Five: Product Development	a. Themes b. Small Grant Programmes c. Project Proposals d. Marketing Plan	47-62
Six: MoTC/NTB Structures	a. Organisational Issues b. MoTC Structure and Staffing c. NTB Structure and Staffing	63-70
Seven: Tourism Act	a. Tourism Act amendments b. Other legislation	71-79
Appendices	a. List of Registered Accommodation b. Protected area flora and fauna	80-89 90-95

## **Introduction.**

**Acknowledgments.** The PAI team is grateful for the support of many individuals and organisations. While we cannot mention all, we would like to express our particular thanks to:-

- The Minister of Tourism and Culture – The Hon. Hindolo S Trye and his staff for their insights, advice and access to information.
- The National Tourist Board Director – Mr Cecil Williams and his staff for the same plus hands on support with transport, contacts and office space.
- UNDP, EU, DFID, British High Commission, US Embassy and World Bank staff for their valuable information and candid observations.
- The people of Tiwai Island for a memorable night under canvas.

**The Brief.** The client brief contained a number of elements with the overall objectives of:-

1. Reforming the current organisation, structure and legal environment in which the tourism sector operates on stronger footing to generate growth.
2. Recommending specific actions for MoTC and NTB to pursue within a seven year period, beginning immediately.

Within these objectives, the brief required the following groups of tasks to be undertaken:-

- Critical review of previous strategies and reports
- Review of current draft Ministry of Tourism and Culture (MoTC) National Tourism Policy and Action Plan (2006)
- Recommendations on structures and roles of the MoTC and National Tourism Board (NTB)
- Recommendations for update and review of National Tourism Act (1990)
- Preparation of practicable seven year Strategic Action Plan for product and market development

## SECTION ONE: REVIEW OF RELEVANT STRATEGIC REPORTS.

We identified and reviewed five previous strategic reports of relevance to tourism development in addition to the National Tourism Development Strategy adopted by MoTC and NTB. These were:-

- f. *Tourism Development Study: Pannell Kerr Foster Associates – 1982.***
- g. *Diagnostic Trade Integration Study:*** Integrated Framework for Trade-Related Technical Assistance to the Least Developed Countries. Tourism Development In Sierra Leone –World Bank 2005.
- h. *Competitiveness and Corporate Social Responsibility in Sierra Leone.*** Industry Solutions for Tourism and Mining. Foreign Investment Advisory Service. 2006.
- i. *Economic and Financial Feasibility Study on Ecotourism Potential in Selected Protected Areas.*** 2007. (World Bank Sierra Leone Wildlife Protection and Biodiversity Conservation Project).
- j. *Assessment of Socio-cultural and Economic Characteristics of Populations in Selected project Areas and Potential for Establishing Alternative Livelihood Schemes.*** World Bank SLWPBCP. 2006.

### **1.1 *Tourism Development Study: Pannell Kerr Foster Associates – 1982***

**1.1.2 Objective.** The study objective was to formulate a tourism development strategy for Sierra Leone based on a detailed analysis of infrastructure, constraints and international market potential.

**1.1.3 Conclusions.** Its conclusions are summarised in the following notes:-

- Restructure Ministry of Tourism with new Development Department
- Review membership structure of Tourism Board
- Create Tourism Development Corporation
- Establish inter-departmental Tourism Advisory Committee
- Need for tourism assets to be conserved and protected
- Abolish visa requirements for tourist groups
- Facilitate tourist entry at airport and create tourism information desk
- Establish safari camp on Banana Island
- Improve Lumley Beach area through landscaping

- Rehabilitation of key buildings in Freetown
- Establish hotel training centre
- Detailed study of tourism assets
- Strategic study for development of Lumley
- Comprehensive marketing strategy and promotional programme

Broadly, the recommended development strategy was to focus on beach tourism at Lumley with Freetown as the main centre for development extending to basic accommodation on the islands and subsequently, hotel developments at regional centres to enable access to protected areas.

**1.1.4 Critical Comments.** The report is over 25 years old and hence of limited value now. Since its production, the tourism markets and structure and number of competing destinations have changed significantly. Notably, market segments such as cultural tourism and ecotourism had yet to emerge. It is interesting, however, that the report's emphases on improving access from the airport to Freetown and on the need for conservation and planning of key assets are almost identical to those of the following reports 20 years later and, indeed, to our own.

These similarities apart, the fundamental changes in the make up of the market and industry as a whole make the report obsolete and only of historical interest.

**1.2 Diagnostic Trade Integration Study:** Integrated Framework for Trade-Related Technical Assistance to the Least Developed Countries. Tourism Development In Sierra Leone –World Bank 2005

**1.2.1 Objective.** The study objective was to specify a tourism development strategy for Sierra Leone for implementation via SLNTB up to 2015.

**1.2.3 Conclusions.** Its conclusions are summarised in the following notes and formed the basis for subsequent reports as outlined below and the National Tourism Policy and Action Plan.

- **Comparative Advantages**
  - Its outstanding white sand and golden beaches with dramatic tropical and mountainous backdrop, which are only a 5-6 hours flight from Northern Europe – closer than the Caribbean, the Maldives and Mauritius. It is somewhat further than the Red Sea, Gambia and Canaries, but none of these last three enjoys a tropical ambience.
  - Its tropical environment and scenery (mountains, forests, rivers, coastline, islands) and nature (birds, flora and fauna) are again relatively close to Europe. The wildlife does not match that of East or Southern Africa. But, Sierra Leone has interesting wildlife, and potential to tap into the rapidly growing bird-watching tourism market..
  - Its interesting heritage and tribal history which can be built into an attractive 'story' for European tourists and for the Diaspora including potential tourists in the United States. The 'story' could focus on the return of freed slaves, expanded to include the tribal and European history in the country.
  - Its diamond mining heritage, which potentially offers a special 'story' for tourists as well as a potential 'buying' opportunity.

- **Possible Growth Scenarios**

- **Scenario One – Slow Growth** This first scenario would involve a slow rehabilitation of the tourism industry but without a substantial redevelopment of beach tourism within the next ten years. Uncertainty for tourism investors and an economy struggling with post-conflict rehabilitation would be characteristic of this scenario. Scenario One would represent the gradual development of leisure tourism with an emphasis on adventure/heritage/nature tourism, with a few small locally owned and operated beach hotels.
- **Scenario Two – Medium Growth** A second scenario would involve the re-establishment of the beach tourism industry, particularly in the Western peninsula within five years with some sizeable hotels (say, 40 - 200 rooms each). However the 'take-off' in the European markets would be slow because competition in these markets is very fierce, and to establish a significant market share is difficult. Such a scenario would build on the entrepreneurship that exists within the country to put together new projects, but it would also reflect the difficulties assembling all the elements that make up a successful tourism industry. The scale of the new development in the Western peninsula would involve a further 250 rooms by 2015 and a further 200 rooms in Lungi.
- **Scenario Three – Rapid Growth** The third scenario would involve the re-establishment of the beach tourism industry with sizeable hotels (say, 40 – 200 rooms plus), particularly in the Western peninsula, which allows the industry to 'take-off' in the source markets, primarily in Europe.

Such a scenario implicitly assumes that Sierra Leone can put together all the elements of a successful tourism industry. Such a substantial development would involve more air flights to more originating markets. This scenario leads to more investment in more large hotels such that a significant growth in market share takes place. Hotel/resort/lodge development could reach 850 rooms by 2015 in the Western Peninsula and 350 rooms in the Lungi area. These two areas would be the prime areas for international holiday beach tourism.

It concludes that:-

- all three scenarios are plausible, but "at this point it is not possible to say what is most likely to occur".
- Scenario Three, the most challenging scenario, is nonetheless achievable, assuming that:-
  - "market acceptance is there" and that:
  - "the whole raft of improvements in the tourist destination can be managed" including:-
    - more airline capacity to more origin markets
    - incisive marketing to target segments
    - improvements in accommodation quality
    - operational management improvements in tourist accommodation and attractions,

- public services and utility services that are reliable and affordable
- tourism staffing improvements that make the travel experience to Sierra Leone something special.

The report proposes 10 actions with approximate costings to initiate implementation of the strategy, viz:

**Table One: Costed Actions.**

Strategic Action Programme	Approx. Cost US\$
<b>1. Marketing Programme by the Sierra Leone National Tourist Board.</b>	<b>500,000</b>
<b>2. Strategic Plan for Relaunching the Tourism Sector 2006 -2015</b>	<b>150,000</b>
<b>3. Detailed Tourism Master Plans (physical plans) for Key Areas</b>	<b>500,000</b>
<b>4. Human Resource Capacity Building and administrative capacity building within the Ministry of Tourism and The Sierra Leone National Tourist Board</b>	<b>100,000</b>
<b>5. Tour Guide Training Programme</b>	<b>50,000</b>
<b>6. Interpretive Centre (at Museum in Freetown)</b>	<b>250,000</b>
<b>7. Tourist Attraction Development Programme</b>	<b>500,000</b>
<b>8. Joint Venture Beach Resorts (private sector) down the peninsula – a feasibility investigation</b>	<b>100,000</b>
<b>9. Programme for refurbishment and improvement of existing hotel accommodation</b>	<b>500,000</b>
<b>10. Programme for improving standards for the guesthouses, allied with a stimulation of the domestic market</b>	<b>250,000</b>
<b>TOTAL</b>	<b>2,900,000</b>

It also makes a rough calculation of economic benefit in terms of projected benefits although the basis for these is unclear.

**1.2.4 Critical Comments.** In general, the report provides a good review of the situation in 2005 and most of its recommendations are compatible with our own. It is also important in that it provided the basis for subsequent reports and much of the rationale for the National Tourism Policy and Action Plan of 2006.

With the benefit of hindsight, we do have some reservations about the approach and specific recommendations, viz:-

- a. Emphasis on beach tourism.** This is a highly competitive and price sensitive sector. There has been a massive explosion of resorts in areas closer and cheaper in terms of the European market such as Dalmatian Coast, Black Sea, Turkey, North Africa, Red Sea as well as other countries in the region such as Gambia, Senegal and Ghana. Undoubtedly, the presence of long stretches of beach is an asset but does not represent a product without extensive and expensive development of resort complexes and charter or budget flights. Even if this level of development occurred, Sierra Leone would still have to compete for market share against closer well established resorts.

As a consequence of this, in our view, wrong emphasis, niche markets such as ecotourism, cultural tourism, heritage tourism etc where Sierra Leone has the potential to develop a unique profile have been partially sidelined.

- b. Growth Scenarios.** These are largely based on the assumption of beach tourism as the driver which we consider flawed. The report then presents a high, medium and low growth scenario and states that the first two options are dependent on a series of major infrastructural developments all of which are uncertain in terms of timing and funding.

In our view, the logical conclusion should have been to base the strategy on the low growth scenario and review this as infrastructure comes on stream.

Unfortunately, the report concluded that, because of the uncertainty, it was impossible to decide which scenario to adopt and then stated that the high growth scenario was “plausible”. This, we believe, led the MoTC and NTB to adopt it as the basis for the national action plan which largely accounts for the lack of any significant progress since.

### **1.3 Competitiveness and Corporate Social Responsibility in Sierra Leone.** Industry Solutions for Tourism and Mining. Foreign Investment Advisory Service. 2006.

**1.3.1 Objective.** The objective of the study was to identify public policies and instruments, affecting investment, that have the greatest potential to attract responsible investors and buyers.

**1.3.2 Conclusions.** The report came to a number of broad conclusions regarding growth potential and barriers to growth in the tourism sector, viz:-

- Of the 40,000 tourists visiting Sierra Leone, only 10% were for leisure purposes.
- Sierra Leone has a number of attractions of international potential, viz:-
  - Bunce Island
  - The Western Peninsula
  - Tiwai Island
  - Outamba Kilimi
- Sierra Leone’s closest competitors are:-
  - Ghana
  - Gambia
  - Uganda
- Of these, the first two enjoyed 5% annual growth in leisure tourism from 2000-2004 and the last 165% total growth over the same period
- Sierra Leone could experience 5% annual growth subject to “appropriate steps”



The report goes on to quote the various growth scenarios defined in the World Bank report ***Tourism Development in Sierra Leone – 2004*** see below.

**a. Obstacles.** Several obstacles to growth were identified as:-

- Airline capacity
- Lack of incisive marketing to target segments
- Accommodation standards
- Operational management in accommodation and attractions segments
- Availability and costs of public services and utilities
- Skill levels of tourism staff

**b. Markets.**

Sierra Leone unlikely to be able to compete in mainstream travel market for 3-5 years

Largest potential markets are African Americans, European sun, sea and sand, ecotourism

**c. GoSL Development Priorities.**

Development of primary attraction clusters of services and infrastructure in:-

- Western Peninsula
- Bunce Island
- Tiwai Island
- Outamba Kilimi

The report recommends a programme of implementation models for each of the above.

**1.3.3 Critical Comments.** The broad approach recommended focuses on one specific geographic region and three individual attractions/areas for development as primary attraction clusters which will in turn become the foci of targeted marketing initiatives.

We consider this weak, incomplete and unlikely to generate significant market interest in the target markets, for the following reasons:-

“Product” in marketing terms comprises a complex of physical facilities and services contained within a unifying “theme” different aspects of which can be tailored to the interests of various target markets. Individual facilities may be important components of quite different themes appealing to different target market segments. For example, a building may have importance as a historic site, because of its architectural merit, because of its association with a historic figure, its content (eg art gallery) or its current use (eg 5\* restaurant).

Equally, a strong marketing product can be generated around a number of relatively weak individual attractions eg a townscape or historic traditional village can become a significant attraction although the individual houses may be of little appeal.

Our focus, consequently, has been firmly placed on developing strong themes of appeal to special interest and general tourist markets with specific development proposals being defined within the context of the unifying theme.

**1.4 Economic and Financial Feasibility Study on Ecotourism Potential in Selected Protected Areas.** 2007. (World Bank Sierra Leone Wildlife Protection and Biodiversity Conservation Project)

The WPBCP proposes the promotion of ecotourism in Protected Areas with a strong emphasis on growth and employment opportunities within communities on their fringes.

The brief of the study was to:-

- Assess and quantify the potential benefits of ecotourism
- Recommend options for designing, installation and operationalisation (sic) of eco-based tourism in a sustainable form

The areas considered in the study were:-

- Outamba-Kilimi NP
- Loma Mountain and Tingi Hills Forest Reserve
- Kangari Hills Forest Reserve
- Western Areas Forest Reserve
- Gola Forest Reserve + Tiwai Island

Development Potential Criteria. In defining development potential, the study assessed each area in terms of:-

- Scope: Size and variety of eco-product valued as primary, secondary and tertiary.
- Access: Ability to reach the site, taking seasonality into account.
- Location: relation to other attractions and markets as well as compromising structures eg urban settlements, mining etc.
- Drawing Power: market appeal valued at international, national and local level.
- Destination Facilities: Analysis of exiting facilities eg accommodation, local services relevant to development as a tourist destination.

In addition, the study addressed human and managerial issues, viz:-

- Community
- Livelihood activities in relation to the Protected Area

- Local and institutional capacity
- Socio-economic characteristics of proximate populations
- Management, benefit and off-set challenges

and international good practice as described by the International Ecotourism Society, viz:-

- Sustainable balance of protected landscapes and recreational areas for use by tourist and local populations alike
- Locally owned accommodation and catering
- Local control over tourism development
- Local festivals and events to enhance local pride in cultural heritage and environment

**1.4.2 Content.** The bulk of the report consists of a valuable and comprehensive review of each of the five selected areas covering:-

- Geography and climate
- Species
- Threats and pressures including logging, mining, hunting and encroaching agriculture
- Current tourist facilities

It continues with an assessment of each area's ecotourism potential and costed suggestions for enhancement.

It is not necessary to repeat these analyses in detail in this report. We have, however, summarised the development proposals for each area in the following table:-

**Table Two: Development Proposals 1.**

AREA	Eco-tourism Attraction	Proposed Development
<b>Outamba-Kilimi</b>	Wildlife variety, woodland savannah character, riverbank	Move current camp and visitor facilities from periphery to riverbank site within park proper Redevelop camp facilities as small ecotourism resort in the form of a basic shelter to accommodate 6 with camp ground for larger groups Water-based activity – boat trips Day shelter and toilets for day visitors
<b>Loma-Tingi</b>	Mount Bintumani Gallery Forest	Summit trail with:- Base      Camp      –      4

Kangari Hills	Large mammals Tingi similar but of less interest	accommodation units, visitor information centre, toilet/shower and bush kitchen Mountain shelter – sleeping platform, storage, rain shelter Summit trail with guiding services
	No main attraction Pleasant, varied scenery	None in short to medium term
WAFR	Proximity to Freetown and beaches Tacugama Chimpanzee Sanctuary Forest trails round Guma Reservoir Potential link to eco-resort(? We assume this refers to No 2 Beach community project)	Guma campsite rented as single unit on private trail Tacugama Campsite as per Guma Self guided and guided trails Park entrance fees Part of reserve leased to resort for own guests only
	Gola-Tiwai	3 signposted half day walking trails on the themes of:- <ul style="list-style-type: none"> <li>• Primates</li> <li>• Trees</li> <li>• Duiker</li> </ul> Mountain bike rental Visitor information at Kenema New rustic camp and visitor centre at entrance Canoe and pedal boat activities centred on Tiwai

**1.4.3 Critical Comments:** The report provides a good summary of the five areas selected in terms of environment, scale and potential attractiveness. We do, however, have a number of concerns over its development recommendations, viz:-

- a. The report equates eco-tourism with small scale rough camping sites within the reserve area. This certainly is relevant to the extent that:-
  - it requires very small investment
  - is within the capacity of local communities
  - recognises the lack of tourist numbers and the modest scale of the ex-pat and domestic markets
  - makes minimal impact on the reserve ecosystems
  - projects can be implemented quickly

It does, however, ignore the major eco-tourist markets which are looking for access to the eco-product from a higher level of accommodation and services in proximate resorts or population centres within day trip access.

- b. The concept of providing reserve area concessions to private sector operators for the exclusive use of their customers is totally unacceptable on operational, ethical and public access grounds and should be rejected out-of-hand.
- c. The report ignores the fact that in many of the reserves, there are surrounding areas of similar character which could be more appropriately utilised for the development of accommodation and services leaving the formal reserve pristine.

**1.5 Assessment of Socio-cultural and Economic Characteristics of Populations in Selected project Areas and Potential for Establishing Alternative Livelihood Schemes.** World Bank SLWPBCP. 2006

This report provides a useful background into the economic and social conditions of communities in and around protected areas targeted by the WPBCP and is of particular relevance read in parallel with the preceding report. It covers eight protected areas, viz:-

- Outamba-Kilimi NP
- Loma Mountain and Tingi Hills Forest Reserve
- Kangari Hills Forest Reserve
- Western Areas Forest Reserve
- Gola Forest Reserve
- Tiwai Island

As per the former but also includes

- Yawri Bay
- Mumunta-Mayosso Wildlife Sanctuary

Its proposals for eco-tourism development are less detailed than the former report and are summarised in the table below.

**Table Three: Development Proposals 2.**

AREA	Eco-tourism Attraction	Proposal
Outamba-Kilimi	Not specified	Improved facilities
Loma-Tingi	Low population density	None
Kangari Hills	Not specified	Strengthen law enforcement Buffer zones to deter encroachment Reforestation and regeneration

WAFR		Access road infrastructure Shops and accommodation
	Proximity to Freetown and beaches Tacugama Chimpanzee Sanctuary Forest trails round Guma Reservoir	Better coordination between MoTC, CSSL, EFA, Tacugama and Education Centre
Gola-Tiwai	Comparative accessibility to reserve core Variety of landscapes and habitats Wide range of interesting and rare flora and fauna Good management Established nature and international standing of Tiwai Island	Packaging of local rice varieties Basket and hammock weaving Field laboratory for researchers (Gola)
	Yawri Bay	Potential Beach product which might be of benefit to local fishermen etc
Mamunta-Mayosso	Local traditions and festivals	Integration of wildlife and local culture into more diverse product

**1.5.1 Critical Comments:** The report provides a good summary of social and economic conditions of the local population in the eight areas selected. Its comments on tourism development are insufficiently detailed or thought through to be of value to this study although it is the only report to mention the natural links between eco and cultural tourism in developing a diverse product.

#### **1.6 National Tourism Policy and Action Plan.** Ministry of Tourism and Culture. 2006

The NTPAP begins with an overview of the country as a whole followed by a summary of key government policies in the economic and social fields aimed at creating an environment suitable for investment and growth in industries such as tourism.

It provides an interesting analysis of the tourism sector in the 1970s and 1980s when leisure tourism amounted to 70% of arrivals or almost 30,000 trips in 1990 compared to 4,000 in 2006.

It is significant that tourism suffered a significant decline in the 1980s compared to the previous decade with Class A hotel occupancies falling from 60% to 40% in the high season and 40% to 20% in the low season. The reasons for this are not specified but we would surmise they reflect increasing international competition and a decline in quality and infrastructure. It is clear, therefore, that the industry was in serious decline prior to the conflict of the late 1990s before being wiped out as a result of it.

The document then highlights three areas as the foundation for a relaunched tourism product, viz:-

- Scenery and nature with an emphasis on bird watching

- Heritage and indigenous cultures
- Diamonds

based on the conclusions of the DTIS study – see below.

It also quotes the three growth scenarios quoted in the DTIS study – see below- and opts for the Rapid Growth scenario based on the reestablishment of large scale beach tourism aimed at the European market.

It does, however, point out that the achievement of this relies on:-

- More airline capacity to more direct markets
- Incisive marketing
- Accommodation improvements
- Operational management improvements
- Reliable and affordable public services and utilities
- Staff training

These constraints are further elaborated.

The core of the document highlights priority areas of action which are outlined in the following table:-

**Table Four: Priority Actions.**

Policy Area	Priorities
<b>Goals</b>	<ol style="list-style-type: none"> <li>1. Preserve and enhance physical assets</li> <li>2. Establish innovative types and models of sustainable tourism technologies, products and business practices</li> <li>3. Promote development of trade associations of small businesses in food, taxi and arts/crafts sectors</li> <li>4. Revive National Dance Troupe and develop local cultural groups</li> <li>5. Code of Conduct regarding sexual exploitation within the tourism sector</li> <li>6. Preservation of cultural institutions, artefacts and monuments</li> <li>7. Modernise and promote performing arts</li> </ol>
<b>Infrastructure</b>	<ol style="list-style-type: none"> <li>1. Identify and rehabilitate wildlife parks and other areas of interest</li> <li>2. Land acquisition of key site for tourism development</li> <li>3. Develop new sites for eco-tourism</li> <li>4. Rehabilitate tourism infrastructure</li> <li>5. Provide investment incentives</li> <li>6. Refurbish Cultural Village</li> <li>7. Develop and rehabilitate access roads and provincial airfields and jetties for access to tourism centres</li> <li>8. Improve transportation from Lungi to Freetown</li> <li>9. Establish TICs in Bo, Kenema and Makeni</li> <li>10. Improve and increase transportation nationwide</li> </ol>

<b>Institutional Development</b>	1. Delineate functions of MoTC and NTB
	2. Establish local council tourism committees
<b>Marketing</b>	1. Sustainable funding for NTB
	2. Establish promotion units in diplomatic missions
<b>Human Resources</b>	3. Establish local market centres for crafts
	4. Create regional tours in collaboration with neighbouring countries
<b>Security Environment</b>	5. Provide incentives to private sector
	6. Low level training in SME and community sectors
<b>and</b>	7. Cultural exchanges in region and internationally
	8. Involve communities in development and rehabilitation
<b>Environment</b>	1. Maintain and enhance security of movement and access
	2. Conserve natural assets and ensure viability of protected areas
<b>and</b>	3. Introduce innovative models of sustainable development
	4. Establish national certification scheme for eco-sustainable technology and designs and EIA skills

**1.6.1 Critical Comments.** The terms of reference for the current study require us to address many of the above priorities and to redefine the overall strategy in the form of an implementable strategic action plan. Consequently, a detailed analysis of the current plan is superfluous. Where we consider the current format of the plan needs strengthening are:-

- Distinction between long term objectives and short to medium programmes and projects
- The sequencing of specific priorities eg sustainable funding of NTB is a necessary precursor of its ability to implement projects and programmes
- The translation of priorities into sequenced programmes of activity clearly identifying resources and responsibilities necessary to their implementation

The strategy should contain aspirational elements to provide context, direction and a “vision of the future” within which targeted activities take place.



## **SECTION TWO: Transportation and Infrastructure.**

**Aim:** Audit and analysis of the state of transportation and other infrastructure linked to the tourism sector as of the major delimiters and constraints on tourism development.

### **2.1 Entry to the country**

#### 2.1.1 Airport Infrastructure/Services

The airport which is located at Lungi serves as the major entry point for visitors arriving from Europe and beyond. All visitors and citizens alike agree that the airport concourse and terminal buildings are small compared with the number of arrivals. Both arrival and departure halls are often crowded for passengers arriving on mid-sized aircrafts such as B737-200. The arrival of larger aircraft carrying around 300 passengers would be beyond the current system's ability to cope and create a very poor initial image for the first-time visitor.

There is a limited food and bar area for passengers waiting for their flights, and because of the size of the concourse passengers often have to wait to be accommodated if there is more than one departure. The separation of the airport tax (\$40) from the ticket cost creates additional inconvenience and delays for the traveller.

After arrival formalities, passengers are greeted by a large number of uncontrolled taxi touts and porters which again adds to the stress of arrival.

#### 2.1.2 Onward-bound Transportation Services

There are various modes of transportation linking the airport to Freetown and the rest of the country ie:-

1. Ferry Services
2. Hovercraft Services
3. Helicopter Services
4. Road Transport via Port Loko
5. Speed Boat Services

The ferry should be the most appropriate mode for the type of tourism envisaged except that it operates on a demand-based schedule, is often unreliable and disembarks at an inconvenient location for onward travel. The hovercraft, while faster than the ferry in transit time, has in-built inconveniences for loading and off-loading baggage and is constrained by the number of passengers it could carry.

The road link to Freetown and the rest of the country is in a deplorably poor state from Lungi to Port Loko, meaning that it currently takes about 4 hours to reach Freetown.

The helicopter is quite convenient except for its capacity constraint and suitability for mass tourism. Speed boats are not recommended for this purpose. Apart from their size they are not properly regulated and there are safety concerns.

It is also unhelpful but understandable that Embassy guidelines for travel to Sierra Leone highlight serious safety concerns over all transportation links.

There are a handful of scheduled carriers from Europe, mainly BMI from London, and SN Brussels from Brussels. The other carrier linking Freetown to Europe is Royale Air Maroc transiting via Casablanca. There are a number of regional airlines linking Freetown and West and East Africa. One major problem is the high cost of airline tickets on the scheduled services, which might serve as a potential barrier for tourism development.

## **2.2 Transportation within Freetown**

### **2.2.1 Intercity Transportation**

Freetown is a very scenic and beautiful city perched high on Mount Sierra, it presents different picturesque sites for the visitor. Embedded in the city are various historic sites, relics, and monuments, which are potential attractions for the visitor. However, rapid urbanization and population growth has created a lot of congestion in the city making movement from one part of the city to another, from one historic site to another almost a day, a trip that otherwise should take only a couple of hours.

#### **2.2.1.1 Public Transport**

There are quite a number of taxis within the city ranging from saloon-type vehicles to the ubiquitous mini vans, commonly referred to as poda-poda. The former is for intercity travel, while the latter is generally meant for intercity and intra city travels. While the visitor can experience them, they are not suitable for tourism purposes except for those that are interested in adventure and experience/cultural tourism, such as students and back-packers. The only organized mass transit service is provided for by the Sierra Leone Road Transport who currently have very limited buses and some are available for private hire services. During this project, public buses were seen only at Lungi carrying passengers from the ferry to the airport.

There are no river vessels except for the various types of speed boats. They are poorly regulated and there are no discernible safety standards or features in them. Those with life jackets are not in adequate number and are poorly maintained, and it is equally doubtful whether the pilots are trained.

#### **2.2.1.2 Hotel Taxis**

There are quite a number of taxis at all major hotels. These are mostly Sport Utility Vehicles (SUVs). There is a well organized hotel taxi association with office facilities at the Cape Sierra Hotel. They are a largely self regulatory service with limited oversight from the NTB. The drivers have developed their own code of conduct and bye-laws, and they also test which drivers are suitable to become tourist taxi drivers. Some of the vehicles are in a good state although not suitable for intercity type of service.

These taxis, according to the members, are given an operational license by the Department of Social Welfare to operate as tourist taxis. We do not know the reason behind such a move, but we believe that it is dysfunctional and hence the need to bring them within the remit of the NTB.

Another observation is the fact that their tariffs are expensive if you consider a minimum drop of Le2000 compared with Le30, 000 (\$10) to the city. It is equally not clear as to what additional requirements they may require to operate as a hotel tourist taxi.

#### 2.2.1.2 Car/Driver Hire

There are few privately owned car hire services operated by individuals and some small private companies. There is no evidence that they have been registered by the NTB for rendering services in the tourism sector. Branded car hire services such as Hertz, Avis etc are absent.

#### 2.2.1.3 River transport

There are a lot of canoes of different sizes operating in the peninsular ferrying people to and from the airport and the islands. However, the level of safety is a major concern. We believe that if properly regulated there is a major opportunity to develop river cruises, various water sports, and trips to the island attractions.

### **2.3 Transportation to other Attractions**

a) Beaches – tourists use mainly hotel taxis in the absence of organized tours to the beaches in the western peninsular, e.g. Kent, Toki, Number 2, Sussex, Burreh etc. The road to these beaches through Kissy is very good except from Sussex to Lumley beach. We are reliably informed that a stretch of road will be completed within two years and will be the shortest connection to the western peninsular beaches. Generally, the area is very accessible. In the past there used to be both helicopter and river vessel connection to Tokeh, which further increases the accessibility of the area.

b) Nature reserves – the roads to some of the nature reserves are quite good but are difficult to others such as the Gullah forest and Tiwai. However they are accessible by using hotel tourist taxis which are, by and large, SUVs and very suitable for the terrain.

c) Bunce, Turtle, and Banana Island – these attractions are accessible by boat from Freetown or by using vehicles to nearby villages such as Peppel, Kent etc and using outboard canoes to ferry tourists to these islands. The road to Peppel from Lungi is quite bad, but if improved it will present an alternative route to Bunce Island. Bunce itself needs to be well maintained and minimum infrastructure put in place such as a jetty to allow for easy access. At the moment the island is unkempt, overgrown with bushes covering the ruins and relics on the island. A watchman's house was built on the island, and we believe this diminishes the historical nature of the island. Perhaps the people in Peppel and its environs should be involved in the preservation and management of the island so that they could also directly benefit from activities on the island.

### **2.4 Ground Handling Services**

There are basically three major organized ground handling operators namely:

- IPC travels
- KTI Express Travels & Tours
- Visit Sierra Leone

These three operators organize their own tours using their own fleet of vehicles, which are mainly SUVs and Minivans. Due to the apparent stagnation within the industry they have not expanded their operations, neither do they have buses to complement their services such as airport transfers, group tours etc. The only available buses for such activities are from the SLRTA, whose buses, they emphasise do not have air-conditioning, and often are bedevilled with incessant breakdowns. Clearly, the ground handling services need to be organized into an association and with the help of the NTB and MoTC source for tour operators overseas, for this is an important aspect of the tourism product. Equally the NTB, together with such an association, can develop requirements to operate in the sector and also regulations governing their operations. Additionally the licensing requirements should be streamlined so that they could be issued one certificate to cover their operations.

## **2.5 Tour Guides**

The state of tour guiding and tour guides is abysmal. Apart from the MoTC, NTB, and some ground operators most guides are poorly trained and ill equipped to serve as guides in the country, the main reason being the role ambiguity between the MoTC and NTB. Guiding in most places are private sector driven, and the role of both NTB and MoTC is to create the policy and regulatory framework to enable the recruitment, training and licensing of tour guides. The rest should be left to the ground operators to handle. The NTB should help in the organization of a national association of tour guides with their own management structure and office space similar to what was done for the hotel taxis association. It is our view that this is a major missing link in delivering value to tourists.

## **2.6 Hotels and Restaurants**

The basic infrastructures provided by the hotels are, by and large, adequate. However, most, if not all, are not compliant with certain standards such as providing ramps for the disabled. Neither do restaurants have facilities such as restrooms for disabled people. In addition there is a characteristic dampness in most hotel rooms visited, including the so-called five star hotels. It is our estimation that more attention should be spent on maintenance and training of the hotel and restaurant staff to be more service and customer orientated.

## **2.7 The Beaches**

There is early evidence of serious erosion in areas like Mama beach and Lumley. The government should pay a little bit attention to this phenomenon. In addition the state of cleanliness of the beaches should be brought into sharper focus and working with the Municipalities for improved sanitation and disposal of waste. This problem is more noticeable at Lumley. The NTB and MoTC should look into the possibility of rekindling the beach cleaners' programme.

## **Conclusions and recommendations**

There is no doubt that Sierra Leone as a destination has a lot of opportunities to develop into one of the major destinations in West Africa if not the whole of Africa. But a lot needs to be done by the Central Government to improve the infrastructure such as roads, jetties, airport terminals and maintaining historical sites, monuments and relics. In some instances major investments are required and in some minimal efforts are

needed to maintain the infrastructure. Consequently, we proffer the following recommendations:

- Expansion of the terminal buildings and the concourse
- Re-visit the existing arrangement with ferry operators and also consider building a ferry that meets the existing demand and possible future demands taking into consideration various landing options
- In the immediate term to improve the road from Lungi to Port Loko and to Peppel. This will quicken traffic along that axis and equally create greater access to Bunce Island
- The private sector should be encouraged to participate in areas such as river transportation by bringing suitable vessels for boat trips and river excursions. Similarly they can also invest in good buses with air-conditioning for transfers and excursions
- The NTB should take up the regulation of tourist taxis rather than the Department of Social Welfare
- Tour guides should be trained as a matter of urgency by the travel trade with the MoTC and NTB acting as facilitators. The eventual licensing of the guides should be the responsibility of the NTB
- There needs to be greater collaborative effort through inter-sectoral dialogue to help forge the various linkages within the sector with the NTB serving as the major driver in that regard.
- The NTB should help in the creation of a Ground Handling Association or Tourism and Travel Association which is aimed at bringing together all actors in the business except hoteliers, who play both formal and informal roles within the sector e.g. craft market vendors, tour guides, ground handlers, community based organizations etc. Such an organization can become a focal point for dissemination of information, advocacy, training, and a source of policy development in matters that affect the industry.
- The NTB and MoTC should collaborate in developing grass roots tourism through the creation of community level organizations. Such organizations could be assisted in developing tourism products and services that will bring them income and yet they are based on a sustainable tourism development framework. Such approaches could help develop the so-called elusive linkages in the sector and help the government in its drive towards poverty reduction.

Finally at one stage a national tourism stakeholders conference must be organized to further drill home the importance of the sector as a major engine for growth and poverty alleviation. Such a conference should be spearheaded by the MoTC in close collaboration with the NTB and other sectoral linkages.

### SECTION THREE: Travel Trade and Accommodation

**Aim:** Audit and critical analysis of the current and developing accommodation, visitor servicing and travel trade sectors in Sierra Leone and their relationship and linkages with MOTC, NTB and other relevant GoSL Ministries and Agencies.

#### 3.1 Accommodation

##### 3.1.1 Hotels and Guesthouses

We undertook an update of total national tourist accommodation stock by grade (NTB System), no. of rooms and location. This covered 33 hotels and 154 guest houses and is further broken down by region in Annexe One: LIST OF IDENTIFIED AND REGISTERED TOURIST ESTABLISHMENTS IN SIERRA LEONE.

The number of hotels and guest houses had grown significantly following the end of the war and the arrival of many international and international NGOs, when demand for accommodation far outstripped supply. Prior to that, many of the guest houses today were private dwellings.

With the scaling down of operations of many international donor agencies and the imminent departure of the UN, the occupancy of most hotels and guest house has lowered considerably with a drastic consequential reduction in turnover. The fact that there are very few public utilities and infrastructure means that accommodation owners must provide their own, the cost of which they pass on to the customer and therefore dictate a room rate not commensurate with services offered.

To break-even requires occupancy of over 50%, which many hotels struggle to reach. Consequently several hotels are faced with costs that they are unable to sustain, properties not being maintained adequately and arrears in staff social security and tax.

**Table Five: New developments currently under construction or at advanced planning stage**

Name	Location	Type	Completion
<b>Western Area</b>			
<b>Paradise Club</b>	Mama Beach – Tombo	11 bungalows	End 2008
<b>Mackie’s Resort</b>	Hamilton Village	10 bedrooms	2008
<b>Lakka Sunshine Resort</b>	Lakka Beach	30 bungalows	End 2008
<b>Tokey Beach Resort</b>	Tokey Village	200 beds	2009
<b>Wara Wara Mountain Carlton</b>	Carew Rd Off Wilkinson Road, Freetown	45 beds	End 2008
<b>Southern Province</b>			
<b>Sahara Hotel</b>	2 Fatu Lane, Bo	48 beds	End 2008
<b>Eastern Province</b>			

<b>Capitol Hotel</b>	51 Hanga Rd, 25 beds Kenema	End 2008
	<b>Northern Province</b>	
<b>Wusum Hotel</b>	Barrack Rd, Makeni 51 beds	2008
<b>Makamba Village Resort</b>	Makeni 32 beds	2009
<b>Holiday Inn</b>	Mahera Beach, 60 beds Lungi	2009
<b>Sierra Yurika Beach Resort</b>	Lungi 10 beds	End 2008
<b>Stando Hill Resort</b>	Kabala 21 beds	2009

Notes: Three resorts under construction were visited. These are Wussum Hotel and Makamba Village resorts, both in Makeni and Paradise Club at the Peninsula.

Wussum is almost completed and could be operational within weeks. It is of a good standard and will add high merit to the product in this district and to travelers in transit to other provinces. Additionally it could attract conference and exhibition business to the area and those wishing to organize events outside Freetown.

Work at Paradise Club is on-going and the proprietor is confident that it will be ready before December. The facility is away from most commercial activities but has its own charm within the savannah and its own un-spoilt beach front, and sport fishing opportunities.

### 3.2 Evaluation of grading, registration and licensing systems

All hotels are required to be licensed yearly which is normally done after inspection, when grading from Category 1-5 is also determined. NTB adopted the ECOWAS hotel classification system adapted with comments from WTO since 2000. Overall it is a comprehensive system and appears to be well received, albeit not used in many countries, including ECOWAS. There are, however, challenges of reaching all properties with limited manpower and resources.

Annual license fees are set for a calendar year by the NTB and reviewable after 5 years. However many property owners do not voluntarily initiate the process, as most complain of poor turnover. Therefore collection is very poor.

Presently the structure is as follows:

Top Category 1	Le 1,000,000 (equivalent to US\$ 350)
2	Le 750,000
3	Le 500,000

4	Le 300,000
5	Le 250,000

These rates appear to be too low and have no relation to the size of operations. The time lag for review is also too long and denies the NTB an opportunity to adjust for inflation sooner.

Separate licenses/certificates are issued for the Proprietor and Management of the establishment.

### **Recommendation for new structure:**

It is recommended that the more general classification system of **star rating** be adopted instead of classes. All international tour operators are familiar with the former and so are most travellers which will avoid ambiguities. Moreover there is much more experience and expertise available in the star rating system.

The amounts payable need also to reflect the standard and especially the number of rooms in the hotels or guest houses. Accordingly, we propose:

#### **For up to 10 rooms**

Top Category 5 stars	Equivalent to US\$ 500
4 stars	US\$ 400
3 stars	US\$ 300
2 stars	US\$ 200
Basic	US\$ 100

Hotels/guest houses with more than 10 rooms should pay an extra US\$ 10 per room (compared to US\$22 elsewhere).

These amounts are modest compared to what prevails in other countries including The Gambia where, for the minimum of up to 15 rooms, hotels pay over US\$ 450 per annum.

This will also improve on the cash-flow of the NTB to perform its responsibilities as well as allow it undertake more activities.

### **3.3 Trade associations and their activities**

Apart from the Hotel, Catering and Entertainment Employers Federation, there are no other formal tourism trade associations. The Federation is still in its infancy and presently has a membership of 47 accommodation providers with the potential of up to 200 and more. They have so far participated in a few farm-trips by providing complimentary accommodation, and through its chairman, Tamba Allieu Kokobaye, express their desire to organize themselves better and be more representative of stakeholders.

Recently there is some interest in a possible setting up of Ground Handlers/ Travel Agents grouping. This is being spearheaded by the proprietor of KTI.



## Recommendations

Properly organized trade associations have a key role in influencing and actively participating in shaping the tourism industry. It is therefore necessary for similar interests to form together that can eventually rise to the responsibility, as well as promote and safeguard its interests. Accordingly the various businesses need to be actively encouraged to organize. Exchange visits and affiliations to neighbouring countries' associations would provide opportunities for best practice migration.

### 3.4 Travel Trade/Visitor Servicing

#### 3.4.1 Ground handling companies and source of business

There are only a handful of ground handling companies as there is very little need with hardly any tourism, and no major international tour operators. Therefore the two major ones subsidise their activities much more with travel and ticketing sales.

With the absence of any tour operator, there is no particular segment of tourism. Rather ground handling companies are quite happy to receive any enquiries from anywhere in the world, and have recently serviced small groups of 15 to 30 Chinese, Japanese, South Africans, US tourists per annum, mainly retirees, cruise liners one-day stop-overs and other occasional small groups.

A breakdown of handling agents and tour operators is shown below:-

**Table Six: Handling Agents and Tour Operators**

Name	Class	Location	I.A.T.A Member
<b>TOURISM HANDLING AGENCIES</b>			
<b>IPC TOURS</b>	<b>1</b>	22 Siaka Stevens Street, Freetown. Email: <a href="mailto:ipctrav@sierratel.sl">ipctrav@sierratel.sl</a>	<b>yes</b>
<b>KTI TRAVEL TOUR</b>	<b>1</b>	Santano House, 10 Howe Street, Freetown. Email: <a href="mailto:kti@sierratel.sl">kti@sierratel.sl</a>	<b>yes</b>
<b>FACT FINDING TOURS</b>	<b>3</b>	C/o National Tourist/T.I.O Lumley Beach-Freetown	<b>no</b>
<b>AFRIKASGEMS TOURS &amp; MT.LION EXCURSION</b>	<b>3</b>	8 Beoku Lane, Off Main Motor Road, Congo Cross	<b>no</b>
<b>LEVUMA BEACH GARDEN TOURS</b>	<b>3</b>	Levuma Beach, Via Russell, York Rural District	<b>no</b>
<b>MANSTRAVEL TOURS</b>	<b>3</b>	47 Wellington Street, <a href="mailto:mantra2j@cs.com">mantra2j@cs.com</a>	<b>no</b>
<b>VISIT SIERRA LEONE TOURS AGENCY</b>	<b>3</b>	28 Main Motor Road, Congo Cross, Freetown	<b>no</b>
<b>TRAVEL AGENCIES</b>			
		22. Siaka Stevens Street,	

<b>I. P. C. TRAVEL AGENCY</b>	1	Freetown Email: <a href="mailto:ipctrav@sierratel.sl">ipctrav@sierratel.sl</a> <a href="http://www.ipctravel.com">www.ipctravel.com</a>	Yes
<b>LION TRAVEL AGENCY</b>	1	11 Siaka Stevens Street, Freetown, Email: <a href="mailto:liontravelsl@yahoo.com">liontravelsl@yahoo.com</a>	Yes
<b>K.T.I. TRAVEL AGENCY</b>	1	Santano House, 10 Howe Street, Freetown. Email: <a href="mailto:kti@yahoo.com">kti@yahoo.com</a> Website: <a href="http://www.ktitours.com">www.ktitours.com</a>	Yes
<b>LAMAR TRAVEL AGENCY</b>	1	23 Howe Street Freetown Director; <a href="mailto:lamar@sierratel.sl">lamar@sierratel.sl</a>	Yes
<b>A. YAZBECK &amp; SONS TRAVEL AGENCY</b>	1	32 Wilkinson Road, Freetown <a href="mailto:yazbeck@avacom.net">yazbeck@avacom.net</a>	Yes
<b>KAROU VOYAGE KARL TRAVEL AGENCY</b>	2	Lamina Sankoh Street, Freetown Email: <a href="mailto:kvsl@email.com">kvsl@email.com</a>	Yes
<b>C.I.B TRAVEL AGENCY</b>	2	24 Rawdon Street, Freetown. Email: <a href="mailto:khalil-lakiss@hotmail.com">khalil-lakiss@hotmail.com</a>	Yes
<b>AUREOL TRAVEL AGENCY</b>	2	9 Howe Street Freetown <a href="mailto:cibtravels@gmail.com">cibtravels@gmail.com</a>	No
<b>FREETOWN TRAVEL AGENCY</b>	2	18 Rawdon Street, Freetown	No
<b>CAS TRAVEL AGENCY</b>	3	28 Walpole Street, Freetown <a href="mailto:fta@sierratel.sl">fta@sierratel.sl</a>	No
<b>CAC HOLDINGS/ TRAVEL AGENCY</b>	3	5 Percival Street, Freetown	No
<b>AFRO INTERNATIONAL LTD.</b>	3	4A, Lightfoot Boston Street Freetown	No
<b>LANDMARK TRAVEL &amp; TOURS AGENCY</b>	3	21 Rawdon Street Freetown. Email: <a href="mailto:afro_int@sierratel.sl">afro_int@sierratel.sl</a>	No
<b>MAGS TRAVEL AGENCY</b>	3	5, Walpole Street, Freetown <a href="mailto:franbis@tonitel.net">franbis@tonitel.net</a>	No
<b>MY WORLD TRAVEL &amp; TOURS</b>	3	12 Lightfoot Boston Street, Freetown Email: <a href="mailto:emgrogers@sierratel.sl">emgrogers@sierratel.sl</a>	No
<b>GLOBAL TRAVEL AGENCY</b>	3	29 Garrison Street, Freetown <a href="mailto:Email-info@myworld.com">Email-info@myworld.com</a>	No
<b>WEST COAST TRAVEL AGENCY</b>	3	11 Wilberforce Street, Freetown. Email: <a href="mailto:globaltravel12000@yahoo.com">globaltravel12000@yahoo.com</a>	No
<b>SHAM INTERNATIONAL TRAVEL AGENCY</b>	3	7 Wilberforce Street, Freetown	No
	3	49 Siaka Stevens Street Freetown	No

<b>RESTORMEL TRAVEL AGENCY</b>	3	5 Howe Street, Freetown	No
<b>JAY'S TRAVEL AGENCY</b>	3	11 Percival Street Freetown	No

### 3.4.2 International tour companies in Sierra Leone

Since the outbreak of the war in 1990s, there is no international tour operator presence in Sierra Leone. At best there are the rare guests sent by:

1. Discover Destinations UK
2. African World Reisen Germany (Britta Badjie)
3. Normandy Tours France

These have negotiated rates with a few of the major hotels and ground handlers, and sell the occasional package.

Until now, the closest to what you may consider a regular commercial outlet for travel to Sierra Leone is Kevin McPhillips Travel, based in Surrey UK. They have a block allotment of 70 seats on each of the four weekly flights operated by BMI mainly to/from UK, which mainly serve the diaspora. They also have negotiated rates with some hotels which they recommend to their passengers.

Presently there are plans for a new tour operator from the United Kingdom, Rainbow Tours, to commence operations next November and has since listed Sierra Leone in its web site. Whilst it will use the scheduled airlines of BMI, Brussels or Kenya Airways and is a specialist smaller tailor made travel company, this represents significant confidence in the prospects for tourism.

### Recommendations

In order to revitalize and ensure tourism growth, tour operators must be convinced and encouraged that the country, apart from its tourism assets, is safe and secure, as well as viable business-wise. Accordingly a serious and concerted marketing campaign led by the NTB and other stakeholders must be pursued. To start with, all the tour companies that were last there should be identified, contacted and followed up with visits and attractive commercial incentives. New tour operators should also be pursued similarly.

### 3.5 Marketing activities

The NTB was set up with major responsibility to market Sierra Leone tourism. However it has very limited resources at its disposal, mainly from annual licences, bed tax levy and development fees.

In 2007, the following were collected:-

Licences	Le 38m
Levies	Le 281m
Land development fees	Le 45m

Subvention	Le 15.m
Total	Le 379.5m equiv. US\$ 126.5k

The collection of the levies have recently been taken over by the National Revenue Authority (NRA), and increased to 10 % from 7.5%, although no clear mechanism for distribution has been set so far. It is assumed that MOTC will be able to assure the NTB of its prior 7.5 % base.

The marketing activities undertaken include:-

1. Attending international fairs together with MOTC to present the touristic face of Sierra Leone. Apart from showcasing its beautiful beaches, culture, eco-facilities etc. its biggest role at these fairs is to indicate that the war is over and it is back to business.
2. Printing of posters and literature information of tourist attractions, maps etc.
3. Web site: [www.welcometosierrealeone.org](http://www.welcometosierrealeone.org).
4. Organising familiarization trips for potential travel and tour operator companies especially supported by SN Brussels airlines.
5. Granting interviews to international media networks including BBC, VOA etc.
6. Local television and radio sensitisation.
7. Collation of information and statistics for responses to enquiries.
8. Production of dvds for presentation at information centres and international fairs.

Almost all accommodation providers have their own web sites thus allowing them access to the world through the internet. The local travel companies similarly have websites. In addition, they all print their individual literature and market directly to clients, some attending tourist events overseas at their own institution's costs.

### **3.6 Provision of tourist information in-country**

The NTB regularly produces literature and posters which are made available at the regional tourist centres across the country. There are however several which are outdated and need to be reproduced in better quality. These information centres are also known to be in very poor disrepair.

### **3.7 General issues and recommendations**

There are obvious tremendous commercial opportunities for Sierra Leone tourism. However interviews conducted with a cross section of tourism stakeholders repeatedly raise the same various challenges that need to be put right before one can seriously reap this potential.

- Access from the airport is a nightmare for any traveller! One is forced to spend several hours waiting or journeying on unreliable ferries and hovercraft

which may decide not to run at all. The road traffic congestion further adds to the chaos.

- Following past fatal accidents, many travellers will never take the helicopter ride across to Freetown.
- Therefore one is faced with 4-5 hours additional time for getting to or leaving Freetown. A practical solution needs to be found urgently. The Government must set aside or seek emergency funding for new ferry services or open up to international/ commercial options. In the meantime, the ferry crossing should be promoted as a form of excursion to experience and interact with the local community!
- The road-network throughout needs some considerable upgrading to meet basic road-worthiness. The alternative road to/from Freetown must be seen as top priority.
- Whilst progress has recently been made in electricity provision, all hotels and businesses complain of the huge costs of running almost exclusively on generators amounting to as much as 50% of total expenses. This is not viable.
- The absence of pipe borne water supply is another challenge, meaning that many businesses have to buy and truck in water. Many international tour operators will find this unacceptable and a serious threat for hygiene.
- The hitherto image of insecurity which stemmed from several years of conflict is difficult to overcome. Generally there is sufficient safety around and this needs to be widely communicated and promoted to the international media.
- The government is on record stating that tourism is a priority sector. The various Ministries, including those responsible for Infrastructure, Power and Works, need to prioritise such actions to prove this commitment.
- Costs of doing business, especially due to lack of infrastructure are very high, which necessitates that these costs are passed on to clients.
- Aircraft landing (US\$ 3,000) and parking (US\$ 2,500) fees are said to be more expensive than in neighbouring countries. Presently many have discounted these to stay more competitive in the face of rising international fuel and security costs.
- Air access direct to Europe is presently limited to SN Brussels or BMI, charging about US\$ 1,500 for a return ticket which is considered very expensive by tour operators and makes it pretty hard to attract tourists. These airlines plus others need to be engaged and offered special incentives to lower the cost of travel and resultant package tours. The comparative fares for similar flight periods are between 20 to 30% less.
- As with most developing countries, the cost of financing commercial ventures through bank loans at 20-28% is prohibitive. Concessionary or development credits should be sought for through multilateral agencies.

- All tourism stakeholders need to talk together more to share experiences, present concerns as well as propose solutions to the varied challenges.
- The interior of Sierra Leone including the Northern and Eastern regions have huge potential for eco-tourism, sport, fishing and nature that need to be explored and promoted more eg. Outamba-Kilimi National Park, Lake Sonfon, Mount Bintumani, Bonthe, Bunce Island, Gola, Tiwai, to name a few.
- The few specialist tour companies occasionally bringing clients e.g. Rockjumper Birding Tours S.A. and others need to be engaged to see what they require to make their packages more viable and eventually more regular.
- Visa requirements need to be waived or relaxed to allow issuance on arrival.
- The level of service in many tourism facilities could be improved with better training of human resources including the strengthening of the Hotel institute.
- Almost all transport vans (referred to as poda-poda) plying the roads call themselves 'tours' companies, easily confused with tourist operations. This could be easily stopped in collaboration with the Transport Ministry.
- The President's theme of 'Change of attitude' is one that all stakeholders embrace, and say must be actioned.
- We recognize that the NTB is a willing machinery manned by dedicated staff with strong institutional memory, but also requires strategic, financial and human capital to meet its responsibilities.
- There are still many patriotic Sierra nationals who believe in the future of tourism and have invested substantial amounts or are willing to, but need assurance and government commitment for their investments.

## SECTION FOUR: Ecotourism Product

**Aim:** To provide an audit of environmental/ conservation policies and NGO/community engagement in 12 key areas and an evaluation of their current and potential eco-tourism assets.

We have presented our analysis of the ecotourism product in some detail as a distinct entity rather than include it within the overall product development review for the following reasons:-

- All the initial studies and documents reviewed in Section One highlighted nature/eco-tourism as a highly significant asset, a conclusion with which we concur
- The areas analysed by the earlier studies varied from one report to another and it was our strong view that this report should be comprehensive and provide an update of earlier analyses
- The importance of ecotourism in community strengthening and poverty reduction in the rural areas is significant
- Ecotourism is one of the high growth sectors within the tourism sector internationally
- The serious threats to the natural environment in and around the reserves through uncontrolled agricultural practices, timber and mineral extraction and, to a lesser extent, game poaching are immediate and threaten not only the country's rich wildlife but its economic growth potential as a tourism destination

The data presented below is as a result of site-visits and interviews combined with desk research.

In Appendix Two, we have detailed the flora and fauna associated with each area. This is important in packaging the product for special interest groups such as serious bird watchers and academic researchers. It also provides a reference guide in the absence of specialised publications.

### 4.1 Gola Forest Reserve

#### 4.1.1 Description.

The Gola Forest is the largest area of lowland rain forest remaining in Sierra Leone. It provides habitat for a large concentration of important and threatened wildlife in the country. At present, it holds a Forest Reserve status, which will soon be reviewed to a National Park status. The Gola Forest has been an important conservation site regionally, nationally and internationally due to the wide range of wild life it contains.

The Gola Forest is comprised of three component forest reserves. These are Gola North with an area of 45,800 ha; Gola East of area 22,800 ha; and Gola West, covering 6,200 ha. The reserve is situated in the Eastern and Southern Provinces, at approximately 330km south-east of Freetown. The Gola forest spans three Districts, namely Kenema, Kailahun and Pujehun Districts. In the Kenema District, the Gola Forest reserve covers parts of the Gaura, Tunkia, Nomo, and Koya Chiefdoms. In Pujehun District it covers Barri and Makpele Chiefdoms; and in Kailahun District it covers Malema Chiefdom. The eastern fringes of the Gola Forest form part of Sierra Leone's border with the Republic of Liberia. Fragments of forest occur outside the reserves and connect the reserves to each other and to forests in Liberia.

Gola North is fairly hilly and rugged with most land lying over 300m above sea level (asl), with the highest point being 475meters asl. Gola North is mainly drained by the Mogbai River, having its catchments at the centre of the reserve. This river discharges east into the River Mano, which runs along the border with Liberia. Gola East and Gola West, which are separated by the Mahoi River, are low lying with swampy areas and a few low hills (up to 150 m). Bagra Hill (330 m) is the highest point in Gola East.

#### 4.1.2 Accessibility of the sites to Freetown and other accommodation centres

The reserve is approximately 330Km from Freetown. Kenema and Pujehun are the nearest big towns through which different sections of the reserve can be accessed by road. The roads between Freetown and Kenema are under reconstruction and about 70% of it is now paved. The road sections between Freetown and Pujehun is close to 60% paved. Accommodation facilities in villages around the reserve are very basic. Electricity is currently lacking, but most of the villages have gravity water supply systems. Key areas of interest around the reserves are the Tiwai Island Wildlife Sanctuary in the Moa River, west of Gola; and Lakes Mape and Mabesi, which are the largest lakes in the country and are about 55km southwest of Gola Forest. These places are also accessible by road.

#### 4.1.3 Current and potential threats to the Gola Forest Reserve from commercial activity-licensed and unregulated

The Gola Forest Reserve has served as a livelihood source for communities in terms of hunting for bush meat, gathering of Non-Timber Forest Product (NTFPs), agriculture and harvesting of timber for local level use. There is ample evidence to show that these activities were going on at sustainable levels, chiefly the fact that the reserve itself is largely an intact secondary forest. Commercialisation of these activities in recent times threatened the conservation of the forest, especially during the war. The illegal benefactors during the unregulated war times are still carrying out their activities clandestinely and are agitating for legalisation of their actions.

In 2008, high level efforts were pursued at Ministerial levels to acquire license for exploitation of iron ore from the Gola West, in spite of a declaration from the President that the reserve is to be upgraded into a National Park. Even when the licensing process was still in progress, the company had started bulldozing parts of the forest in spite of protests by the local authorities and their constituents. A letter from the President, emphasizing the prime importance of the reserve put a stop to the active campaign for mining in the reserve. The Office of the President is altogether supportive of the perpetuity of Gola as a forest reserve to the extent that he declared that even if petroleum is found in the Gola, it will not be drilled.

#### 4.1.4 NGO and international agency activities within them

The Gola Forest Reserve is managed by a concession framework called the Gola Forest Conservation Concession Programme (GFCCP). The model is designed to pay annual concessions to communities based on projected returns they could have derived through exploitation of the forest products. Compensation comes through cash incentives, local management rights and maximisation of local abilities to exploit NTFPs sustainably and profitably.

The management has a tripartite model of Government (Forestry and Wildlife Divisions), National NGO Conservation Society of Sierra Leone – CSSL) and International Partner (Royal Society for the Preservation/ Protection of Birds – RSPB). To ensure perpetuity of the programme, a GFCCP Trust Fund was set up.

#### 4.1.5 Level of community engagement



The element of community incentive for protection is the key principle of the conservation model being executed in the Gola. Therefore, community participation is central to the success of the conservation model. In addition to direct financial benefits realised by the communities living in and adjacent to the Gola Forest Reserve, the Trust Fund also provides support to education through the provision of scholarships to primary and secondary school students and infrastructure for learning. The communities decide on specific development projects they put their annual concession money into.

At the Protected Area Management level, the communities work together with their District Councils and Chiefdom Administrations to set up a Forest Management Committee (FMC). The FMC is the highest-decision making body at the regional level on issues relating to the Gola Forest. The FMC deals with issue ranging from benefit sharing to advocacy for more government support of the conservation initiative.

#### 4.1.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Accommodation facilities in villages around the reserve are very basic. Electricity is currently lacking, but most of the villages have gravity water supply systems. Infrastructure to accommodate visitors is not well developed. Forest guides are soon to receive international standard training, which will give the possibility for interpretation of products/ exhibits.

There is potential for adventure tourism by road on the Gola East and by boats through the rapids. Key attractions to watch are the Gola Malimbe, Picathartes sites and tracks of the Pigmy Hippo and the Bongo.

## **4.2 Kambui Hills Forest Reserve**

### 4.2.1 Description

The Kambui Hills Forest Reserve is situated in the southeast of the country. It is classified as a production forest reserve for the supply of timber to the local and international markets. The reserve is situated on the north and south of Kenema town. The reserve covers sections of the Nongowa, Bambara, Dama and Koya Chiefdoms of the Kenema District, Eastern Province. The reserve is comprised of two sections identified by their cardinal positions. Kambui North covers 20,348 ha and Kambui South 880 ha and they are separated by the main highway leading to Kenema town. The highest peak in the south of Sierra Leone, which stands at 645m, is found within the limits of the Kambui Hills Forest Reserve. There is a network of catchments within the reserve, which recharges a number of reservoirs that supply water to Kenema town and its environs.

### 4.2.2 Accessibility of the sites to Freetown and other accommodation centres

The Kambui Hills Forest Reserve is situated in the southeast of Sierra Leone about 300km south-east of Freetown. Kambui Hills can easily be reached by a motorable unsurfaced road from Kenema Town, the headquarter town in the Eastern Province. The town is less than 5 km east of Kambui North and Kambui South respectively. Sections of the reserve are also accessible via Hangha, Gbandama and Lago, which are on the main highway 9km, 10km and 23km north of Kenema respectively. There is no accommodation within the reserve but there are affordable and secure guest houses within Kenema Town, which could be accessed easily.

### 4.2.6 Current and potential threats to them from commercial activity- licensed and unregulated

The Kambui Hills Forest Reserve is a production forest for timber for both national and international markets. The rate of extraction of timber far outweighs the rate of restocking. There is therefore a net deforestation of the reserve. The proximity of the reserve to the main town, which has recently gained a city status, adds the pressure of un-regulated urbanisation. As a result, a good portion of the reserve has been lost to housing construction, in terms of space and building materials extraction.

Hunting is also a critical threat to the reserve. There is a huge market in Kenema, its environs and neighbouring Liberia for bush meat especially monkey meat.

#### 4.2.3 NGO and international agency activities within them

There have been very minimal NGO interventions in the reserves, as it is directly managed by the Forestry and Wildlife Division. Interventions have been limited to biodiversity surveys, conservation awareness campaigns in adjacent communities with minimal tree planting components.

#### 4.2.4 Level of community engagement

Community engagement has not been institutionalised.

#### 4.2.5 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

There are no accommodation infrastructures within the Kambui Hills Forest Reserves. However, its proximity to the main town, Kenema, provides opportunities for such services.

The Forestry Division has trained Forest Guards who has the capacity to act as experienced Tour Guides. They are well versed in the flora and fauna species within the reserve. There is however no formal structure for these Guards to engage in ecotourism type of activities.

### **4.3 Kangari Hills Non-Hunting Forest Reserve**

#### 4.3.1 Description

The Kangari Hills Forest Reserve is a unique habitat with a mix of important forest and savanna species. The Kangari Hills Reserve is located in the Kuniike and Bonkolenken Chiefdoms in the Tonkolili District, Northern Province and the Valunia Chiefdom in the Bo District, Southern Province. The forest at Kangari is part of a range of hills, the highest being Kangari, which is outside the reserve. The hills are drained by a number of rivers and the valleys support swamps suitable for agriculture. The region is the source of two main rivers passing through the centre of the country - The Pampana River to the northeast and the Moa River to the southwest.

#### 4.3.2 Accessibility of the sites to Freetown and other accommodation centres

The Kangari Hills Forest Reserve is approximately 210 km east of Freetown. Within 10km radius, Makali is an appreciably big town found in the Northeast of Kangari Hills and Baomahun is found in the south. The Tama-Tonkolili forest reserve and the Mamunta-Mayoso Wildlife Sanctuary are within 40 km to the northwest and northeast respectively. The reserve is accessible from Kono, which is 50 km to the east, using the highway leading to Makali. The city of can be found 60km to the south of the reserve using the highway leading to Baomahun. A hydroelectric power station is at Makali, which is functional during the rainy season and part of the dry season. Pipe-borne water is available. The reserve is accessible through a number of footpaths linking illegal settlements within the reserve and the villages outside.

4.3.3 Current and potential threats to them from commercial activity- licensed and unregulated

The major threat at the Kangarie Hills is the unregulated slash and burn Agriculture. Since the rebel war in Sierra Leone, there has been a surge in gold mining activity in the Kangarie hills. Several large gold mining companies operate in the area. This has resulted to sprawling settlements around the reserve often inhabited by itinerant and illegal miners. In addition to mining, there is evidence of increased mechanized logging; hunting pressure and the bush meat trade is also an important threat at the Kangarie Hills. It is important to note that a peculiar trend in non-human primates (monkeys) hunting for the bush meat trade is an issue at the Kangarie Hills. There seems to be a huge appetite and market for bush meat.

4.3.4 NGO and international agency activities within them

The Conservation Society of Sierra Leone periodically conducts monitoring of birds and habitat conditions the Kangarie Hills.

4.3.5 Level of community engagement

No known institutionalised community engagement with respect to tourism. The community can be described as 'waiting for the gold boom'.

4.3.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

There is currently no organized visitor-related accommodation. All settlements within the reserve are illegal. Forest guards are not readily available. Yet it is possible to arrange accommodation through the government forestry regional office in Makeni also to enjoy the services of trained wildlife personnel who possess valuable insights into wildlife and tour-related interpretation.

**4.4 Lake Sonfon**4.4.1 Description

Situated in a remote area in the mountainous northeast of the country, Lake Sonfon is integral to the belief system of the people of the Diang Chiefdom, Northern Province. The Lake is a place of worship and communion with ancestral spirits.

Lake Sonfon is a mountainous lake, 850 meters above sea level. It is surrounded by hills with vegetation comprising open grassland, wooded savanna and fringing forest with occasional farm bush. Small streams empty into the Lake Sonfon, increasing its water level. Water level in the lake rises considerably during the rainy season inundating a much larger area. Annual rainfall in the area ranges from 2286mm to 2540mm. Mean diurnal temperatures range from 15-33°C and 20-27°C during the dry and rainy seasons respectively. Relative humidity at 1500h varies from 40% to 70% annually.

4.4.2 Accessibility of the sites to Freetown and other accommodation centres

Lake Sonfon is about 350km north-east of Freetown. It is 60km south of Kabala and 40km north of Bendugu. These are the biggest towns within vicinity of the site. A motorable road leads up to Benekoro, a village 8 km from the lake. There is a health centre at Kondembaia, the Chiefdom Headquarters, about 5 km away. Most settlements in the area have good water supply through the use of gravity systems.

4.4.3 Current and potential threats to them from commercial activity- licensed and unregulated

Artisanal Gold mining is in progress within the vicinity of the lake. Some of the rivers emptying into the lake are used for field processing of the gold, thereby rendering the lake murky and unsuitable for most fish and other aquatic life.

#### 4.4.4 NGO and international agency activities within them

No record.

#### 4.4.5 Level of community engagement

No institutionalised engagement.

#### 4.4.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

No record

### **4.5 Loma Mountain Non-Hunting Reserve**

#### 4.5.1 Description

Loma Mountains comprise the northernmost outlying forest in Sierra Leone, and the largest area of montane forest in the country. Bintumani peak is the highest in West Africa. The Loma Mountain range has a rich bird fauna, quite different from that of the lowland forests such as Gola.

The Loma Mountains Forest Reserve is found in the Nieni and Neya Chiefdoms in the Koinadugu District, Northern Province. The forest reserve is found on a range of hills of wide altitudinal range (400 – 1900m), the highest being Bintumani Mountain (1945m), which is the highest in West Africa - west of Cameroon. Many rivers drain the mountain range and two of Sierra Leone's major rivers have their sources from this region; the Sewa to the southwest and Rokel to the northwest.

#### 4.5.2 Accessibility of the sites to Freetown and other accommodation centres

The Loma Mountains Forest Reserve is approximately 346km northeast of Freetown. The nearest big towns to the Loma Mountains Non-Hunting Reserve are Kabala, which is 100 km to the northeast and Bendugu, 40 km to the northwest. Roads leading to the Loma Mountain region are poor, though accessible with the use of four-wheel drive vehicles. The Tingi Hills forest reserve and Lake Sonfon are within 40 km to the east and northeast respectively.

#### 4.5.3 Current and potential threats to them from commercial activity- licensed and unregulated

Chief threats to the reserve include, agriculture – which is largely restricted to the Neya Chiefdom in the east of the reserve. Hunting pressure is high around the reserve boundaries. In the last decade, hunters have tended to target much more the larger game such as the African Buffalo and the forest elephant. Primates are not usually hunted because of religious and cultural reasons. There is evidence to support an increasing trend in logging and wood cutting.

#### 4.5.4 NGO and international agency activities within them

In recent times, the World Bank in collaboration with the Government of Sierra Leone conducted biodiversity-related studies at the Loma Mountains complex.

#### 4.5.5 Level of community engagement

There is no institutionalized form of community engagement. Individual members of communities are sometimes contracted to provide services ranging from load totting to being eco-guides for the few the visitors to the Loma Mountains.

#### 4.5.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Since this area attracts a relatively small number of visitors, there is currently no formalized visitor-related infrastructural amenity. Accommodation, interpretation and tour guides' services could be arranged on demand from the forestry Division of the Ministry of Agriculture and Food Security.

### **4.6 Outamba Kilimi National Park**

#### 4.6.1 Description

OKNP lies in the extreme north, about 296 km north of Freetown, adjacent to the border with the Republic of Guinea, in the Tambakha Chiefdom, Bombali District, Northern Province. The two areas, Outamba (74,100 ha) and Kilimi (36,800 ha), that constitute the park are separated by a stretch of land 1000 km<sup>2</sup> in size. The vegetation is characterized by a mosaic of grassland, closed woodland and gallery forest. It was gazetted a National Park in 1995, following gazetted notices of 1974 and 1986. Outamba has a predominance of tall grasses and woodland, and patches of closed canopy forest; and Kilimi has more grassland and more open woodland. There are traces of *Raffia* swamp vegetation and riverine grassland in both areas. Outamba has a perennial lake, Lake Idrissa. The region is drained by several streams, which flow into large rivers of national importance such as the Mongo and Little Scarcies at Outamba and the Great Scarcies at Kilimi.

It is uniquely the only predominantly savanna woodland and grassland savanna with protection status in Sierra Leone. This National Park is well known for its high biodiversity, especially for its primate population. It has remarkably high potential for education, research and ecotourism development.

#### 4.6.2 Accessibility of these to the visitor once on site

Unlike most other reserves in Sierra Leone, OKNP has a resident staff presence who possess great interpretive and wildlife-related skills. The game guards at the Park know the local flora and fauna fairly well. The Park provides visitors a unique experience because all travelling within the Park's is done on foot. Park Staff are always available to guide visitors to all areas of interest within and around the OKNP. Accessibility to all sites of interest at the OKNP is easily arranged once the visitor is on site. Certain sites will require canoeing up or down the Kaba River which serves as a natural border between the Outamba section of the Park and the buffer zone.

#### 4.6.3 Accessibility of the sites to Freetown and other accommodation centres

OKNP is found in the extreme north, about 296 km north of Freetown. It lies adjacent to the border with the Republic of Guinea, in the Tambakha Chiefdom, Bombali District, Northern Province. Kamakwie, 15 miles to the south, is the nearest town to the Outamba section. The Kilimi section can be reached through the towns of Sainya and Samaia. This area lacks public transport.

In the Outamba section, there are several motor cycles plying Kamakwie and the Park Head Quarter camp. Few vehicles ply this route en route the Republic of Guinea and sometimes to Fintonia the headquarter town of Tambakha chiefdom.

#### 4.6.4 Current and potential threats to them from commercial activity- licensed and unregulated

The chief threat to the OKNP is that of hunting pressure especially of large mammals such as elephants, the African buffalo and monkey species. Some hunters are thought to come from Guinea. Slash and burn agriculture often lead to extensive fire problems in the Park. In the last five years, there is growing evidence to show that there is selective and large-scale logging of certain wood species around the precinct of the park. Fishing pressure is high along the Kaba and Mongo Rivers respectively. The methods used are destructive and include small mesh nets and poisonous herbs, which may create ecological imbalances within the aquatic system and render the water unsuitable for human and wildlife consumption.

#### 4.6.5 NGO and international agency activities within them

The Conservation Society of Sierra Leone in collaboration with the Jane Goodall Institute and other international partners implemented a chimpanzee conservation and sensitization programme in the Park between 2005 and 2007. The CSSL still has an education outpost in Fintonia, the chiefdom headquarters of Tambakha chiefdom.

#### 4.6.6 Level of community engagement

The CSSL has trained more than 30 community members in basic biodiversity monitoring and eco-tourism-related skills. A large percentage of the staff of the park is derived from members of communities around the OKNP.

#### 4.6.7 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

The Park does not have a constant electricity supply. Electricity is derived from a standby generator and this is done on demand. The Park however has decent but rudimentary camp including tented facilities for accommodation, cooking facilities and a visitor centre. Wildlife Conservation Branch staff can arrange guided tours, including canoe trips. The Park also has a network of trail systems to enhance viewing opportunities for visitors. Rebels invaded the park during the civil war and destroyed facilities, but these are being rehabilitated.

At the Kaba Headquarters camp in the Kilimi section, there are bungalow-type huts and as well as clean toilets and bathing facilities. Some locals from around the Park area can help with cooking of meals and laundry with some compensation.

### **4.7 Tingi Hills Non-Hunting Reserve**

#### 4.7.1 Description

The Tingi Hills is the easternmost outlying forest in Sierra Leone close to the border with the Republic of Guinea. It occurs between the Nieya Chiefdom, Koinadugu District, Northern Province and the Sando and Lei Chiefdoms in the Kono District, Eastern Province, about 470 km east of Freetown.

It has the second highest peak in Sierra Leone, the Sankan Birriwa. The scenic undulating nature of the topography and the rich game and plant diversity are attractive to visitors and scientists.

It occurs between the Nieya Chiefdom, Koinadugu District, Northern Province and the Sando and Lei Chiefdoms in the Kono District, Eastern Province, about 470 km east of Freetown.

The Tingi Hills is the easternmost mountain range in Sierra Leone. The forest reserve includes areas encompassing the massif called Sankan Birriwa, which has two peaks separated by a narrow gorge. Both peaks stand over 1800m, but the northernmost which is 1850m high, is the second highest in Sierra Leone. The terrain is generally rocky, with numerous streams, which have their sources from the massif. These streams are the tributaries of two major rivers in the country; the Mano River, which runs along the border with the Republic of Liberia and Sewa River.

#### 4.7.2 Accessibility of the sites to Freetown and other accommodation centres

The Tingi Hills Forest Reserve can be reached only by a motorable, unsurfaced road and track from Sefadu through Senehun, Yengadu and Kenewa, the nearest villages. Sefadu and Koidu, which are the nearest towns, are 60 km and 70 km to the southwest respectively. The Sankan Birriwa can be seen from Nekoro, a village on the southern end of the reserve. The Loma Mountains forest reserve is within 40 km to the northwest of the Tingi. The scenery in the reserve can be described as breathtaking undulating mountain range. Pipe-borne water is not available, but a number of wells and streams provide water throughout the year. Campsites exist at ideal locations along the hill range into Sankan-Birriwa. There are a few tracks within the forest reserve normally used by local people and small mammals like antelopes.

#### 4.7.3 Current and potential threats to them from commercial activity- licensed and unregulated

Current threats at the reserves are largely human-induced including, slash and burn agriculture. Since there are few fertile areas in the Tingi Hills reserve and environs, farming is done on lower altitudes and close to rivers and streams, mostly around the margins of the reserve. Shifting cultivation is the most common farming method.

Hunting pressure at the Tingi Hills is also high. Target species include, monkeys and duikers. It is thought that foreign nationals cross into the Tingi Hills areas to hunt on large scale for the bush meat market.

There is the incidence of perennial bush fires which occasionally lead to considerable damage the forest cover. Thus large parts of the gallery forest on the plateau and the valleys are degraded.

#### 4.7.4 NGO and international agency activities within them

No record

#### 4.7.5 Level of community engagement

There is no institutionalized community engagement in tourism and natural resource management in the Tingi Hills.

#### 4.7.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Visits to the area for scientific interest, adventure (mountain climbing) and relaxation were fairly frequent before the civil war. Several campsites exist in ideal locations on the hills and in the gallery forest about two to three kilometres from the foot of the

Sankan Birriwa. The area is potentially viable for ecotourism, if properly developed and managed.

#### **4.8 Tiwai Island Wildlife Sanctuary**

##### 4.8.1 Description

Tiwai Island is located in the South-eastern Sierra Leone between the Gola West Forest Reserve and South Kambui Reserve. The name of the Island, 'Tiwai' means "large island" in the Mende language. The island boasts of high biodiversity as it forms a continuum with the Gola Forest Reserves to the east, which is an extension of the Upper Guinea Rain Forest Region, extending from the Futa Jallon Mountains in Guinea to Sierra Leone and Liberia. This regional ecosystem is the remaining rain forest within West Africa that is of high biodiversity concentration and significance – rich in mammalian species (threatened, vulnerable and endangered).

In the 1980s Primatologists (Scientists studying Primates) chose Tiwai Island as a research site mainly because of the presence of Olive Colobus (*Procolobus verus*). During the said times Tiwai Island gained a reputation as the place with the highest primate population density given its relatively small size of 12 km<sup>2</sup>. Technically, Tiwai Island is not part of the Gola rain forest management yet in terms of its ecology and other physical characteristics, it is part of the Gola forest system. The habitat consists mainly of open secondary forest on sandy soils

##### 4.8.2 Accessibility of the sites to Freetown and other accommodation centres

Tiwai Island is approximately 300Km from Freetown. The journey to Bo from Freetown is about four hours; a further two hours gets you to Kambama, the usual access mainland village to the island. Potoru and Pujehun are the nearest big towns. The roads between Freetown and Bo are under reconstruction and about 70% of it is now paved. The road sections between Bo and Kambama is close to 30% paved. Accommodation facilities in the mainland villages around Tiwai are very basic traditional household hospitality. Electricity is currently lacking. The accommodation structures on the Island are solar electrified.

##### 4.8.3 Current and potential threats to them from commercial activity- licensed and unregulated

Over the past decades the region has experienced dwindling forest vegetation due to the demographic transition and related activities. Populations living around these areas have been engaged in diverse activities including subsistence farming (slash and burn), hunting for their daily survival and mineral mining. These activities have been halted on the island but the poor access to other goods and services is threatening to reactivate these activities.

##### 4.8.4 NGO and international agency activities within them

In 2002, the Environmental Foundation for Africa (EFA) was supported by the Critical Ecosystem Partnership Fund (CEPF) to reconstruct facilities at the research and visitors centres. This intervention was carried out in partnership with the Njala University College, Paramount Chiefs in the Barri and Koya Cheifdoms, respectively and local community leaders in the eight communities adjacent to Tiwai Island.

In 2004, EFA was further supported by the Netherlands Committee of the IUCN to build the capacity of the Tiwai Island Administrative Committee (TIAC), including the setting



up of a Secretariat and employment of staff. The Environmental Foundation for Africa has been providing various forms of livelihood and social support to the communities living around the vicinities of the island. Recently, there has been marked increase in level of cooperation between the Tiwai Island Wildlife Sanctuary Management and that of the Gola Forest Reserve Management.

#### 4.8.5 Level of community engagement

Tiwai is bordered and owned by two chiefdoms – Barri and Koya. The inhabitants recognised the value of the biosphere and requested for its status to be officially graded to a Wildlife Sanctuary. Since then, the communities have been integrally involved with its management. The communities are represented at Parliamentary, Chiefdom and Local authorities' levels within a management structure called TIAC (*Tiwai Island Administrative Committee*). Other components of this committee include the government (Forestry & Wildlife Division), Njala University and The Environmental Foundation for Africa. The benefit sharing model of turnover from the management of the island was developed in consultation with the adjacent communities.

#### 4.8.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Accommodation is available on the island to receive visitors in both the visitors' Centre and the Research Centre. The Visitors' Centre is comprised of five raised concrete platforms under thatched zinc sheet canopies. Tents with mattresses and bedding are available for pitching under the canopies. There is a toilet block with two rooms (male and female), each with a shower, toilet and wash basin.

There is a large Barre in the middle of the Visitors' Centre. This is used as meeting, eating and other group activities area. There is a sizeable block which houses an office, kitchen, solar powered fridge and deep freezer.

The Research Centre is about 15min walk from the Visitors' Centre. This facility is mainly set aside for researchers but can support accommodation load when there are more visitors than researchers.

Currently, Tiwai accommodation facilities can host up to 30 visitors and researchers at a time. The visitors' Centre is being upgraded, including the increase of its capacity to accommodate more visitors.

### **4.9 Western Area Peninsula Forest Reserve (WAPFR)**

#### 4.9.1 Description

This reserve is probably the westernmost remnant of West African rain forest. Its fauna and flora are rich and are more affected by seasonal changes than those of the lowland forests in the east. Its situation close to Freetown presents particular threats, but also great opportunities for education and ecotourism. This forest reserve is located on the hills of the Western Area Peninsula, on the extreme western edge of the country, about 5 km south of the capital Freetown. The WAPF occupies a narrow chain of hills approximately 37 km long and 14 km wide, with a range of peaks, the highest being Picket Hill in the south, which rises to about 900m. A thin coastal strip lines the peninsula to the north, west and south. Freetown [population 600,000 (1989), but now probably in excess of 1.5 million] occupies the northern end and numerous small settlements are found along the roads leading from the capital towards the reserve.

The area forms the only remnant of moist closed forest remaining in western Sierra Leone (and probably the westernmost in the Upper Guinea forest block). Between 150 m and 900 m the hills are covered by moist forest, whilst along the coastal strip, the forest vegetation is interrupted by laterite plains covered by natural grassland. The relief is generally fairly steep and the hills are drained by a number of rocky permanent or seasonally flowing streams. The reserve supports two major reservoirs (the Guma Valley and Congo dams) that supply water to Freetown and other communities around the peninsula. Annual rainfall ranges from 3000-7000 mm. Mean daily temperatures vary from 25-30°C in the dry season and 22-27°C in the rainy season. Relative humidity at 1500h varies between 45% and 80% annually. The WAPF occurs on an exposed part of a large igneous intrusive Precambrian body of layered basic and ultra basic gabbros.

#### 4.9.2 Accessibility of the sites to Freetown and other accommodation centres

The reserve is within 5 km of the centre of the capital Freetown. A motorable road runs right around the reserve, with a number of feeder roads and a few trails within reserve zones. Hotels and beach bars are found on extensive scenic beaches around the coastal areas of the peninsular. The Guma Trail, starting from the Guma dam, is the most frequently used by visitors and provides some opportunities for birding and wildlife. Yawri Bay on the southern coast and Sierra Leone River estuary on the northern coast, are within 40km and 10km respectively.

#### 4.9.3 Current and potential threats to them from commercial activity- licensed and unregulated

The chief threats to the Western Area Peninsula Forest are settlement expansion, slash and burn farming and commercial logging. The latter is illegal. Hunting for subsistence, ceremonial reasons and the bush meat trade is also posing a serious threat to the reserve. Unfortunately, both threatened and common species are hunted. The Leopard is now thought to be extinct in the reserve and this may have resulted from high hunting pressure. Woodcutting for fuelwood and charcoal production has a major impact on the forest, especially on the more accessible slopes and areas close to Freetown and Tombo. However, the FD has embarked on a fuelwood plantation programme as a measure towards sustainable fuelwood extraction system. Disturbingly, there was a heightening of the use of chain-saw during the recent civil war. There is still evidence of illegal chain-saw activity at the reserves. Local community groups, such as the Peninsula action group for the environment (PAGE), attempt to police and reduce illegal activity within the reserves but are often frustrated by high level influence wielded by the chain-saw operators.

With respect to settlement expansion, the events of the just concluded civil war exacerbated the problem of housing in the western area and its environs. Between 1999 and 2005, several peripheral settlements sprouted on the hill slopes of the Peninsula forest reserves leading to associated deforestation and land degradation.

Both platinum and gold are thought to occur in the WAPF, and a prospecting licence was granted to a British company called Golden Prospect Mining Company PLC, to prospect for platinum in the reserve (Lebbie, 1998). An Italian company (Olympia) also carried out granite mining; the rock is exported to Europe as big boulders.

#### 4.9.4 NGO and international agency activities within them

There are over eight NGOs working in the Western Area Peninsula. The prominent ones include Environmental Foundation for Africa; the Conservation Society of Sierra Leone; Council for Human Ecology in Sierra Leone; Green Scenery; Beautification, Rehabilitation, Conservation Organization and Friends of the Earth. The UNDP funded a firewood plantation project for Youth Employment in the WAPFR in the past two years.

#### 4.9.5 Level of community engagement

There are formalized NGO-Community natural resource management partnerships in some communities. Currently, the following NGOs, the Conservation Society of Sierra Leone (CSSL); the Environmental Foundation for Africa (EFA) the Council for Human Ecology in Sierra Leone (CHECSIL); Friends of the Earth-Sierra Leone (FOE-SL) are each working in different communities in the Western Area Forest Reserve. The communities have been involved in semi-formal forest protection through the Peninsula Action Group for the Environment (PAGE) set up by EFA. Also, the Site Support Groups (SSGs) set up by CSSL to monitor Important Bird Areas (IBAs) have been once active with high prospects of revival.

#### 4.9.6 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Visitors to the Western Area forest can easily access one of the several hotels the Freetown area. Additionally, there are some hotels and guest houses in several rural communities close to beaches situated along the Freetown peninsula. Most of these hotels and guest houses have electricity and safe drinking water.

The Forestry Division of the Ministry of Agriculture and Forestry has some of its staff patrolling the reserves. These staff can provide guides and interpretation services. There are also trained community members with competencies in bird watching as well as a reasonable level of expertise in nature-related interpretation.

### **4.10 Yawri Bay**

#### 4.10.1 Description

Yawri Bay has rich tidal mudflats and mangroves, which are home to tens of thousands of birds for a third of the year. It supports a major local fishing industry. The site is unprotected and the mangroves have suffered from overexploitation for fish smoking.

It is bounded by the Ribbi, Bumpe and Kagboro Chiefdoms of the Moyamba District, Southern Province and the southern coast of the Western Area Peninsula. The Yawri Bay is a shallow coastal wetland with a 9,100 ha expanse of intertidal mudflats that extends along 60 km of foreshore. The mudflats are backed primarily by mangrove swamp interlaced with a network of creeks stretching to 24,505 ha. It accounts for 14.3% of the total mangrove swamp in Sierra Leone (Chong, 1987).

Three rivers, Ribbi, Bumpe and Kagboro, each with its own estuary, flow into the Yawri Bay. The bay's topography and location shelters it from the force of river flow and strong marine currents. It is therefore a suitable spawning and nursery ground for fish, which is one of the county's most important marine resources. Mean annual rainfall is about 3,554mm. Temperature varies little with season; the mean daily range is 22-31 °C in the dry season and 23-27 °C in the rainy season. Relative humidity at 1500h runs between 60% and 80% annually. The bay occurs on nearly horizontal marine and estuarine sediments known as the Bullom series. The sequence consists of Eocene lignite-bearing clays overlain discomformably with quaternary gravel, sand and clay.

#### 4.10.2 Accessibility of these to the visitor once on site

On site, visitors may have to arrange for transportation through locals to different sites.

#### 4.10.5 Accessibility of the sites to Freetown and other accommodation centres

Found on the southwestern coast of Sierra Leone, this bay is about 60km southeast of Freetown.

#### 4.10.3 Access and Facilities

The northern end of the bay is easily accessible via a newly constructed highway from Freetown. Rotifunk and Moyamba, 40 km and 60 km to the east respectively are the nearest big towns. The bay has relatively prosperous fishing companies especially at Tombo and Shenge, which supply most of the fish consumed in Freetown. There is also a viable local salt industry in the area. These activities provide employment opportunities for the local inhabitants. The bay also has great potential for ecotourism if carefully developed and managed.

#### 4.10.4 Current and potential threats to them from commercial activity- licensed and unregulated

The chief threat at the Yawri bay is that of over fishing. There is legislation against large fishing trawlers and on the size of net mesh used by artisanal fishermen, in order to prevent depletion of the fish resources, but enforcement is weak. The extensive deforestation practices in adjacent forest communities coupled with intensification of coastal swamp rice farming has had increasing turbidity effect on the bay. But also, there is evidence to show the presence of heavy metal residues probably being waste from companies such as the Sierra Rutile and Sierromco upstream. There is also heavy coastal mangrove deforestation mainly for energy needs.

#### 4.10.5 NGO and international agency activities within them

The Conservation Society of Sierra Leone conducts regular waterfowl censuses and wetlands studies at the Bay.

#### 4.10.6 Level of community engagement

There is no record of institutionalized community involvement in the area of tourism management.

#### 4.10.7 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Visitors to the Bay should make accommodation arrangements through local contacts. There are a few guest houses in big towns such as Tombo and Shenge Point.

Accommodation in the communities is very basic often without electricity and safe drinking water. Visitors are therefore advised to take along sufficient water or money since it may be possible to purchase bottled water in big towns adjacent to the bay.

### **4.11 Tacugama Chimpanzee Sanctuary (TCS)**

#### 4.11.1 Description

Tacugama Chimpanzee Sanctuary is a chimpanzee rehabilitation facility established in 1995 in response to the chimp pet trade in Sierra Leone. It is located on a hundred acre forested land within the western area peninsula forest reserve. It is a collaborative effort of the Conservation Society of Sierra Leone (a local NGO) and the Wildlife Conservation branch of the Forestry Division (Government wing) The aims of the programme include, finding a home for confiscated and rescued chimps, rehabilitation of rescued and confiscated chimps, reintroducing them back into the wild, and lastly, halting the cruel and wasteful trade in chimps.

Having maintained high animal care standards, over the years, Tacugama has become one of the most frequented eco-tourist destinations in Sierra Leone. The facility holds more than 80 western chimpanzees in a semi-natural environment. Visitors are also able to view a much dense forest bloc of the Western Area reserve on the southern limits of the Tacugama Sanctuary.

#### 4.11.2 Accessibility of these to the visitor once on site

With the aid of highly trained staff guides, visitors to the sanctuary can enjoy animated guided tours of the facilities, including chimp enclosures and a resource centre.

#### 4.11.3 Accessibility of the sites to Freetown and other accommodation centres

Tacugama is some 25 minutes away from the heart of the city. Visitors can go to the Sanctuary via Regent community by mini bus or better still a 4 x 4 jeep.

#### 4.11.4 Current and potential threats to them from commercial activity- licensed and unregulated

There is a disturbing trend of unprecedented encroachment for settlement expansion into the forest estate that holds the sanctuary.

#### 4.11.5 NGO and international agency activities within them

Tacugama is a collaborative output of the Government of Sierra Leone and the Conservation Society of Sierra Leone. It also has a number of international NGO partners including, International Primate Protection League; the World Society for the Protection of Animals (WSPA); Pan Africa Sanctuary Alliance (PASA).

#### 4.11.6 Level of community engagement

About 40% of employees at Tacugama come from adjacent settlements and communities.

#### 4.11.7 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

Tacugama has accommodation for short *stop-overs* and is equipped with modern facilities: toilet; clean drinking water and electricity. There are always professionally trained personnel to provide guide and interpretation services.

In addition to learning about chimpanzees, the Tacugama forest holds over 250 species of birds.

### **4.12 Mamuta-Mayoso**

#### 4.12.1 Description

This site is important for its variety of vegetation types and is one of the few areas in Sierra Leone holding the threatened Dwarf Crocodile. The site is important for the economy and culture of the local people and is the first site to be managed as a Wildlife Sanctuary in Sierra Leone. This sanctuary occurs in the Kholifa and Mabang Chiefdoms, Tonkolili district, Northern Province, about 180 km east of Freetown. Located almost at the centre of the country, this sanctuary supports a wide range of vegetation types. The predominant vegetation is boliland (seasonally flooded grassland) with occasional occurrence of swamps, savanna, secondary forest and two perennial lakes. Water depths in swamps rise to 1.5 m during flooding. Mean annual rainfall ranges from 3048 to 3556 mm, mean daily temperatures vary from 26-32°C in the dry season, and 20-30°C in the wet season. Relative humidity at 1500h varies between 50% and 80% annually. The area is founded on Precambrian-Bintumani granite rocks.

#### 4.12.2 Accessibility of these to the visitor once on site

The wetlands are readily accessible once visitors arrive on site. Boat transportation will be needed for extensive exploration of the wetlands during the wet seasons. Transportation can be negotiated with local fishermen or local inhabitants adjacent to the wetlands.

#### 4.12.3 Accessibility of the sites to Freetown and other accommodation centres

Mayoso is on a motorable but unsurfaced road that runs between Magburaka (30 km to the northeast) and Yonibana (35 km to the southwest). Yonibana (Mile 91) is on the Bo - Freetown highway. Makeni, which is the headquarters town in the Northern Province is within 50 km to the north.

#### 4.12.4 Current and potential threats to them from commercial activity- licensed and unregulated

Threats at this sanctuary fall under three main areas – Agriculture, fishing and hunting.

*Agriculture:* Little or no farming is done within the boundaries of the sanctuary. The original size of the sanctuary was reduced by agreement to give the villagers access to farmlands. However, cattle grazing is a potential threat to the vegetation in the area.

*Fishing:* The two wetlands of Dakraffi and Robierra provide fish for the local inhabitants who annually celebrate a fishing festival. The pressure is especially high on the Robierra swamps during the dry season and this may deplete fish resources, if not controlled.

*Hunting:* Pressure through hunting is low to moderate and this is probably a result of the control exerted by the game guards. There is usually an increased incidence of hunting of the threatened Dwarf Crocodile during festive ceremonies at Ronietta. Spur-winged Geese and other ducks become victims when big animals are scarce.

#### 4.12.5 NGO and international agency activities within them

The CSSL conducts regular IBA monitoring at the Mamunta-Mayoso wetlands.

#### 4.12.6 Level of community engagement

No formal community engagement in management of the Sanctuary.

#### 4.12.7 Visitor related infrastructure and services e.g. accommodation, guides, interpretation

A dilapidated visitor's centre, which needs urgent rehabilitation, is situated on the Mayoso road. The communities within the vicinity of the reserve operate a raffia produce-manufacturing group that deals in high quality raffia products like handbags, baskets, hand fans etc.

## SECTION FIVE: Product Development.

**5.1 Preamble.** Earlier studies have focussed on the development of medium scale beach resort complexes on the Western Peninsula with possible extensions to the north and south with secondary ecotourism development in the regions both as a special interest market and as a means of extending the holiday experience for beach tourists.

However, these proposals have all been conditional on:-

- major improvements to the national infrastructure
- significantly improved access from Lungi airport
- large scale foreign direct investment in resorts
- the international travel trade and carriers generating volume tourism at lower costs

On this basis, the current strategic action plan adopted a high growth scenario on the assumption that these conditions would be met.

In reality, while there has been some improvement in road infrastructure over the past five years, the major infrastructural barriers remain and are unlikely to be overcome in the near future. This leaves us with the dilemma of either proposing a revised seven year Strategic Action Plan based on the same the same assumptions of massive infrastructural investment or accepting the current reality and formulating an action plan which is achievable within the seven year period and capable of immediate implementation.

It is our strong conviction that yet another “wait and see” strategy would add little value to previous exercises and not result in any tangible growth or physical development.

We have, therefore, proposed a seven year action plan aimed at:-

- generating modest growth in the short to medium term
- providing NTB with a work programme compatible with its resources
- building a foundation upon which longer term growth can be achieved
- strengthening capacity within both the public and private sector
- building confidence within communities such as Tiwai and No 2 Beach who have had little tangible benefit from their sterling efforts to date

**5.2 Market Potential.** There is a “chicken and egg” conundrum to resolve in relation to product and market development. Without readily accessible, identified markets, the investment required to develop the product will be difficult to raise and short to medium term returns unattractive to investors. Without a developed product, however, there is little to attract significant numbers of tourists and, hence, investors. There are, fortunately, niche markets which, although modest in scale, could be sufficient to justify small scale investment in product development, viz:-

**5.3.1 Ex-patriate community.** The relatively large numbers of donor agency, diplomatic corps, voluntary sector and business community ex-pats resident in the Freetown area represents a modest but captive market for short breaks. The current state of the tourist infrastructure has also tended to militate against their families visiting the country for holidays. During our consultations with them, there was a clear desire for an opportunity to visit different parts of the country. The task here is to package short breaks to specific attractions and to make these more accessible and attractive.

**5.3.2 Ecotourism.** Our analysis of the ecotourism product in protected areas shows that there is a potentially strong product attractive to a wide range of interests from bird watchers to academic researchers. There is evidence of embryonic growth in this sector through small travel agencies and local ground handlers eg Visit Sierra Leone, Rainbow Tours, Rockjumper. Visitor facilities are currently primitive but sufficient to cater for small special interest groups eg Tiwai Island, No 2 Beach, Tacugami. The development plans of Gola Reserve and new small resort complexes such as at Yurika and Mama Beach also feature nature/eco-tourist activity as part of their product.

**5.3.3 African-American heritage.** While much emphasis has been rightly placed on the history of the slave trade with the Caribbean and Americas, it is also important to consider the potential offered by other aspects of the diaspora, viz:-

- Cultural roots – a large proportion of African-Americans are descended from Sierra Leonean cultures such the Mende and Temne ie their pre-slavery cultural heritage is firmly rooted in the country. The continuing use of Krio among the Gullah population in South Eastern USA and some residual Mende language and dance is evidence of the continuing cultural relationship.
- Freed slaves – the Krio culture and much of modern Sierra Leonean history is based on the establishment of the country by freed slaves ie the “cousins” of much of the African-American population

Thus, while the slavery theme undoubtedly is the dominant one in marketing terms, the potential product appeal is much wider.

**5.3.4 Colonial history.** Much remains of the colonial period in the layout of Freetwon, the names of streets and villages in the Peninsula and the architecture of both the central city and Hill Station. There is also a potential product in the Graham Greene literary connection. The City Hotel building where he wrote “Heart of the Matter” still exists as do other buildings mentioned in the novel. While he does not enjoy the same high profile and notoriety as Hemmingway, the opportunity for Graham Greene theming along the lines of Hemmingway’s connection with the Florida Keys could provide a foundation for a complementary tourism product, particularly for UK visitors.

**5.3.5. Arts and Crafts.** The strength and diversity of indigenous music and dance and its strong influence on African-American music and, hence, Western popular music is, again, a theme which can be built upon without large scale initial investment. The performing culture is strongly augmented by world class wood carving and other craft products. The role of the Cultural Directorate of MoTC is important in collaboration with the tourism sector and the implications of this are explored further later in this section.



Importantly, the arts and crafts sector provides strong visual and aural imagery which can be used to support an identifiable and unique product profile for the country's marketing efforts.

**5.3.6 Beach resorts.** We agree with earlier reports to the extent that the beaches stretching from north of Mahera and along the Peninsula are an important asset. Traditional beach tourism is, however, highly competitive with Sierra Leone competing against well developed large scale resorts in the region, eg Gambia, Southern and Western Africa, the Mediterranean, Black Sea, Indian Ocean islands etc. The high cost of air travel combined with the lack of well developed larger scale resorts makes this segment of the market difficult to penetrate without significant amounts of investment both in the product and infrastructure. Hence, we do not regard development of the mass tourism elements of the market as realisable in the short to medium term.

The current development and refurbishment of small scale resort complexes with a strong ecotourism and cultural component as alluded to above does provide some potential in the short term and a foundation for strategic growth in this segment in the longer term.

**5.3.7 Domestic tourism.** It has been clear from our discussions that few Freetown residents venture into the rural areas for holidays or leisure activities. While this is partly a symptom of the current state of the local economy, we are of the view that domestic tourism in the form of short breaks from the city could be significant in jump starting modest tourism facilities in the rural areas and other centres. For example, the proposed development of the Bumbuna Dam Lake as a water sports centre with nature /eco-tourist activity readily accessible from Freetown and Makeni would provide a significant centre for the encouragement of both domestic and ex-pat short break trips.

As for the ex-pat market, there is a need for the creation of easily accessible packages including transport, accommodation and guided activity.

**5.3.8 Academic research.** This is not normally considered significant as a tourism market. However, the international importance of certain areas of the country such as Tiwai Island and other reserve areas already attracts researchers and students. We consider that a targeted campaign aimed at academic institutions for student and post graduate research projects could generate levels of business at a level economically significant to local communities.

We have summarised the potential short to medium term markets in relation to product foci in the following table.

There is, however, a need for modest levels of physical product development to as a precursor to penetration of these. This is defined in 5.4 below.

**Table Seven: Levels of Special Interest.**

Level	Description	Focus	Markets
1	General Interest	"West Africa Experience" based on Freetown Peninsula	Business visitors Cruise ships Ex-pat short term staff
2	Mainstream Holiday	Freetown Peninsula Makera/Lunghi	Ex-pat short breaks Domestic

3		Bunce and Banana Islands Yurika Tocagamu No 2 Beach	European and Regional sun/beach segment
	Special Interest	Reserves Climbing Bird watching Angling Cultural heritage Graham Greene	Eco tourists Outdoor activity Anglers African American Literature enthusiasts Ex-pats Specialist travel companies eg Orvis
	Professional	International universities and colleges	Student and postgraduate research projects
5	Volunteer	Paid Working holidays helping on community projects – not VSO or charity workers	International NGOs in environmental and cultural heritage fields

#### 5.4 Product Development Proposals.

Given the limited resources available to MoTC and NTB and the unlikelihood of raising major private sector investment in the near future, even the modest scale developments we propose below will require highly focussed donor agency assistance in a series of small grant programmes. We have outlined what we consider these should be in the following notes.

While we consider that these can best be managed through Programme Management Units within NTB and other related agencies to ensure transparency and professional implementation, we are aware of a capacity issue within these agencies at both management and officer level.

Indeed, one of the benefits of tightly controlled, highly targeted small grant programmes would be to generate greater capacity within the sector at large to deal with larger scale developments as the sector matures over time, as outlined below:-

**5.4.1 Capacity Building.** This is recognised as a major challenge by donor agencies, NGOs and GoSL alike in all sectors. The needs go beyond mere training programmes as recognised by the President's Changing Attitudes campaign. Restructuring of the MoTC and Ministry and redefining the roles of the principal staff provides a strong policy development and implementation framework but does not address the capacity problem.

Our decision to base our strategic action plan recommendations on a series of donor supported small grant programmes and specific initiatives is partly founded on our judgement that they will:-

- Provide ring fenced resources
- Impose detailed guidelines and operational instructions
- Audit, monitoring and evaluation protocols

- Provide Technical Assistance and know-how transfer of management and implementation skills

While support of this nature comes with complex and often stifling bureaucratic regimens, the discipline which it imposes far outweighs the administrative downside and will create a cadre of government and agency staff capable of generating and implementing future projects through the mechanism of EC style Programme Implementation Units (PIUs).

**5.4.2 Small Grants Programmes.** We have identified five specific areas of product development both in the physical and marketing sense which, we consider, should form the basis of SGP applications to the donor agencies. The limited resources allocated to this study have not allowed us to cost these but based on our experience in formulating similar programmes elsewhere and awareness of the Sierra Leone challenges, we consider that they should target individual projects in the range €4,000 to €70,000 (~\$5,000 to \$80,000). Taking an average of 30 projects per programme over a three year period and an average project cost of ~ €20,000 would suggest a budget per programme of around €700,000 including administration and staffing costs. These are very much approximations but give an indication of the order of magnitude of funding commitments required.

The specific programmes recommended are outlined in Table Eight.

**Table Eight: Small Grants Programmes.**

Programme	Description	Example projects
<b>1 Ecotourism-Communitybased</b>	Support to local communities and NGOs to provide tourist facilities, accommodation, interpretation, guides etc	Serviced campsites as per Tiwai Links between reserves and local communities eg Tacugama and Krio villages Trail shelters and signage eg Bintumani Village tourist catering services Boat access eg Bunce, Banana and Turtle Islands
<b>2 Cultural Tourism</b>	Enhancement of sites of cultural/historic interest Events, festivals, performance groups Interpretation and local museums Freetown historic sites	Kent slave trading post Bunce Island Krio villages Tribal culture Graham Greene/City hotel
<b>3 Arts and Crafts Development Programme</b>	Development and promotion of arts and crafts Community arts centres Young artists	Craft centres Working craftsmen Master classes Cultural troupes Traditional music
<b>4 Marketing</b>	Production of marketing and related materials Marketing initiatives Product packaging for domestic and ex-pat markets	Guide book to country (e and print) Guide book to wildlife (e and print) Guide to traditional crafts (e and print) Guide to Slavery Heritage (e and

5 Landscaping and Environmental Improvements		print) NTB website Programme of trade fairs and exhibitions – 2 year Programme of travel trade press visits Ex-pat short trip products targeted marketing
	Creation of tourist friendly environments Rehabilitation of derelict or unattractive areas around tourist attractions	"Gateway to Lumley" (see below) Refurbishment of beach bars (see below) Tourist oriented city market area Outdoor interpretation of history City trails Monuments and statues

Note: We would recommend that each project should include project specific marketing in addition to the wider marketing initiatives covered by SGP 4.

**5.4.3 Other Agencies.** We would envisage NTB taking the lead in formulating proposals to donor agencies for most of the above, other agencies have a major role to play, specifically:-

**5.4.3.1 Culture Directorate.** An integral part of the Ministry of Tourism Culture, the directorate has a wide remit to:-

"Preserve, protect and promote cultural diversity with a view to reviving and strengthening national consciousness, understanding and appreciating our Cultural Heritage and artistic creativity and enhance its contribution to poverty reduction and overall national development"

Recognising its severe resource constraints, the directorate has focused on applying for donor agency funding for a number of key initiatives ranging from an audit of national cultural assets, a programme of regional and national arts festivals, putting the National Dance Company on a firm footing to the establishment of a new Cultural Village to the south east of Freetown. The eventual aim is to integrate these initiatives into a National Institute for Arts and Culture as an implementation agency related to the Ministry in much the same way as NTB relates to MOTC.

**Tourism Relevance.** The gamut of traditional and modern culture is an important asset from which the tourism product can benefit in terms of:-

- Diversification of national product
- Creation of a distinctive national image in the international markets
- Special interest and events tourism
- Creation of new and enhancement of existing attractions

We strongly concur, however, with the directorate's view that cultural policy should be driven by the needs of the nation rather than by tourism considerations to avoid the

creation of a shallow pastiche of national culture along the lines of the “Cultural Spectaculars” created by the Soviet Union in the Asian republics.

With this principle in mind, the directorate’s activities fall into various categories in terms of tourism relevance:-

**Table Nine: Cultural Directorate Tourism Impact.**

Activity Area	Tourism Relevance	Projects
Educational, linguistic, traditional institution development Arts, Music and Dance Performances and Festivals Arts and Crafts	Zero to limited	Cultural library as resource for attractions and promotional materials
	Medium	Programme of regional and national Arts Festivals National Dance Troupe
	High	Cultural Village with working art and craft studios as attraction, showcase for products, sales point
Rehabilitation of Cultural Heritage Sites and Monuments Longer term	High	Individual sites as attractions
	Medium	National Art Gallery as showcase and attraction Regional museums and cultural centres Cultural departments in High Commissions and Embassies

There is clearly a need for liaison and coordination between the NTB and Cultural directorate in the design and implementation of projects and programmes relevant to the development of the national tourism product. There will also be a need to coordinate promotional activity for events and festivals as they come on stream. To avoid a proliferation of formal liaison committees, we have recommended in our restructuring proposals for NTB that nominated officers in the new structure should have as part of their remit liaison and coordination with their counterparts in the Cultural Directorate until such times as the National Institute for Arts and Culture is established. Specifically, this would involve the Planning and Product Development Manager liaising with the Senior Culture Officer on physical assets and the Marketing and Public Relations Manager liaising with the Deputy Director on promotional and marketing initiatives.

**NB.** While not strictly part of our remit, we have made some minor recommendations on the structure of the Cultural Directorate as part of our overall proposals for the reorganisation of the MoTC but largely regard it as fit for purpose as currently established.

**5.4.3.2 Monuments and Relics Commission.** MRC is an independent agency with its Chair appointed by the President. Its formal remit is set out in an Act dating from 1947 in Colonial times. Technically, it is charged with the preservation, protection,

designation, acquisition and management of sites and relics of historic, cultural and scenic importance plus management of the National Museum and Railway Museum.

In practice, it has no staff, office equipment or resources. Apparently, it should receive a quarterly subvention of \$1,000 per quarter but has not received this for a year.

It has a new Chair and board, who exhibit enthusiasm and commitment, and has successfully applied for a UNDP grant to provide core staff, an inspection vehicle, office equipment and premises. This should begin imminently. It does not, however, include any funds for site protection.

Apart from operational resources, there is an urgent need to update the 1947 Act and build on contacts with private individuals and charities who have expressed interest in funding the development of specific sites such as Bunce Island. In addition, the state mechanism for identifying and designating sites of importance needs to be addressed with particular emphasis on enforcement. These issues should be addressed by the donor programme which will make any recommendations by ourselves redundant.

We do, however, consider that it should be closely involved in the development of thematic, interpretative and ancillary development opportunities related to key MRC sites – notable Bunce Island, Kent and the National Museum.

**5.5 Specific Product Development Proposals.** The following do not represent an exhaustive list but are illustrative of the type of initiatives which we see as being necessary to create a marketable product in the medium term.

**5.5.1 Slavery.** As alluded to earlier, there are four main themes associated with slavery, viz:-

- Trade centres – Bunce Island (access, interpretation, model, guides), Kent (slave compound, trips to Banana Island), Plantain Island (John Newton, slave barracoons)
- Ethnography of captives – exhibition in National Museum as part of ethnographic section on cultural diversity of Sierra Leone
- Continuation of traditions in USA and Caribbean – mainly Gullah – National Museum Roots Exhibition – perhaps Gullah sponsorship?
- Freed slaves, establishment of Freetown, Cotton Tree, Gateway to old King's Yard (Connaught hospital)

**5.5.2 Graham Greene** – Rehabilitation of City Hotel as boutique hotel and centre of "Historic Quarter" with model market in compound and streets surrounding it, GG themed walking trail including the Registry, etc "Heart of the City – Heart of the Matter"

**5.5.3 Gateway to Lumley.** The Solar, Mama Yoko and Family Kingdom sites dominate the main approach to Lumley Beach. As the Unosil and UN Mongolian Contingent site become available, there is an opportunity to create a powerful resort, destination complex. This needs to be done within a total regeneration project covering road, upgrading or removal of dilapidated structures, landscaping and signage. This should also cover opening up of Man O' War Bay as a marina and local boat centre including the interests of local fishermen.

The owner of the Solar is currently creating an impressive tropical garden and upgrading the exterior access to the hotel. He also has an impressive collection of Sierra Leonean woodcarvings as does the Mama Yoko. He is, informally, willing to consider providing space for woodcarving workshops of a high standard of craftsmanship.

Man O' War Bay would be a logical centre for boat trips to Pepel and onwards to Bunce Island given that it currently is the base for the hovercraft service to Lungi and the Yacht Club.

The potential, therefore, exists to create a complex of good standard resort hotels with working craft centre, marina and gardens. Given the clear benefits to NTB and the hotels, we propose that NTB should convene a meeting of stakeholders to define a development plan leading to the establishment of a cohesive and attractive destination complex and "Gateway to Lumley".

**5.5.4 Beach Bars.** Unregulated development of beach bars on the sand has been in violation of the Lumley Beach Development Plan and created a chain of unattractive structures with no toilet facilities, rubbish on the beach and attracted unsavoury traders around them. They are, however, popular with both locals and ex-pats and avoid the need for beach users to cross the main road for refreshments. The relationship between the authorities and beach bars is confrontational and has yet to lead to any resolution of the issues involved.

In strategic terms, we do not consider the concept of beach bars as detrimental to the environment and strength of the Lumley Beach product and suggest that NTB and MoTC should accept the reality of the situation and replace confrontation with a positive approach to regulation involving beach bars directly, ideally through the establishment of a Lumley Beach Bar Trade Association, with the aims of limiting numbers, improving external appearance, maintaining beach cleanliness and clearing the less savoury elements from their environs in association with NTB beach wardens.

Ideally, there should be a resort management company with stakeholder and NTB involvement controlling the development of the whole area from the Golf Club to the proposed Aberdeen Gateway and beyond to the Sierra Lighthouse/Bintumani complex.

Practically, however, we doubt the feasibility of moving to this stage from the existing position in one step but consider it should be a medium term aspiration with the above two projects providing positive and beneficial steps in the right direction.

**5.5.5 Lumley Craft Centre.** The current facility consists of a group of traders operating stalls within a hangar provided by NTB with UNDP support. While technically under a centre manager, all the traders sell much the same range of products – inexpensive jewellery, African shirts and dresses, mass produced wood carvings etc with some having slightly different products eg antique masks. On arrival, the prospective purchaser is faced by a crowd of traders selling the same things and competing with each other and offering "special prices" because they like you. In formal economic terms this is a good example of free competition but to the customer is a free for all no different from that encountered in street markets. Indeed, the enclosed environment makes the whole experience even more off-putting and pressurised.

The centre management needs to control the participating outlets to ensure:-

- Product differentiation between them eg jewellery, masks, clothing etc in different outlets
- A degree of discipline in not harassing a customer at one stall to visit their one instead
- Emphasis on makers selling their own unique products and, if space permits, actually making products in workshop space.

A less stressful environment combined with higher quality unique products would be more likely to generate sales than the current one.

## 5.6 Marketing plan

We have recommended specific marketing initiatives later in support of the product development programme. Analysis of available data, research and investigation of comparable models and stakeholder consultation shows that there are four main areas in which Sierra Leone needs to take action as a foundation for these, viz:-

- Stakeholder engagement
- Product enhancement
- Market development
- Brand building

### 5.6.1 Stakeholder engagement

There is a great deal of goodwill towards the NTB and, whilst it must be admitted that the NTB has very limited resources, it can be argued that there has been a lack of engagement with key stakeholders, which has resulted in a lack of strategic direction and coordination. The case of ASSET in the Gambia illustrates how stakeholders that are high profile for visitors but perceived as more marginal by the industry can be engaged in an effective way.

#### **Case Study 1 The Association of Small Scale Enterprises in Tourism (ASSET)**

“Supporting members to succeed” was established in April 2000 in order to bring together, advocate for, and promote a large number of small enterprises that were active in the tourism industry in The Gambia.

These businesses include craft market vendors, tourist taxi drivers, official tourist guides, juice pressers and fruit sellers as well as a number of small hotels, guest houses and ground tour operators.

Within five years ASSET has attracted more than eighty organisations into membership, has hosted an international conference on Fair Trade in Tourism, has been recognised by the Gambia Tourism Authority (GTA) as an important voice for the previously voiceless and has become a leading player in the Gambian Responsible Tourism Partnership programme that is being led by the GTA. This programme brings together the principal stakeholders in the tourism industry (government, tour operators, ground handlers, hoteliers and small scale businesses) in order to ensure that the adverse impacts of tourism are minimised and that maximum benefits are gained by local people and their communities.



ASSET's future goals include the training of large numbers of personnel working in tourism, the development and implementation of industry wide standards and the marketing of the diverse and excellent services that are provided by ASSET members.

ASSET won the Best for Poverty Reduction award during the First Choice Responsible Tourism Awards 2005 held at the World Travel Market in London. The event was sponsored by First Choice Holidays PLC in association with responsibletravel.com, The Times, World Travel Market and Geographical Magazine.

### 5.6.2 Product enhancement

Sierra Leone has outstanding cultural and natural heritage, but this is not sufficiently expressed in the range of products that are actively being promoted. The historic tendency to focus on the country's beaches fails to reflect the 'local distinctiveness' available in the hinterland and also fails to acknowledge the paucity of associated infrastructure (accommodation and eating options) along the coast. There is a lack of connection between geographically and thematically linked sites within the country and internationally. The opportunity to develop internal transfer journeys as products in themselves has been completely missed, largely (it would seem) because product development strategy has tended to be product-led, rather than market-led, which has resulted in a lack of creativity. Development appears to be driven by aspiration rather than by immediate potential.

**Case Study 2 'Making Tracks' initiative Scottish Borders.** Working with The Borders Foundation for Rural Sustainability, Scottish Enterprise designed a 'cluster' methodology for nature-based tourism in the south of Scotland. This involved a survey of tourism sites across the region and the development of geographic and thematic clusters into marketable products, all undertaken in conjunction with consumer research and consultation with a number of stakeholders. This strategy, which included a wide range of tourism resources and attractions, is helping to promote greater supply-chain linkages between tourism suppliers and the communities and environments in which they operate. This methodology has been successfully in other countries, including Ireland, Poland and Lebanon. It is relevant to any emerging tourism destination, especially those that are more remote or marginalised by central government.

*A destination cluster "uses natural and cultural heritage sites and resources as a focal point to attract visitors to a particular community, sometimes linking these attractions with established tourism sites to enhance them through geographic and/or thematic association. The purpose of a visit can include both education and entertainment. Resources can be natural or man-made, but they must be managed in a sustainable way for the present and future benefit of visitors, the tourism industry, the host community and its environment."*

### 5.6.3 Market development

There are many associations that the NTB could build on to develop new markets. Links with the Trans-Atlantic Slave Trade and descendant populations perhaps provide the most obvious opportunities, whilst historic links with Britain, France and other colonial powers are also important. Naturalists and sport fishermen represent significant potential markets, although it is the generalist adventure tourist that is likely to be Sierra Leone's principal target. If well planned, the history of Sierra Leone would fit into

the curricula of many academic institutions, making it more relevant and marketable to educational groups. There are also many additional opportunities for the NTB to develop more substantial marketing partnerships with local suppliers and regional attractions, especially building on UNESCO World Heritage Sites.

**Case Study 3 Rwanda post conflict tourism strategy.** In 2001, Rwanda's tourism industry was still in shambles, suffering from a perceived lack of security and a disorganised tourism sector. With the exception of the world-class tourism asset of the mountain gorillas, key success factors such as international standard hotels and restaurants, a functioning financial system, knowledge of markets, institutions and well-trained tourism industry professionals who could support the sector were entirely lacking. Those tourists who did visit the gorillas typically crossed the border from Uganda for just a few hours to visit Rwanda's gorilla families and drove back to the relative safety of Uganda to spend the night. Rwanda was therefore capturing very little value from these tourists outside of the relatively low price of the gorilla permit.

Since then, the Rwandan tourism industry has staged a massive turnaround, with the key success factors being effective development of the primate tourism product and surrounding infrastructure combined with general image building. Rwanda's tourism industry has emphasised high-value international tourists; targeting tourists willing to pay high prices (now including more than US\$400 per day for a scarce gorilla permit) to experience the country's tourism products will allow the country to minimise environmental and community impact while achieving its revenue goals.

Mountain gorillas and other primates, as a product, required little packaging to attract visitors, hence the primary challenge was to promote Rwanda as a safe and friendly destination with high quality services. Consequently, it was critical for the tourism industry to understand two categories of needs — those of the visitors, primarily eco-tourists, and of the channel partners who act as the gatekeepers to these valuable customers. Much of the rapid change in the safety perception of Rwanda occurred through effective information campaigns and word of mouth from satisfied tourists. However, credit must also be given to the benevolent authoritarian government of President Kagame, under whose rule the country has enjoyed a much lower level of corruption, petty crime and violent crime than the regional average.

Another important element to Rwanda's success in the high value ecotourism sector has been its close collaboration with channel partners. Channel partners serve as gatekeepers — a critical source of clients for tourism destinations. For high value and non-price sensitive tourists, these individuals and companies market new destinations, organise tours and guarantee that their clients partake in a superior experience. As for the visitors themselves, security remains one of the most important factors in their decision-making process. In addition to safety, unique nature and products rank highly for this group. To remain competitive in an increasingly crowded marketplace, channel partners have to offer clients progressively sophisticated experiences—the one they sold last year likely has been commoditized and now must be replaced by something new and unique for which their discerning customers are willing to pay a premium. The importance of constant innovation and upgrading is true for channel partners marketing all destinations and it has to inform Rwanda's approach to marketing and relationship management.

#### **5.6.4 Brand building**

It is not clear what the Sierra Leone brand is and in particular whether it is associated with diamond mining, natural heritage or white sandy beaches. The NTB has tended to play down the role of conflict in its recent and more distant history, although much of its branding features diamonds, which (in most high value markets) are associated with bloody conflict. There is a distinct lack of identity with cultural heritage, especially in terms of traditional food, and this undermines the brand. There is scope for some product development, but the key to realising the country's tourism potential will be for the NTB to determine a clear and consistent brand and build this through national and international partnerships and the strengthening and integration of brand values across all market-facing aspects of the country.

#### **5.7 Marketing Action Plan**

There is a number of actions that the NTB ought to consider in order to address these four areas and we recommend that this can best be done by identifying relatively modest but outstanding projects that will showcase the extraordinary range of Sierra Leonean products. In some cases there are several options, but generally these simply reflect questions of urgency and balance. Some of these actions require political will and involve a change in culture. Where there are costs associated with recommendations, these have been identified. A 'tourism development fund' should be created to support the implementation of a representative selection of projects and showcase lessons learnt, which should be a key function of an effective NTB.

Criteria for consideration should include:

- Broad stakeholder approach with local community participation in design
- Focus on 'local distinctiveness' and local products
- Demonstrable benefits for host community
- Clear marketing strategy
- Realistic forecast of high return on investment
- Economic and environmental sustainability

Evaluation should be conducted by NTB, supported by an advisory panel that includes representatives of international development and environmental organisations that have specific knowledge and experience of sustainable tourism development projects, as well as local tourism stakeholders, heritage organisations and international travel and tourism companies.

The following project examples are indicative of the sort that might be considered.

##### **5.7.1 Create Trans-Atlantic Slave Trade Trans-National UNESCO World Heritage Site**

The point is not so much to create heritage infrastructure (since World Heritage status does not in itself provide any funds), but to create channels for affinity marketing. It is accepted that Sierra Leone has extremely important heritage sites associated with the Trans-Atlantic Slave Trade, but they have a low profile internationally, compared to sites in Gambia and Ghana, the United States and England.

Working on the development of a Trans-National World Heritage Site would allow Sierra Leone to build new channels for the country as a whole, enabling the country to actively raise its profile in high value markets in Europe and North America and benefit from thematic association with better known sites in West Africa.

A number of grants available through the US Embassy could be relevant here, including Cultural Preservation Grants (c.US\$30k), Ambassador's Self-Help Grants (c.US\$10k) and Public Affairs Grants (c.US\$500). Scotland, which has recently contributed to the successful creation of UNESCO's largest Trans-National World Heritage Site ('Frontiers of the Roman Empire') has relevant experience in this area and could therefore also provide technical assistance through a number of small grant schemes.

### **5.7.2 Make journeys distinctive**

Transfers to key attractions in Sierra Leone are usually a 'trek', sometimes involving slow and uncomfortable road travel or worrying boat-trips. Often no consideration in the design of these transfers has been given to 'pit-stops', especially for women travellers, and other visitor facilities. Food is critical to every visitor experience and the provision of food and accommodation is the greatest source of tourism revenue for host communities. The development of any tourism attraction more than an hour from Freetown should involve a 'journey' plan, which identifies places along the route that provide safe and reliable visitor facilities, offering Sierra Leonean food that will make the journey memorable and distinctive.

Engaging additional stakeholders in the 'journey' will enhance the value of the destination product and help to create a common vision of tourism in Sierra Leone. Working with community groups to provide distinctive visitor facilities along routes to one or several 'honey-pot' attractions will almost always be more cost-effective than trying to create brand new attractions.

### **5.7.3 Celebrate traditional hospitality**

For longer journeys, accommodation becomes a critical component. There is scope for international hotels, but these require time, investment, highly trained staff and a ready market, all of which is in relatively short supply in Sierra Leone. The alternative strategy is to create a network of village 'homestays'. These require a consistent framework and a safe environment, but do not require significant financial resources and can be developed at a rate which will allow supplier expectations to be appropriately managed. Any 'homestay' project that receives support should be able to demonstrate that it is working with local suppliers and celebrating local heritage, particularly in its choice of furnishings and food products.

Supporting the development of sensitive accommodation at 'honeypot' sites, such as the Tacaguma Chimpanzee Sanctuary, will substantially enhance the national product by associating key sites with distinctive national heritage. World Bank grants could be relevant here, as part of the proposed programme for the Western Area. Significantly it is rarely the site itself that requires developmental support, but more the environmental and marketing context.

#### **5.7.4 Recognise the value of affinity marketing**

Although Sierra Leone has extraordinary cultural and natural heritage, especially in terms of wildlife, it should be remembered that the vast majority of visitors to any destination are 'generalists'. This means that, whilst (for instance) there are specialist primatologists that will come to Sierra Leone in order to see a particular species of chimpanzee in the wild, most will just enjoy seeing some 'monkeys'.

In the UK, the RSPB (Royal Society for the Protection of Birds) has more than one million members and it is estimated that its members' magazine *Birds* is read by nearly five million individuals, which is more than 8% of the country's population. This does not mean that 8% of the UK are serious birders, but that a large part of the UK market is sensitive to environmental issues and that placing an article about the wildlife of Sierra Leone (with accompanying details of 'How to get there') in *Birds* would be infinitely more productive than a multi-million dollar advertising campaign on the BBC and CNN.

The appointment of PR agencies in key markets, such as Europe and North America, would be a relatively low cost measure that would facilitate access to relevant media and support the NTB's presence at important trade fairs, making Sierra Leone's investment more productive. Agencies should have specific experience of marketing destinations that have challenging international profiles, so that they identify the most effective marketing channels and facilitate access to the most efficient distribution channels.

#### **5.7.5 Establish partnerships with specialist businesses**

It is not the responsibility of NTB to support the development of specialist operations, such as tarpon fishing, since these are (or at least should be) highly technical enterprises, which will tend to be established by foreign investors that have acquired expertise elsewhere and already have access to specialist markets. But – in order to enhance Sierra Leone as a destination and demonstrate the country's range of products – such operations should be actively promoted by NTB.

By establishing partnerships across product sectors, specialist (extremely high value) visitors will be encouraged to explore other products with more direct community benefits, whilst more generalist visitors will be impressed by the product range, even if a 3-day 'tarpon safari' is well beyond their means! Any tourism product that particularly adds value to Sierra Leone as a destination should also be featured in kits and promotional material produced for familiarisation tours and press trips.

#### **5.7.6 Attract student tourists and researchers**

Students generally are an extremely powerful marketing channel and they have a habit of (eventually) becoming high earning professionals, whilst research students can bring significant financial resources to field projects, whether in the areas of primate research, colonial heritage or conflict studies.

Supporting a marketing campaign that linked organisations in Sierra Leone with academic institutions in key markets and provided appropriate destination information would be low cost and could produce a significant return. Embassies in Freetown would be a natural partner.

The initial focus for NTB should be on attracting postgraduate researchers, but this will open channels into the wider academic communities in key markets – and also provide access to additional resources for the research and development of other niche products, such as slave heritage, Graham Greene and folklore.

#### **5.7.7 Promote quality**

Sierra Leone used to be famous for its coffee, but it is almost impossible to get a decent cup of Sierra Leonean coffee anywhere, especially in superior hotels. This is partly due to increasingly unreliable supply, but also because of a lack of demand from hotels and restaurants.

The NTB should indicate its intent to make the provision of Sierra Leonean coffee a requirement of registration for all the top hotels and restaurants in the country, making this an aspiration for all tourism facilities and a mark of quality for the country. At the same time, the NTB should work with other agencies to develop the supply, perhaps with assistance from USAID. Outstanding work has been done in Rwanda on the development of coffee cooperatives, which (in some ways) has emerged from a comparable situation to that of Sierra Leone. It is possible that comparable results could be replicated here.

Not only has Rwandan coffee become a key ingredient of the national tourism product, but it is also now providing very significant revenues through new export markets. For Sierra Leone, this of course is not simply about coffee, but about marking out Sierra Leone as a 'quality' destination.

#### **5.7.8 Engage 'expats' and recruit the 'Diaspora'**

The Sierra Leonean communities in target markets are critical, both as a market for Sierra Leonean tourism, but also as an outstanding team of ambassadors for the country and its heritage. Embassies in these countries should work with cross-cultural organisations that have a particularly high regard or natural affinity for Sierra Leone and encourage them to become involved and support more international events to raise the profile of the country.

Similarly the various expat communities in Sierra Leone are also important, primarily as an audience and conduit for messages about the safety (or otherwise) of foreign visitors to the country, but also as a potential team of ambassadors for VFR markets back home. NTB can support efforts by inbound tour operators to market their products to the expat community by providing details of the range of tours available and ensure that information about travel and tourism to Sierra Leone is made available at every expat event in the country, sometimes supported by attractive prizes from airlines and tour operators.

## **SECTION SIX: Restructuring of MoTC and NTB Remits, Relationships and Organisational Structure.**

**Aim: To propose means of restructuring the remits and relationships between the Ministry of Tourism and Culture and the National Tourist Board to improve the effectiveness of the each, rationalise the division of responsibilities and create a sound structure for tourism development.**

### **6.1 Structural Issues**

The MOTC and NTB, whilst having clear institutional responsibilities, do not at present have an effective relationship but recognise the need for some rationalisation and integration. While our remit does not cover the Cultural Directorate formally, we have made some modest recommendations on its role and structure on the grounds that:-

The function is too small in scale to merit an independent ministry.

The close and wide ranging linkages with the tourism sector make it logical to include it within MoTC rather than, say, Sports or Education which is the case in some countries.

The proposed relationship between MoTC as a tourism policy body and NTB as its implementation agency provides a model for the future relationship between MoTC as an arts and culture policy body and a implementation agency in the form of a National Arts and Culture Board.

#### **6.1. 1 The MOTC remit** as set out in a paper to the PS details their remit

- To plan and develop the sector
- To supervise and control the component branches of the sector
- Generate policy guide lines and objectives for growth management and marketing and devise strategies to achieve objectives
- Co-ordinate planning and provision of tourism amenities facilities and attractions
- Monitor tourist flows and assess impact

**These are clearly the remit of the NTB in our view.**

In addition the perceived remit was verbally articulated by senior MoTC staff to cover the following functions, some of which are pertinent but need to be clarified to avoid duplication with NTB (hyphen denotes clarifications):

- Encourage investors and businesses – through trade negotiations, immigration co-ordination etc
- Consider investment and business development proposals – based on recommendations from SLIEPA and NTB
- Market Sierra Leone internationally – through foreign affairs, trade and industry etc
- Co-ordinate line Ministries' interactions on tourism aspects – see below

**Proposal 1.** Following discussion with MoTC senior staff, we suggest that the MOTC remit should be to:-

- Support and collaborate with line Ministries in the development of 'Infrastructure' to further tourism opportunities, viz:-
  - Power and Energy in the provision water and power
  - Transport and Communications in the provision of adequate air, sea and land transport and facilities in airports and ports for passengers and cargo
  - Works and Housing in provide access routes and managing the interventions of the SLRA
  - Lands and Environment in provision of designated areas for tourism, protection of areas of natural resource and leasing and purchasing of lands – especially in liaison with the Provincial Authorities on land tenure as well as the government owned land in the Peninsula
  - Internal Affairs and Immigration Department in providing easier access through visa provision and internal security and safety of tourists
  - Foreign Affairs in developing international relations and agreements and providing access points in foreign missions for tourism information and publicity (Publicity Officers are already in place)
  - Agriculture and Forestry in protecting farmers interests and conservation of the natural eco-systems
  - Trade and Industry in providing sustainable and accessible policy and legal frameworks to encourage local and international business investment opportunities including import and export conduits/ reductions in trade barriers
  - NRA and Min Finance and Economic Development in ensuring financial barriers and incentives promote business investment and support budgetary provision for tourism development
- Working to encourage and protect Tourism Business Investors and Investments
- Encouraging and assisting tourism business and other investors in preparation of Business cases and development proposals for setting up businesses and providing funding for tourism development through relevant donor agencies etc
- Develop policy and obtain legislative and regulatory frameworks based on recommendations from NTB and other agencies

**6.1.2 MoTC Staffing.** In addition to the Senior Management positions of PS, Deputy PS, Director of Tourism and Director of Culture the MOTC currently has budgeted complement for

- **Tourism**
  - Deputy Director of Tourism



- Senior Tourist Officer (vacant since 1993 no suitable candidate)
- 2 Tourist Officers (one vacancy)
- 5 Tourist Guides (1 in post )
- 14 Beach Wardens
- 4 Clerks acting as Tourist information Officers based in Lungi airport with a MOTC recommendation to return to base when NTB has its own staff.
- Various support staff (We have asked for a detailed listing of all staff with ages and salary scales but this has yet to be provided but we recognise the sensitivity and confidentiality of such information. In 2006 the Ministry had 64 staff budgeted including 41 Clerks and temporary Clerks).

**Proposal 2.** Guides, Beach Wardens and Clerks should be transferred to NTB with the budget and appropriate measures to transfer/ retire / severance pay and or pension preservation based on suitability of candidates. This totals 23 posts. The Deputy PS and Director of Tourism agreed that they saw a justification for transfer of staff but cited the difficulties of transfer as a reason for not doing so.

- **Culture Directorate.** In general, the structure and remit of the Cultural Directorate is broadly fit for purpose and consists of:-
  - Director
  - Deputy Director – Assist in presenting and promoting SL culture, research, Arts and Culture Co-ordination, establishment of activities and libraries at regional and local level
  - Asst Director – Supervise Culture Village, Org Training for the Troupe, Assists Spotting Talent
  - Senior Culture Officer – Liaise with Museums and Monuments Relics Comm. Supervise ITI Supervise Grants
  - Culture Officers(3) – Inventory of Culture Assets, Supervise grants to Orgs (Senior Culture Officer does this), Co-ordinate Culture Groups (see Assistant above), Org National Festivals
  - Assistant Culture Officer –assists with inventory of cultural resources, designs costumes /instruments (doubt has expertise – outsource give to Culture Village ) – co-ordinates groups (cultural village expand to cover organising other groups)
  - Cultural Village and Manager (Welfare Officer) plus National Dance Troup -35 people
  - IP Officer (Liaise with SLIPO) – properly function of SLIPO with Attorney General’s Office and Registrar’s Office but is awaiting UNESCO and UNDP work on developing this

**Proposal 3.** We recommend that MoTC should:-

- Remove post of Asst Director and reassign function to promoted Village Manager
- Remove one Culture Officer post
- Remove post of Assistant Culture Officer and reassign function to a Cultural Officer
- Remove post of IP Officer and integrate MoTC input to another officer.

**Finance and Administration**

- Deputy PS acts as head of this unit
- Finance/ Account and Accounts Assistant
- HR officer
- no clear details of the other staffing including general support staff at moment

**Proposal 4**

- PS should take over overall responsibility for Tourism and Culture Ministry and act as Chief Advisor to the Minister
- New post of Confidential Secretary
- Dedicated driver
- Tourism Division will be staffed by
  - Director of Tourism Policy and Strategic Planning – overall management and development of policy and strategy, liaise with line Ministries acting as the conduit for NTB initiatives, advice to the PS on all matters related to Tourism Policy
  - Senior Tourism Officer (Deputy in absence of Director) fill vacancy is Deputy Director Tourism or Asst Director Culture suitable to transfer
  - Tourism Officers (2) fill one vacancy is one Culture Officer suitable
  - Sufficient Support staff –
    - i.e. Typist, 2 or 3 Clerks Clerk, Messenger, Driver

**Culture Division Staffed by**

- Director
- Deputy Director

- Senior Culture Officer
- 2 Culture Officers
- IPO until SLIPO is better managed
- Asst Culture Officer
- 2 or 3 Clerks
- 2 Typists
- Messenger
- Driver
- With more IT and training no need for typists graded as Clerks at present
- Cleaners /Security Guards/ Carpenters/ Watchmen etc should be outsourced as per general Civil Service recommendations

#### Finance and Administration

- Deputy PS
- Senior Finance/Accounting Officer
- Finance /Accounting Officer
- HR Officer /Training Co-ordinator
- 2 Clerks
- Typist
- Messenger

So complement of Ministry would be no more than circa 40.

#### **6.1.3 General Comments:-**

- Need more co-ordination as membership of NTB Board and Committees
- MOTC must ensure that NTB Board and Committee decisions are followed and not diverted to own agenda
- Improve Line Ministry co-ordination
- Work more closely with NTB in formulating policy
  - There would need to be a phased movement of staff rationalisation in line with Government policy on removing retirees, ghost workers etc as well as dealing directly with any transfers of staff to the NTB, depending on the accommodation and management capacity of NTB.

**6.2 National Tourist Board** remit is in the main acceptable but the Tourism Act 1990 need substantial revision and updating as recommended in Section Seven.

### **6.2.1 Current Staffing**

The current staff of the NTB are:

- General Manager
- Finance and Administration Manager
- Product and Development Officer
- Classification and Quality Control Officer
- Marketing and Public Relations Officer
- Confidential Secretary
- Accounting Assistant
- Planning and Development Assistant
- Classification and Quality Control Assistant (2)
- Marketing Assistant
- Tourist Information Assistant (1)
- Drivers (2)
- Office Assistants (2) (cleaning/messengerial)
- Beach Wardens (7)
- Life Guards (9)
- Beachcombers (10)
- Caretakers (3)
- Security Officer
- Domestic Staff (2)

Vacancies exist for

- Product and Development Planning Manager
- Marketing Manager
- Accountant
- Research Assistant (Marketing and Public Relations) – current post holder has taken 5 year scholarship break
- Beach Warden

### **Proposal 5**

#### **NTB Structure.**

The NTB structure should be formulated on four directorates with the following staffing requirements and responsibilities:-

### **1. Tourism Enterprise Planning and Management and Product Development**

This unit will be responsible for consideration and advice to MOTC and business, enterprise and product developers on appropriate solutions to the requirements for developing tourism in Sierra Leone. It will provide data and recommendations in the development of national tourism strategies and policies for approval and incorporation into the National Tourism Policy by the MOTC. Provide support and advice to community leaders and other stakeholders in developing the industry.

- Planning and Product Development Manager – the overall management and provision of strategy and policy advice to the MOTC and agencies involved in Enterprise and Product development. Consideration of business development proposals on behalf of NTB prior to recommendation to MOTC and other agencies for approval of business start up
- Planning and Project Management Officer – advice and consideration of planning proposals for product development and implementation with responsibility for Project Management of one or more specific projects – e.g. Lumley Beach Development. Support the PPDM in consideration of Business and Project Proposals
- Product and Enterprise Development Officer – advice and consideration of product and enterprise development in liaison with Community Developments and Associations. Support the PPDM in consideration of Product and Enterprise proposals
- Planning Assistant – support to the PPMO in gathering data and dealing with correspondence etc
- Product and Enterprise Assistant – support to the PEDO in gathering data and dealing with correspondence

### **2. Marketing and Public Relations**

- Marketing and Public Relations Manager - overall management of the marketing and publicity operations of the NTB, identification of marketing and publicity channels, design and distribution of marketing and publicity products in the improvement of the image and attraction of Sierra Leone as a tourism destination. Liaise with various stakeholders in distributing marketing materials and organising events. Overall responsibility for maintenance of the NTB Website and management of Tourist Information Centres
- Marketing and Publicity Officer – support to the MPRM in the development, design, production and distribution of marketing and publicity materials and events organisation. Manage Tourist Information Centres (TICs) and staff. Liaise with tour operators in the provision of Tourist Guides
- Research and Technical Assistant – research and gathering of data to support the marketing and publicity initiative, management of the NTB Website and provision of information for its update.

- Tourist Information Officers (5) manning of NTB Information outlets, provide information and advice to tourists through visual and verbal channels, gathering tourist information – to be located in the 5 main TICs Lumley Beach, Lungi Airport, Bo, Makeni, Kenema
- Tourist Guides (5) attached to TICs to provide tourists with assistance in visiting sites and providing background information.

### **3. Classification and Quality Control**

- Senior Officer
- 2 Classification Officers
- 3 or 4 Quality Control Staff doing inspections
- Clerk to assist in office
- Change the inspection regime to allow 3 year licensing with rota of inspections and some spot checks
- Improve liaison with Fire Service and Health and Sanitation so they are part of inspections
- MOTC will have to push to get Ministry of Health and Ministry of Internal Affairs/Local Government re Fire Service to bolster their own inspections and liaise with MOTC and NTB on this

### **4. Finance and Administration**

- Finance Manager
- Assistant Accountant to cope with volume of transactions
- Accounts Assistant if volume of transactions increases / organisation expands
- Drivers and Office Assistants managed by Financial Manager (GM when he is on leave)
- HR systems need to be extended and a Conditions of Service Manual defined.

## **SECTION SEVEN: Revision of The Development of Tourism Act 1990.**

**Aim: To propose and define amendments to the Act to reflect changes in governmental structures and operating procedures, better define the roles and relationships of the Ministry of Tourism and Culture and the National Tourist Board and highlight other Sierra Leonean legislation which may need to be reviewed in terms of compatibility with the Tourism Act.**

### **7.1 Background**

On the 21<sup>st</sup> February 1991, Sierra Leone's Parliament passed The Development of Tourism Act 1990 *"to make new and better provisions for the promotion and development of Tourism in Sierra Leone; to provide for the establishment of a National Tourism Development Board which shall be the National Tourism Development Authority in Sierra Leone and for connected purposes"*.

### **7.2 Instruments studied for comparative purposes**

In addition to consultations with MoTC and the NTB, a number of comparable tourism acts and instruments were studied to ensure our recommendations reflect best practice, viz:-

- The Gambia Tourism Authority Act No. 9 of 2001
- The Costa Rican Law of Incentives for Tourism Development Act 1985
- The Belize Tourism Board Act Cap 275 of the Laws of Belize

### **7.3 Specific areas identified by MoTC and NTB as requiring amendment.**

- Funding relationships:-
  - CRA to NTB of fees
  - Setting and reviewing levies periodically to avoid need for Cabinet approvals
- Transfer of posts and staff – MoTC to NTB:-
  - Transfer of Undertakings and Protection of Employment
  - Section 10 – removal of salary link to Civil Service scales as per NRA + general review of remuneration aspects of Act
- Enabling NTB to revoke licenses for false information, violating conditions of license, etc
- Remove implied responsibility of NTB to ensure compliance with other statutory operational requirements eg Fire and Health and Safety
- Investment incentives – Review of Section 5 in terms of remit and establishment of SLIEPA and NRA
- National Tourism Assets – mechanism to identify Tourism Development Areas and National Tourism Assets – Section 7
- Leasing – flexibility to negotiate lease terms under Section 7
- Inspection – Section 54 empowers NTB to inspect premises and documents but does not provide right to close or withdraw license for non-compliance
- Statement of NTB right to report suspected violations of other statutory requirements eg Fire and Health and Safety to responsible agencies
- Removal of references to Hotel and Tourism Training Council ie Section 10 (2) e,f and g
- Section 12 (a) – replacement of "regulations" with "recommendations" on the removal of barriers and impediments to tourism development

## 7,4 Recommendations

### 7.4.1 Cooperation with other bodies

In recognition of the immense benefit which the Board stands to realise from co-operation and collaboration with the public and private sectors as well as international agencies in sharing information on tourism it is recommended that a section be incorporated for co-operation with other persons and bodies including the Chief Immigration Officer and the Inspector-General of Police, ie:-

1. (1). The Board may in the performance of its functions work in co-operation with any other persons or bodies as it may think appropriate and it shall be the duty of any such person or bodies to cooperate with it.
2. (2) Without prejudice to the generality of subsection (1), such persons or bodies shall include the Chief Immigration Officer, the Chief of Fire Brigade, the Chief Medical & Health Officer, Auditor-General, the National Security Adviser and the Inspector-General of Police.

### 7.4.2 Funds of the Board

Section 17 of The Development of Tourism Act 1990 stipulates that the funds and resources of the Board shall inter alia include "*such sums as may be provided from time to time by Parliament for the purpose of its proper functioning*". Section 42 creates the "*Development of Tourism Fund*". It is suggested that section 43 be amended to include the above-mentioned provisions. Sections 17 and 43 can be interpreted to preclude the soliciting of funds from other sources to cover the expenses of the Board. With this interpretation and the fact that the Board is under-funded and requires assistance from donor agencies and other non-governmental agencies in discharging its duties, it is proposed that a properly drafted provision that will not preclude the Board from sourcing funding from other avenues be adopted. An unguarded acceptance of donations or gifts however, could well undermine the work of the Board if not properly regulated. It is therefore proposed that gifts and donations should be accepted provided that such gifts and donations are not predicated on any condition that is solely determined by the donor, ie:-

1 (1) The Board shall establish a General Fund comprising:

(a) monies appropriated for the purpose of the Board; and

(b) subject to subsection (2), grants, gifts, donations or bequests made to and accepted by the Board; and

(c) funds derived from or accruing to it from any other source.

(2) No gift, grant, donation or bequest shall be accepted by the Board if it is made on condition that the Board performs any function or discharges



any duty or obligation other than a function, duty or obligation aimed at achieving its objects, or on any condition determined solely by the donor.

- (3) All gifts, grants, donations or bequests received under subsection (2) shall be credited to the General Fund.

#### 7.4.2 Protection from liability

It is proposed that the existing section 14 be replaced with this provision. The proposed section is in simpler language and more extensive. It extends to decisions and not just actions of members of the Board, ie:-

1. No action, suit or other legal proceeding shall lie against the Chairman or any officer of the Board in respect of any decision taken or any act done or omitted to be done in good faith in the performance of any function under this Act.

#### 7.4.3 Functions of the Chairman

It is recommended that the functions of the Chairman be stated in the Act. The existing Act is silent on the functions of the Chairman, ie-

- (1) The Chairman, as head of the Board is responsible for
  - (a) the effective performance of the duties and the proper exercise of the powers of the Board set out in this Act;
  - (b) the management of the Board and the conduct of the staff of the Board.

#### 7.4.4 Remuneration of Board members

It is recommended that the proviso to section 10 (1) which states:

*"provided that-*

- (i) no salary in excess of the salary of Group E in the civil service scale of salaries shall be assigned to any officer without the written approval of the Minister;*
- (ii) no appointment shall be made to any post to which a salary in excess of the salary of Group E in the Civil Service Scale of salaries without the prior approval of the Minister;"*

be replaced with the draft section under the rubric "*Remuneration of Board members*". The existing provision is a serious impediment to the recruitment of sound and competent staff members as the existing Civil Service Scale is not in tune with present economic realities, ie-

1. The Chairman of the Board, staff members and other persons co-opted to the Board shall be entitled to such salary, allowances, gratuity, pension, privileges and other terms and conditions of office as may be determined by the Board subject to the approval of the Minister, provided that such terms shall not be varied to their disadvantage.

#### 7.4.5 Use of independent professionals and experts

It is recommended that the existing section 10(1) be replaced with this section. This provision and the one under the rubric “*Remuneration of Board Members*” will complement each other.

1. The Board may, where it considers it expedient to do so, hire or retain the services of such professionals, consultants and experts as may be necessary for the proper and effective performance of its functions.

#### 7.4.6 Licensing of Tourist Guides

*(Conditions under which licence is to be issued to a Tourist Guide)*

1. A license shall be granted or renewed for the purposes of section XXX if: the person applying for the licence-
  - (i) is a citizen of Sierra Leone or is in possession of a valid work permit in tourism.
  - (ii) is of good character and is fit, proper and qualified to act as a Tourist Guide, and
  - (iii) has completed such training course as shall be stipulated by the Board, and
  - (iv) in respect of the issuance of the licence, the issuance is desirable in accordance with published Government policy in force at the time of the consideration of the application for the issuance of the licence.
2. A Tourist Guide shall provide his or her services under his or her name.
3.
  - (i) A licence to act as a Tourist Guide shall not be transferable or assignable.
  - (ii) A Tourist Guide shall produce his or her licence for inspection on the demand of any member of the Board or any person authorized in writing for the purpose by the Board or by the Chairman of the Board or any person who shall have requested his or her services or to whom his or her services have been offered.
  - (iii) Tourist Guides shall be classified into such categories as the Minister may, on the recommendation of the Board, by regulations published in the Gazette, specify.

#### 7.4.7 Tourist enterprises

*(Conditions under which licence is to be issued in respect of a tourist enterprise)*

1. A licence shall not be issued or renewed in respect of a tourist enterprise unless the person applying for the licence-
  - (a) is of good character, and is a fit, proper and qualified person to be granted a licence in respect of the tourist enterprise;

- (b) has suitable premises and means for the proper and efficient running of the tourist enterprise.
- 2. A licence to operate a tourist enterprise may, with the consent in writing of the Board previously obtained, be transferred to a person who in the opinion of the Board satisfies the provisions of section XXX of this Act.
- 3. (a) A tourist enterprise shall exhibit its licence in a prominent place in its place of business.  
(b) If a tourist enterprise operates from more than one place of business, the licence shall be exhibited in its principal place of business and a copy or copies of the licence, issued and certified as such by the Board on payment of the prescribed fee, shall likewise be exhibited in all its other places of business.

#### 7.4.8 Definition of tourism enterprises

"*Tourism enterprise*" means ground tour operators, organizing tours, excursions, tourism transfers, tourism equipment rentals and includes the enterprises listed in a new Schedule XX of this Act ie:-

#### **Schedule XX of the Act - Tourism Enterprises**

Enterprises (whether carried on alone or in conjunction with some enterprise) connected with the tourism industry in Sierra Leone and falling within one or more of the following classes:

1. Proprietors and drivers of passenger vehicles used wholly or partly in a tourist enterprise.
2. Ground Tour operators.
3. Ground handling agents.
4. Dyers.
5. Wood carvers.
6. Motor vehicles hire enterprises offering tour transport facilities, whether self-driven or chauffeur-driven.
7. Proprietors of tented camps catering for tourist.
8. Airlines based in Sierra Leone which accept tourists as aircraft passengers on flights, other than international flights, whether publicly owned or privately owned.
9. Persons letting out vessels for tourists, whether manned or not.
10. Shopkeepers, stallholders and stand holders and any other persons offering for sale to tourists as a substantial part of their business, goods made by hand from indigenous raw materials, and manufacturers of those goods.
11. Proprietors of enterprises offering camps and camping equipment for hire.
12. Proprietors of:
  - a. airport enterprises;
  - b. water sport enterprises;
  - c. horse and camel riding enterprises; and
  - d. such other enterprises as may be prescribed by the Board.

#### 7.4.9 Setting and reviewing levies periodically to avoid need for cabinet approvals

The possibility of including a section that will permit the Board to periodically increase levies by way of Statutory Instruments when the same becomes inadequate with time was undertaken. Research based on the provisions of The Constitutional and Statutory Instruments Act No. 6 of 1999 suggest that it is legally possible to do so. Sections 15 and 16 of the said Act are stated below for reference:-

15. An Act conferring power to make a statutory instrument shall not be taken to authorize the inclusion in the statutory instrument of any provision amending, repealing or conflicting with any enactment except as may be expressly stated in the Act conferring the power.

16. There may be included in a statutory instrument containing any prohibition or requirement, a provision whereby a person failing to comply with the prohibition or requirement is made liable to penalties.

Section 53 of the Development of Tourism Act provides that *"The minister, after consultation with the Board, may impose a levy or royalty on tourists ...."*. This provision does not require the approval of Cabinet for levies and royalties to be increased. It is only the Minister and the Board that collaborate as far as the issues of levies and royalties go. If it is suggested that the process of review is delayed by the inclusion of the Minister, section 53 (1) and (2) can be amended to read as follows:

*"53(1) The Board may impose a levy or royalty on tourists payable in terms of this section in respect of- ....."*

*(2) In prescribing the terms of payment of levy under sub-section (1), the Board may by Public Notice in the Gazette- ....."*

#### 7.4.10 Health, fire & safety provisions

There are necessary provisions dealing with health, fire and safety issues that are missing from the existing Act. Section 54(a) is vague and inadequate ie:-:

*"Any person authorized in writing by the Board for that purpose may during normal hours of business-*

*(a) visit and inspect any premises on which he has reasonable grounds for believing that a hotel, night club, restaurant, casino, or the business of tourist amenity or facility is being carried on and submit his report to the Board;"*

The existing section does not prescribe the purpose or nature of the visits that the Board can authorize nor are penalties for failure to comply with directives by the Board following such visits stated. To address all these short-comings, we propose the following:-

1. A fire officer of a fire brigade or any other person authorised in writing by the Board may during normal hours of business visit and inspect a hotel, night club, restaurant, casino, or business of tourist amenity or facility at uncertain intervals and on the report of any such officer after any such visit, the Board shall give such directions for the cleaning or alteration of any chimney or fireplace in, and for the removal of any combustible or inflammable materials from, any such hotel, night club, restaurant, casino, or business of tourist amenity or facility as the Board may think fit.
2. Any person who, with respect to the power of inspecting premises conferred by section XX:
  - a. prevents or attempts to prevent or aids or assists in preventing or attempting to prevent any officer from visiting or inspecting any premises; or
  - b. molests, hinders or obstructs any officer when visiting or inspecting any premises; or
  - c. neglects or refuses to comply with any directions given by the Board under section XXX,

shall be guilty of an offence and be liable to a fine not exceeding Le. 3,000,000.00 or to a term of imprisonment not exceeding two years or to both the fine and imprisonment.

3. (1) A health officer or any other person authorized in writing by the Board may during normal hours of business visit and inspect a hotel, night club, restaurant, casino, or business of tourist amenity or facility, whenever it thinks it necessary in the interests of the public health or the health of any persons for the purposes of water supply or sewage or the disposal of sewage, and inspect them and any works thereon or therein constructed or used for the said purposes.
- 3 (2) The proprietor and manager of a hotel, night club, restaurant, casino, or business of tourist amenity or facility shall instruct their officers and servants to assist such health officer in making the inspection, and shall permit him to inspect any apparatus and things used in connection with any works of waters supply or sewerage or the disposal sewage of the Town Council or other person, and any records, books or plans relating to those works, or to any works connected therewith.
- 3 (3) Whenever a health officer appointed pursuant to this section declares any part of a hotel, night club, restaurant, casino, or business of tourist amenity or facility to be infected with a dangerous infectious disease the Board may on his recommendation declare such building to be infected, and may direct the owner or manager of the hotel, night club, restaurant, casino, or business of tourist amenity or facility to close such part of the said building and keep it closed till otherwise directed by the Board on the advice of the health officer, or till the efficient disinfection of the premises.
- 3 (4) Any person who contravenes any provision of this section or any regulations made under it commits an offence.

#### 7.4.11 Miscellaneous

It is recommended that an additional provision be adopted to take care of offences created in a Statute that do not bear specific penalties:-

1. A person convicted of an offence under this Act for which no penalty has been provided shall be liable to a fine not exceeding ten million leones or to a term of imprisonment not exceeding two years or to both the fine and imprisonment.

### 7.5 Acts and legislation impacting on tourism

It is our view that twenty-eight Acts and Statutory Instruments listed below do touch upon and concern the Development of Tourism Act No. 11 of 1990 and might have to be reviewed accordingly in light of the revision of the Development of Tourism Act. This task goes beyond the remit of this study but should, we suggest, be undertaken urgently on adoption of any or all of our proposals.

1. Hotel & Restaurant Act No. 2 of 1980.
2. Hotel & Restaurant Act (Date of Commencement) Order No. 20 of 1980.
3. Hotel, Restaurant & Night Club (Fees) Regulations No. 3 of 1987.
4. Levy of Tourists (Hotel Charges) Order No. 10 of 1980.
5. Guides Prohibition Act Cap 72.
6. Freetown Hotel Limited Agreement (Ratification) Act Cap. 287.
7. Freetown Fire Prevention Measures (Fire Forces) Rules Cap. 68.
8. Freetown Fires Prevention Measures Act Cap. 68.
9. Entertainment Tax No. 17 of 1971.
10. Entertainment Tax (Amendment) Act No. 7 of 1981.
11. Declaration of Labour Health Areas Order Cap. 212.
12. Non-Citizen (Interest of Land) Act No. 30 of 1966.
13. Provinces Land Act Cap. 116.

14. Provinces Land (Amendment) Act No. 15 of 1961.
15. Provinces Land (Amendment) Act No. 29 of 1972.
16. Provinces Land (Amendment) Act No. 18 of 1976.
17. Provinces Land (Amendment) Act No. 11 of 1965.
18. State Lands Act No. 10 of 1960.
19. Liquor Act Cap. 237.
20. Liquor Licensing (Amendment) Act No. 29 of 1972.
21. Liquor Licensing (Amendment) Act No. 42 of 1976.
22. Liquor Licensing Act Cap. 238.
23. Monuments & Relics Act Cap. 59.
24. Monuments & Relics (Amendment) Act No. 45 of 1962.
25. Monuments & Relics (Amendment) Act No. 11 of 1967.
26. Proprietors & Managers of Hotels, Restaurants etc. (Licensing Fess) Regulation No. 12 of 1991.
27. Wildlife Conservation Act No. 27 of 1972.
28. Wildlife Conservation (Amendment) Act No. 5 of 1990.

**APPENDIX One:****LIST OF IDENTIFIED AND REGISTERED TOURIST ESTABLISHMENTS IN SIERRA LEONE****Hotels.**

	Class	LOCATION	NO. OF ROOMS
<b>WESTERN AREA</b>			
<b>HOTEL BARMOI</b>	1	75c Cape Road, Aberdeen. Freetown	31
<b>THE COUNTRY LODGE COMPLEX</b>	1	HS-51 Hill Station, Freetown	45
<b>BINTUMANI HOTEL</b>	2	11 Aberdeen Hill, Aberdeen, Freetown	203
<b>KIMBIMA HOTEL</b>	2	Man of War Bay, Aberdeen, Freetown	40
<b>CAPE SIERRA HOTEL</b>	2	Cape Road, Aberdeen Freetown	50 Chalet + 67
<b>THE FAMILY KINGDOM RESORT</b>	2	Lumley Beach Road  Aberdeen Freetown	39
<b>CABENDA HOLDINGS HOTEL</b>	2	14A Signal Hill Road, Congo Cross, Freetown	36
<b>MAMMY YOKO HOTEL</b>	2	Cape Road, Aberdeen Freetown	18
<b>SIERRA LIGHTHOUSE HOTEL</b>	2	5 Man of War Bay Aberdeen, Freetown	38
<b>CABENDA HOLDINGS HOTEL</b>	2	14A Signal Hill Road, Congo Cross, Freetown	36



<b>MAMMY YOKO HOTEL</b>	2	Cape Road, Aberdeen Freetown	18
<b>SIERRA LIGHTHOUSE HOTEL</b>	2	5 Man of War Bay Aberdeen, Freetown	38
<b>SOLAR HOTEL</b>	3	66, Man-Of-War Bay Aberdeen, Freetown	28
<b>SIERRA INTERNATIONAL HOTEL</b>	3	27, Rawdon Street Freetown (City Centre)	36
<b>HILL VALLEY HOTEL</b>	3	34 Signal Hill Road, off Congo Cross. Freetown	40
<b>HOTEL 5-10 (SLTU)</b>	3	Quarry-Kissy Low Cost Step Off Bai Bureh Road- Freetown	31+6 suites
<b>WARA-WARA ***MOUNTAIN HOTEL</b>	3	26 Carlton Carew Road, Off Wilkinson Road, Freetown	45
<b>HOTEL MARIAM</b>	3	5a Off Beach Road Aberdeen, Freetown	32
<b>FRANCO DIVING RESORT</b>	4	2, Michael Street Sussex, Off Peninsular Road- Sussex Village	5
<b>PIERRE'S BEACH RESORT</b>	4	Off Peninsular Road-Lakka-Village	20 bungalows-3 Villas 23
<b>ANDY'S HOTEL</b>	4	31 Wilberforce Street Freetown	13
<b>CHARM'S BEACH HOTEL</b>	5	29 Off Main Cape Road, Aberdeen, Freetown	12
<b>NORTHERN PROVINCE</b>			
<b>LUNGI AIRPORT HOTEL</b>	1	Tulun Road, Lungi P.O. Box 54, Freetown	44
<b>WUSUM HOTEL</b>	3	65 Teko Barrack Road Makeni	51
<b>MAHERA BEACH HOTEL</b>	3	32 Airport Road, Mahera, Lungi	12

<b>CATCO INTERNATIONAL HOTEL CATCO INTERNATIONAL HOTEL COMPLEX</b>	3	Airport Perimeter 100 meters-Lungi	12
	3	Airport Ferry Road Lungi	36
	4	7 Stadium By-Pass, Field Road Makeni	22
	3	9 Pessima Street Off Bo Kenema High Way- Bo	12
	4	6 Kissy Town Road, Bo	30
	4	25 Dambala Road, Bo	34
	4	8a New Gerehun Road. Bo	29
	4	2 Fattu lane, Off Prince Williams Street-Bo Kebbie Town- Bo/Taiama Highway Bo	48
	4		19
<b>SOUTHERN PROVINCE</b>			
<b>IMPERIAL HOTEL</b>			
	3	9 Pessima Street Off Bo Kenema High Way- Bo	12
	4	6 Kissy Town Road, Bo	30
	4	25 Dambala Road, Bo	34
	4	8a New Gerehun Road. Bo	29
	4	2 Fattu lane, Off Prince Williams Street-Bo Kebbie Town- Bo/Taiama Highway Bo	48
	4		19
	3	51 Hanga Road,Kenema	25
	3	210, Masingbi Road Koaquima – Kono	16
<b>EASTERN PROVINCE</b>			
<b>CAPITOL HOTEL</b>			
	3	51 Hanga Road,Kenema	25
	3	210, Masingbi Road Koaquima – Kono	16

**Guesthouses**

	Class	LOCATION	NO. OF ROOMS
<b>WESTERN AREA</b>			
MAMBA POINT GUEST HOUSE	1	4, Regent Road (Bottom Mango) Wilberforce, Freetown	8
LAC'S VILLA GUEST HOUSE	1	3a/9CantonmentRd, River Side Drive, Brookfield, Freetown	11
CHINA TOWN GUEST HOUSE	2	Lumley Beach, Aberdeen	4
RAZA GUEST HOUSE	2	62, Sir Samuel Lewis Road-Aberdeen	12
SIMPLE GOAL GUEST HOUSE	2	24 Cantonment Road Brookfields-F/town	4
BANANA ISLAND GUEST HOUSE	2	Banana Island York Rural District	4
HEDJAZI HOTEL APARTMENTS	3	32/34 Rawdon Street, Freetown	20
CALMOND GUEST HOUSE	3	152 Circular Road Freetown	5
SAMUEL'S MOTEL	3	16 Ross Road,Cline Town, Freetown	13
ELLY'S GUEST HOUSE	3	4A Newton Drive, Off Peninsular Road, Goderich, Freetown	17
JABSON GUEST HOUSE	3	Big Waterloo Street Freetown	9
GRAND REGENCY G/H	3	10 Benjamin Drive, Babadorie, Lumley	7
POSSEH'S RESIDENCE	3	Babadori Hill, Lumley, Freetown	5
KINGTOM GUEST HOUSE	3	8 Bolling Street, Kingtom, Freetown	10
SAYIE GUEST HOUSE	3	6c O'Neil Street Freetown	16
HEDJAZI APTS HOMES	3	23 Main Motor Road, Wilberforce F/town	6
DIANA'S GUEST HOUSE-1	3	19 Mudge Farm, Aberdeen Rd, F/Tow	7
KOREA GUEST HOUSE	3	34 Lower Pipe Line, off Wilkinson Road,	12

		F/town	
DIANA'S. Branch- GUEST HOUSE		26C Spur Road Freetown	5
JAY'S GUEST HOUSE	3	1E Sir Samuel Lewis Aberdeen Road, F/t	10
THE PLACE GUEST HOUSE	3	42 Rawdon Street Freetown	22
VILLA INTERNATIONAL GUEST HOUSE	3	11 Edward Lane, Freetown	14
FRANJIA GUEST HOUSE	3	9k Carlton Carew Road, Off Wilkinson	11
MALAMA INN GUEST HOUSE	3	144 Regent Road Lumley-Freetown	10
SENGBEH PIEH VILLAGE RESORT	3	3 Down Street, Kent Village	5
SWEET MOTHER GUEST HOUSE	3	32 Beach Road, Lumley, Freetown	13
CENTRAL GUEST HOUSE	3	23 Regent Street Freetown	11
A & F HOLIDAY INN/GUESTHOUSE	3	Mountain Cutt,Off Berry St,Freetown	12
COLEY PARK GUEST HOUSE	3	25B Bath Street, Brook fields, F/town	15
LEVUMA BEACH G/H	4	Levuma, via Russel, York Rural District.	9
FADUMA GUEST HOUSE	4	14 Greenville Lane Wilkinson Road,F/t	4
YAMO USSOUKRO MOTEL	4	Campbell Town Waterloo Village- Freetown	5
COMM- HARRIS GUEST HOUSE	4	21 Howe Street, Freetown	13
JACK'S RELAXATION GUEST HOUSE	4	21 Rasmusson Street, Brookfields, Freetown	12
S. K. GUEST HOUSE	4	59 Fourah Bay Road, Freetown	18
EDMA'S INN	4	55 Edma's Drive, Lumley, Freetown	9
COCKLE BAY GUEST HOUSE	4	36 Sir Samuel Lewis Rd., Freetown	7
HOLIDAY INN	4	151b,Kissy Road, Freetown	6
BAFOUR'S GUEST HOUSE	4	Edwin Lane, Cline Town	4
AGIE SURPLUS GUEST HOUSE	4	27 Willoughby Lane, Brookfield's,Freetown	10
BEACH NO.2 RESORT	4	6 Main Road No-2 River Off Peninsular Freetown	9
MUK-MAY GUEST HOUSE	4	35 Patton Street, Freetown	5

<b>AMISSA BRODIE MENDS-G/HOUSE</b>	4	19A, Lowcost Housing-Kissy- Freetown	5
<b>MON DESIR GUEST HOUSE</b>	4	58 Charles Street, Freetown	3
<b>FIVE SISTERS GUEST HOUSE</b>	4	76 Kroo Town Road Freetown	22
<b>DE STATION GUEST HOUSE</b>	4	36 Sack Ville Street Freetown	11
<b>REGENT SQUARE GUEST HOUSE-1</b>	4	30 Regent Street, Freetown.	8
<b>CILLAL GUEST HOUSE</b>	4	69D Old Motor Road, Calaba Town, Freetown	7
<b>AYAWOVA GUEST HOUSE</b>	4	10G Off Regent Road, Lumley, Freetown.	11
<b>PARADISE GUEST HOUSE</b>	4	15B O'Neil Street, Freetown	8
<b>FUM'S GUEST HOUSE</b>	4	10 Hennessy Street, Kingdom, Freetown	6
<b>PAT-JUL GARDEN GUEST HOUSE</b>	4	26 Jones Street, Freetown.	6
<b>REGENT SQUARE GUEST HOUSE -2</b>	4	13 Pyne Street, Freetown.	8
<b>DELU'S GUEST HOUSE</b>	4	13D Hennesson Street, New England, Freetown	3
<b>ALPHONSO CLARKE MOTEL</b>	4	30 Dockyard East- Kissy, Freetown	7
<b>AMIES GUEST HOUSE</b>	4	4, Old Wharf Road, Wellington	8
<b>KADGIBS PLAZA MOTEL</b>	4	91 Bai Bureh Road, Kissy Terminal, Kissy	9
<b>DADDY'S GUEST HOUSE</b>	4	2, Quaker Lane Cline town	10
<b>HILL TOP GUEST HOUSE</b>	4	100 Mayenkineh Road Calaba town- Freetown	11
<b>KASS KASS GUEST HOUSE</b>	4	23 Lower Allentown Of Bai Bureh Road	13
<b>SHELLAC'S GUEST HOUSE</b>	4	6, Quaker Lane Cline town	5
<b>AMADIOUS GUEST HOUSE</b>	4	90, Newtown Old Wharf W/ton	20
<b>MAMA BEACH GARDEN</b>	4	Mama Beach Waterloo Area	11
<b>TOMMY'S PARADISE ISLAND G/H</b>	4	10 Main Beach Road Lakka Village off Peninsular Road	4
<b>WINIKON PLAZA MONA LISA</b>	4	Waterloo Village 370A Bai Bureh Road	8

<b>MOTEL</b>	5	Allen Town, Freetown	6
<b>ETTA LEWIS***</b>			
<b>ENTERPRISE</b>	5	19 Lewis Street, Freetown	4
<b>GUEST HOUSE</b>			
<b>NORTHERN PROVINCE</b>			
<b>PAMPANA</b>	1	24 Makeni Road Magburaka	8
<b>GUEST HOUSE</b>			
<b>M.J MOTEL</b>	1	14 Azzolini High Way-Makeni	14
<b>LUCIA GUEST</b>			
<b>HOUSE</b>	1	5 Sesay Street,Lungi Off Mahera Beach Rd	6
<b>MAKANBO ***</b>			
<b>VILLAGE RESORT</b>	2	Makeni-Magburaka Highway,Makeni	27
<b>GATE-WAY</b>	2	Bangura Drive,off Freetown Ferry Road, Lungi	16
<b>GUEST HOUSE</b>			
<b>HARMONY OCEAN</b>			
<b>VIEW-G/H</b>	2	Off Airport-Ferry Road-Targrin-Lungi	8
<b>POLARIS</b>			
<b>VENTURES G/H</b>	3	23 Loya Street Makeni	7
<b>MANCITY MOTEL</b>			
	3	Airport Ferry Road Lungi	6
<b>THINKA'S</b>			
<b>GUEST HOUSE</b>	3	24 Loya Street Makeni	12
<b>SENBGEH GUEST</b>			
<b>HOUSE</b>	3	4 Shaw Drive Yogomaia-Kabala	15
<b>LIZMED -11</b>			
<b>GUEST HOUSE</b>	5	Molelleh Estate,Makeni	15
<b>KASONIC</b>			
<b>GUEST HOUSE</b>	4	11 Port Loko Road, Rotifunk Lungi	8
<b>KAMBEES</b>			
<b>GUEST HOUSE</b>	4	Main Airport Ferry Road, Rotifunk Lungi	12
<b>LIZMED</b>			
<b>GUEST HOUSE</b>	4	62 Old Magburaka Road- Makeni	9
<b>BUYA'S MOTEL</b>	4	25 Lady's Mile, Makeni	30
<b>NORTHERN MOTEL</b>	4	23 Paine Street, Makeni	15
<b>HUL-COM - I</b>	4	11 Mission Lane Port Loko.	9
<b>GUEST HOUSE</b>			
<b>NEW SUGAR</b>			
<b>SHARG GUEST</b>	4	20 Circular Road, Port-Loko	14
<b>HOUSE</b>			
<b>HUL-COM - II</b>			
<b>GUEST HOUSE</b>	4	1 Water Works Road- Makeni	9
<b>MASELLEH GUEST</b>			
<b>HOUSE</b>	4	Cape Palmas- Road,Port-Loko	6
<b>AMDAN GUEST</b>			
<b>HOUSE</b>	4	74 Bo Road Masiaka	3

<b>COOL GUEST HOUSE</b>	4	5 Tejan Lane Kingsway Lungi	4
<b>STEPAMZAS MOTEL</b>	4	7, Field Road, Makeni	11
<b>HAJA FATMATA GUEST HOUSE</b>	4	Bomie-Tongo Field Tongo	5
<b>UNITED WE STAND G/H</b>	4	16 Gbawuria Road, Kabala	5
<b>GBAWURU II GUEST HOUSE</b>	4	Gbawuru II Street, Kabala	5
<b>LAMTECH GUEST HOUSE</b>	4	3 Kodakaya Street Kabala	10
<b>YAGALA GUEST HOUSE</b>	4	27 Gbawuru 11 Street Kabala	5
<b>PAYGAY`S GUEST HOUSE</b>	4	2 Moneh Street Kabala	4
<b>BINTUMANI GUEST HOUSE</b>	4	NO.1 Siaki Bockarie Street, Kabala	4
<b>SUBA GUEST HOUSE</b>	4	39 Bo Road Magburaka	4
<b>WESTERN GUEST HOUSE</b>	4	6 Tejan Lane, Tintafore	4
<b>DANKAMA GUEST HOUSE</b>	4	5 Mariatu Street Tintafore-Lungi	10
<b>KAY`S GUEST HOUSE</b>	4	Main Airport Ferry Road, Lungi	5
<b>NENIB GUEST HOUSE</b>	4	7, N`fagie Street Kabala	3
<b>CAUSE CANADA GUEST HOUSE</b>	4	Gbawuru Street, Kabala	4
<b>ME AND YOU GUEST HOUSE</b>	4	5 Moneh Street Kabala	4
<b>AUNTY FATEE GUEST HOUSE</b>	4	Main Freetown Road, Kambia	8
<b>SIERRA LEONE RED CROSS G/H</b>	5	Barracks Road, Kambia-11	5
<b>MEM JAY GUEST HOUSE</b>	5	Masamba Kambia	5
<b>STYLE -1 GUEST HOUSE</b>	5	5B Wharf Road, Port- Loko	3
<b>SOUTHERN PROVINCE COUNTRY SIDE GUEST HOUSE</b>	1	114, New Gerehun Road, Bo	13
<b>MOUNT PLEASANT G/H</b>	2	Main Koribondo High Way-Bo	6
<b>MANJAMA INST. AGRIC. G/HOUSE</b>	3	Off Amara Street, Shell Mingo, Bo	11
<b>SALMIN GUEST HOUSE</b>	4	Yemoh Street- Bo	4
<b>JET RELAXATION GUEST HOUSE</b>	4	5A Abu Goma Street Bo Town.	12
<b>SAMKABI GUEST HOUSE</b>	4	2 Tikonko Road, Bo	13
<b>YEI KEMA</b>		1 Kema Drive	

GUEST HOUSE	4	Bo/Taiama Road-Bo	10
GREEN LEAF		41, Fofanah Street,	
GUEST HOUSE	4	Bo	8
FRONT LINE		8 Water Lane,	
GUEST HOUSE	4	Coronation Fields, Bo	7
TWO STARS			
FOOD STORE	4	6, Sillah Street, Bo	8
EXQUISITE		6 Mattru Road,	
GUEST HOUSE	4	New London, Bo	8
CHRISTIAN		New Gerehun Road,	
BROTHERS G/H	4	Bo	4
FLAMINGO		4 Mattru Road,	
GUEST HOUSE	4	New London, Bo	6
NYAHAYILLA G/H	4	3 Dambala Road, Bo	4
AFRO		30, Zomaligie Rd,	
GUEST HOUSE	4	Bonthe	11
PENNY PENNY		Mission Rd,	
GUEST HOUSE	4	Mattru Jong	5
ZAIN		Gbangama Road	
GUEST HOUSE	4	Mattru Jong	6
CATHOLIC		Heddle Road ,	
GUEST HOUSE	4	Bonthe	7
THERESA		2,Meddle Road ,	
KOROMA'S G/H	4	Bonthe	4
HOME PRIDE		2, Kengegomeh St.	
GUEST HOUSE	4	Moyamba	4
BLACK & WHITE		Water Works Salina	
GUEST HOUSE	4	Moyamba.	4
YOYEMA GUEST		Yaoyema	
HOUSE	4	Road,Moyamba	8
DONMAY		1 Dr..Lebbie Street-	
GUEST HOUSE	4	Mogbamo	4
TWO BROTHER'S		Old Dredge Road	
GUEST HOUSE	4	Mogbamo	12
DE PARADISE			
GUEST HOUSE	4	19B-Leslie Gombay	5
FAMILY		St.Mogbamo-Rutile	
GUEST HOUSE	4	Foyema Road.	4
BUMPEH GUEST		Moyamba	
HOUSE	4	Rotifunk Town	9
		Via Moyamba	
RUPERTRIGE		125,Tikonko Road,Bo	
GUEST HOUSE	4		12
<b>EASTERN PROVINCE</b>			
FERENSOLA-			
PARTNERS BLISS	2	231 Hanga Road	6
MOTEL		Kenema	
SINAVA		9 Blama Road	
GUEST HOUSE	2	.kenema	8
ABAJEN		1-Abajen Drive	
GUEST HOUSE	2	Kenema	7
D & S V.I.P		36 Kainkordu Road	
GUEST HOUSE	3	Koidu Town, Kono	10
RIBBI		20 Mambu Street,	
GUEST HOUSE	3	Kenema	22



<b>SAO ABIE GUEST HOUSE</b>	3	2 Torkponbu Road-Kenema	6
<b>RENDEZVOUS GUEST HOUSE</b>	3	1 Reservation Road Kenema	7
<b>WEEDAR'S GUEST HOUSE</b>	3	Howfodu Lorry Park Kenema	15
<b>SWARRAY KUNDA LODGE</b>	3	14 Swarray Kunda Street, Kenema	13
<b>LAMBAYAMA GUEST HOUSE</b>	3	2 Aruna Street, Kenema	16
<b>NELEX GUEST HOUSE</b>	4	2 Duwai Street, Kenema	19
<b>SAME DAY MINI MOTEL</b>	4	1 Sahara Street, Kenema	7
<b>SALMIE GUEST HOUSE</b>	4	Ngombu Layout Kenema	4
<b>LOTTO GUEST HOUSE</b>	4	5 Old Yengema Road Koidu - Kono	3
<b>MOTEL 2.5</b>	4	25 Salia Street, Kenema	8
<b>MARYLAND LODGE</b>	4	3 Demby Street. Kenema	8
<b>MAKASA GUEST HOUSE-1</b>	4	N.P Filling Station. Kenema	10
<b>O.A.U. VILLAGE GUEST HOUSE</b>	4	1, Dama Rd Kenema	5
<b>MAKASA GUEST HOUSE-2</b>	4	6 Humonya Street. Kenema	8
<b>HAJA FATMATA GUEST HOUSE</b>	4	Bomie Area. Tongo Field	5
<b>HUMBLE COTTAGE G/H</b>	4	15 Kandeh Street Kenema	5
<b>SIERRA LEONE REDCROSS G/H</b>	4	10 Maxwell Khobie Street, Kenema	10
<b>FRIENDS GUEST HOUSE</b>	4	Kainkordu Rd. Hill Station Kono	6
<b>ZUZU'S INN</b>	4	112 Kaikordu Road, Koidu, Kono	7
<b>UNCLE BEN'S GUEST HOUSE</b>	4	555 Spot-off Sahr George St. Kono	6
<b>TOSBY'S GUEST HOUSE</b>	4	27 Dabundeh St. Koidu Town	5

## APPENDIX Two: Flora and Fauna of Reserve Areas

### 1 Gola Forest Reserve

#### 1.1 Birds

To date, a total of 333 bird species have been recorded in the Gola forest reserves (Klop et al 2006). The following species, Rufous fishing owl *Scotopelia ussheri* and the Gola Malimbe *Malimbus ballmanni* are in danger of extinction. Six species, Western Cuckoo-shrike *Lobotos lobatus*; Nimba Flycatcher *Malaenornis annamarulae*; White-breasted Guineafowl *Agelastes meleagrides*; Yellow-bearded Greenbul *Cringer olivaceus*; Green-tailed Bristlebill *Bleda eximius* and White-necked Picathartes *Picathartes gymnocephalus* are classified as vulnerable. Whereas, **Brown-cheeked Hornbill** *Bycanistes cylindricus*, **Yellow-casqued Hornbill** *Ceratogymna elata*, **Rufous-winged Illadopsis** *Illadopsis rufescens* and **Copper-tailed Starling** *Lamprotornis cupreocauda*, are found to be quite common throughout the forest. The **Sharpe's Apalis** *Apalis sharpii* is fairly common in the forest. The forest is most certainly the country's stronghold for the vulnerable White-necked Rock fowl (52 breeding sites and over 116 active nests) and the endangered White-breasted Guinea- fowl (groups of up to 12 birds seen). The forest holds over 90% of the Guinea-Congo Forest biome species that occur in Sierra Leone.

#### 1.2 Mammals

A total of 49 species of mammals comprising 47 species of larger mammal have been recorded in the forests. The most important endangered mammal is the **Pygmy Hippopotamus** *Hexaprotodon liberiensis*. Three endangered primates, **Chimpanzee** *Pan troglodytes*, **Western Red Colobus** *Piliocolobus badius* and **Diana Monkey** *Cercopithecus* could be encountered fairly well in the reserves. Whereas, elephant (*Loxodonta Africana cyclotis*) population is feared to have dramatically declined in recent years. Some other interesting mammal species which occur in the reserves include, **Zebra Duiker** *Cephalophus zebra*, the **Jentink's Duiker** *Cephalophus jentinki*, **Western Pied Colobus** *Colobus polykomos*, **Sooty Mangabey** *Cercocebus atys*, **Maxwell's Duiker** *Cephalophus maxwelli*, **Olive Colobus** *Procolobus verus*, **Bongo** *Boocercus euryceros*, **Yellow-backed Duiker** *Cephalophus silvicultor*, **Ogilby's Duiker** *Cephalophus ogilbyi*, **Bay Duiker** *Cephalophus dorsalis*, **Royal Antelope** *Neotragus pygmaeus*, **Water Chevrotain** *Hyemoschus aquaticus*, **African Buffalo** *Syncerus caffer*, and the **Spotted-necked Otter** *Lutra maculicollis*,

#### 1.3 Plants

The Gola Forest has 33 plant species out of the 47 on IUCN's Redlist for Sierra Leone. These include, *Azelia Africana*, *Anopyxis klaineana*, *Anthonotha vignei*, *Antrocaryon micraster*, *Berlinia occidentalis*, *Copaifera salikounda*, *Neolemonniera clitandrifolia* and *Placodiscus pseudostipularis*. These plants are distributed among the various ecologies represented in the Gola Forest Reserve.

### 2 Kambui Hills Forest Reserve

#### 2.2 Birds

G.D. Field conducted a survey of the birds of Kambui Hills Forest Reserve in the mid 1960s and recorded over 200 species including two globally threatened – Green-tailed Bristlebill (Vu) and White-necked Rockfowl (Vu) - and three near-threatened species. Thompson (1993) did an extensive survey of the White-necked Rockfowl as part of a study of the ecology and breeding biology of the species. Five active breeding colonies containing a total of 16 nesting sites were discovered. Among other birds that can be found are the Red-thighed Sparrowhawk, White-bellied Kingfisher, White-tailed Alethe,

Ansorge's Greenbul, Grey Greenbul, Scarlet-tufted Sunbird and the Honeyguide Greenbul.

## 2.2 Mammals and other fauna

The Kambui Hills Forest Reserve provides habitat to a wide range of mammalian species, some of which are threatened. Ten animal species in the IUCN Redlist for Sierra Leone occur in the Kambui Hills FR. Among the threatened primates are the Western Chimpanzee, Red Colobus Monkey, Black-and-white Colobus Monkey, Sooty Mangabey and Diana Monkey. Several other threatened mammals occur, including Western Elephant, Jentink's Duiker, Black Duiker and Maxwell Duiker. Also occurring are the African Golden Cat, Africa Dwarf Crocodile (Reptile). There are also fresh water fishes such as the small-tooth saw fish, large tooth saw fish and the common saw fish. There is also the black chin Guitar fish/ Violin Fish, bottle nose- and spear nose- skates.

## 2.3 Plants

The flora of Kambui Hills is very rich in diversity. Over 24 plant species on the IUCN Redlist for Sierra Leone occur in the Kambui Hills Forest Reserves. These include *Azizahia africana*, *Albizia ferruginea*, *Amanoa bracteosa*, *Entandrophragma angolense*, *Garcinia kola*, *Heritiera utilis*, *Khaya senegalensis*, *Lophira alata*, *Pterygota macrocarpa*, *Terminalia ivorensis* and *Trichechus senegalensis*.

## **3 Kangari Hills Non-Hunting Forest Reserve**

### 3.1 Birds

There are no records of previous ornithological work except for a White-necked Rockfowl survey done by H.S. Thompson in 1993 during which six active colonies containing 11 nesting sites were discovered. The IBA survey produced a bird list indicating 115 species, representing 34 families. This includes three globally threatened - White-necked Rockfowl, Black-faced Rufous Warbler, and Green-tailed Bristlebill and three near-threatened species. The forest holds 33% of the Guinea forest biome, and 18% of Guinea-Sudan savanna biome species. Other birds include the Blue-headed Wood-dove, the Hairy-breasted Barbet, Rufous Flycatcher-thrush, Yellow-throated Tinkerbird and the Blue-throated Brown Sunbird.

### 3.2 Mammals and other fauna

There are seven animal species on the IUCN Redlist for Sierra Leone present in the Kangari Hills Forest Reserves. Threatened primate species include the Western Chimpanzee, Red Colobus Monkey, Black-and-white Colobus Monkey, Diana Monkey. Other threatened mammals are Leopard, Water Chevrotain, Black Duiker, Maxwell Duiker, Forest Elephant, Forest Buffalo.

### 3.3 Plants

Six plant species on the IUCN's Redlist for Sierra Leone occur in the Kangari Hills Reserve. These include *Albizia ferruginea*, *Entandrophragma utile*, *Hallea stipulosa*, *Lophira alata*, *Nauclea diderrichii* and *Terminalia ivorensis*. Other plants occurring are *Azizahia Africana*, *Berlinia occidentalis*, *Cryptosepalum tetraphyllum* and *Garcinia kola*.

## 4 Lake Sonfon

### 4.1 Birds

A total of 115 species of birds have been recorded at the lake and surrounding vegetation during the IBA survey in 1994. This includes the little known Emerald Starling, whose range is restricted to Sierra Leone, Guinea and Cote d'Ivoire. Both forest and savanna biome species occur. Herons and egrets are common in this area. Recent, unpublished records from the Conservation Society of Sierra Leone (CSSL) also found White Breasted Guinea Fowl, Green-Tailed Bristle Bill, Western Wattled Cuckoo Shrike, Yellow throated Olive-Green Bull, Gola Malimbe, the Nimba Fly Catcher and White-Necked Picathartes.

### 4.2 Mammals and Other Fauna

The area holds a good variety of mammal species including the threatened Savanna Buffalo. There are also the duikers; Jentink's Duiker, Banded and Zebra Duiker; Primates include the Diana Monkey, Red Colobus and chimpanzee; African Wild Dog; African Elephant; amphibian mammals like the Pigmy Hippopotamus, common Hippopotamus and the large Hippopotamus. There are also the African and West African Dwarf Crocodiles.

Fish stock includes sharks; Grey Nurse Shark, Sand Tiger Shark and the Great White Shark; Large toothed and small tooth Saw Fishes.

### 4.3 Plants

The flora of Lake Sonfon environs include important species like *Guarea cedrata* (scented guarea), *Khaya anthotheca* (African Mahogany), *Azelia Africana*, *Albizia ferruginea*, *Cordia platythyrsa* (West African Cordia), *Lovoa trichilioides* (African Walnut/ Congo wood/ Tiger wood), *Terminalia ivorensis* (Black Afara) and *Garcinia kola*.

## 5 Loma Mountain Non-Hunting Reserve

### 5.1 Birds

This forest reserve is one of the regions in Sierra Leone that has attracted the interest of many ornithologists. Granville (1961) recorded 60 species at Bintumani peak. Several earlier surveys were conducted in an effort to produce a list of birds of Sierra Leone (see Bannerman, 1953). Recent surveys include Atkinson et al (1992) and they recorded 245 species, of which five are globally threatened – Lesser Kestrel, Rufous Fishing Owl, Yellow-throated Olive Greenbul, White-necked Picathartes and Sierra Leone Prinia and four near-threatened. The little known Rufous Fishing-owl was seen three times along the same stretch of river in two weeks (Atkinson et al., 1992), and the Sierra Leone Prinia occurs in the gallery forests on the plateau. Survey by H. Thompson and P. Wood in 1991 discovered five active colonies with nine nesting sites of White-necked Rockfowl in the reserve (see Thompson, 1997). It also holds 60% of Guinea-Congo forest biome species recorded in the country.

### 5.2 Mammals

The Loma Mountains reserve supports some large mammals such as Leopards; bush cows; the forest elephant; water chevrotain; black duiker; Jentink's duiker; Maxwell duiker Ten species of primates such as Western Chimpanzee, Red Colobus monkey, Black-and-White Colobus Monkey, Sooty Mangabey and Diana Monkey.

### 5.3 Plants

Twenty of the plant species on the IUCN's Redlist for Sierra Leone occur in the Loma Mountains. These include *Amanoa bracteosa*, *Drypetes afzelii*, *Entandrophragma cylindricum*, *Garcinia kola*, *Guarea cedrata*, *Hallea stipulosa*, *Khaya anthotheca*, *Millettia warneckei* and *Terminalia ivorensis*.

## **6 Outamba Kilimi National Park**

### 6.1 Birds

The 1994 Important Bird Areas (IBA) survey conducted by the Conservation Society of Sierra Leone (CSSL) recorded 158 and 175 species of birds at Outamba and Kilimi respectively; the two areas having 45 and 39 species exclusive of the other respectively. The total number of bird species recorded in the whole park so far is 220.

OKNP holds four species of global conservation concern, one of which, Pallid Harrier, is a rare migrant. Lake Idrissa and river courses seasonally support a good population of wintering plovers, sandpipers, herons and egrets. Thousands of Cattle Egrets visit the area.

Two bird species on the IUCN's Redlist for Sierra Leone occur in Outamba-Kilimi National Park. They are the *Falco naumanni* and *Bleda eximius*. Other species include the White-crested Tiger-heron, Red-thighed Sparrowhawk, Blue-bellied Roller, Honeyguide Greenbul and the Bare-breasted Firefinch.

### 6.2 Mammals and other fauna

There are nine species of primates in the area, including four threatened species; Western Chimpanzee, Red Colobus Monkey, Black and White Colobus Monkey and Sooty Mangabey. A small population of the African Elephant occurs at Outamba. Other large mammals include Leopard, Pigmy Hippopotamus, Water Chevrotain, Maxwell Duiker and Savanna Buffalo.

### 6.3 Plants

The vegetation is characterised by a mosaic of grassland, closed woodland and gallery forest. Whereas, Outamba has a predominance of tall grasses and woodland, and patches of closed canopy forest, Kilimi has more grassland and more open woodland. There are traces of *Raffia* swamp vegetation and riverine grassland in both areas.

## **7. Tingi Hills Non-Hunting Reserve**

### 7.1 Birds

G.D. Field made an extensive survey of the birds in 1974 and recorded over 200 species of birds, including two globally threatened - White-necked Picathartes and Sierra Leone Prinia - and three near-threatened and one data dependent species. One of the globally threatened species, the Sierra Leone Prinia has a very restricted distribution even within its restricted range in the Upper Guinea Forest. The vulnerable White-necked Picathartes has been recorded in the remnants of the closed forest in the reserve. Tingi hills forest reserve is the only site where the data dependent Baumann's Greenbul has been recorded so far in Sierra Leone. The reserve accounts for 44.3% of the Guinea-Congo Biome restricted species recorded in Sierra Leone.

## 7.2 Plants

The vegetation at 309-915 m was predominantly moist semi-deciduous forest, but much of it has been reduced to derived savanna by fire and destructive farming practices. A mixture of shrubs and tree savanna occurs on the 915-1680 m plateau, which gradually changes into grass savanna above 1680 m. Epiphytes are abundant in the sub-montane gallery forest up to 1700 m. Sedge flora interspersed by bare rocky outcrop is found at the summit. Some of the common tree species are *Lophira alata*, *L. lanceolata*, *Heritiera utilis*, *Uapaca guineensis*, *Daniella thurifera*, *Terminalia ivoriensis*, *T. superba*, *Perinaria excelsa*, *Bridelia grandis*, *Treculia africana* and *Pycnanthus angolensis* (see Cole 1967 and Gordon et al., 1967).

Annual rainfall ranges from 2032mm – 2464 mm, although the period between January and March is normally dry. Mean daily temperatures are 30-35 °C during the dry season and 14-20 °C during the rainy season. Relative humidity at 1500h runs between 35% to 90% annually. The Tingi Hills mountain range is founded on Precambrian-Birimian granite that underlies half of the country. There are also a few outcrops of metamorphic rocks and inselbergs.

## **8 Tiwai Island Wildlife Sanctuary**

### 8.1 Birds

Some reconnaissance surveys undertaken by staff of the Gola Forest Programme revealed a total of 132 bird species. British researcher, Glyn Davies recorded 114 species of bird on Tiwai Island in 1987. A total of 178 bird species have been recorded at Tiwai Island. This list is believed to be incomplete (Klop et al, 2007). A number of species present in Gola may be absent from Tiwai, such as those found only in primary forest (e.g. Yellow-bellied Wattle-eye, Lagden's Bush-shrike, Gola Malimbe) or those found only in hilly terrain (e.g. Black-capped Apalis).

The bird species listed on the IUCN's list of endangered species of Sierra Leone found on Tiwai include *Agelastes meleagrides*, *Criniger olivaceus*, *Scotopelia ussheri* and *Bleda eximius*.

### 8.2 Mammals and Other Faunal Species

The most important endangered mammal is the **Pygmy Hippopotamus** *Hexaprotodon liberiensis*. The image of the pigmy Hippo was caught on camera trap in 2005 and has been spotted more frequently in recent times. Tiwai has one of the highest concentrations and diversity of primates in the world. It has about eleven species of primates including the **Diana Monkey** *Cercopithecus diana*, Campbell's monkey, red colobus, Spot-nosed monkey and the black and white colobus. The **Chimpanzee** *Pan troglodytes* of Tiwai are known for their use of tools. They use stones as hammers and tree roots as anvils to crack open nuts. Some other interesting mammal species which occur in the reserves include, **Zebra Duiker** *Cephalophus zebra*, the **Jentink's Duiker** *Cephalophus jentinki*, **Western Pied Colobus** *Colobus polykomos*, **Sooty Mangabey** *Cercocebus atys*, **Maxwell's Duiker** *Cephalophus maxwelli*, **Olive Colobus** *Procolobus verus*, **Bongo** *Boocercus euryceros*, **Yellow-backed Duiker** *Cephalophus silvicultor*, **Royal Antelope** *Neotragus pygmaeus* and the **Spotted-necked Otter** *Lutra maculicollis*.

## **9 Western Area Peninsula Forest Reserve (WAPFR)**

### 9.1 Birds

G.D. Field carried out work in the 1960s and early 1970s and recorded 316 species of birds (Field, 1973). Ausden and Wood (1990) recorded 186 species over a period of three months. A

total of 374 species including occasional vagrants and migrants that visit water bodies within the forest, have so far been recorded. Two threatened species -White-necked Rockfowl and Green-tailed Bristlebill and three near-threatened species occur. A population survey of the White-necked Rockfowl carried out in 1992, as part of a detailed study of the ecology and breeding biology of this species discovered four active colonies containing eight nesting sites

## 10 Yawri Bay

### 10.1 Birds

Forty-six species of Palaearctic migrant birds are known to exist in the bay. Four of these species – Avocet, Lesser-crested Tern, Water Dikkop and the near-threatened Damara tern were first recorded for Sierra Leone at this site. The presence of the latter species has increased the conservation significance of the bay since this is now the westernmost record of the species in Africa.

Most of the less common Palaearctic migrant waders found in the Sierra Leone River estuary also occur at this bay. An African Waterfowl Census (1994), covering about 60% of the bay recorded 15,070 waterbirds including 5000 Knots. The largest concentrations occur in the southern sector of the bay in the region of Kagboro creek, with major roost counts of cormorants and herons. Both Tye and Tye (1987) and Thompson and Wood (1991) estimated the bay to hold over 20,000 waders. The site supports nine species with wintering numbers exceeding 1% of their biogeographic population.

### 10.2 Mammals and other fauna

No survey on mammals has been carried out but there is evidence of the presence of the threatened African Manatee (Schwarz, 1992). Three species of game mammals inhabit the coastal forest including the Maxwell Duiker. Three species of marine turtles occur; Green, Loggerhead and Olive Riddle.

## 11 Tacugama Chimpanzee Sanctuary (TCS)

While the reserve is devoted to chimpanzees, the Tacugama forest holds over 250 species of birds.

## 12 Mamuta-Mayoso

### 12.1 Birds

It holds 252 species bird species belonging to 51 families (Field, 1979; Tye and Tye 1987) in a relatively small area and has an excellent ecotourism potential. These include two near threatened species - **Turati's Boubou** and **Rufous-winged Illadopsis**. A waterfowl census conducted at the two wetlands of Dakrafi and Robierra (Thompson, 1994) gave a total of 1280 birds of 18 species and includes a large count of the White-faced Whistling Duck.

### 12.2 Mammals and other fauna

Eight species of primates are known to exist in this sanctuary, in addition to other big game such as bushbuck, bush pig, genets and duikers. The threatened primate species are Western Chimpanzee and Red Colobus monkey. Other threatened fauna are Pigmy Hippo and Dwarf Crocodile.