

**PROJECT DESCRIPTION**

**Ngoma Lodge Tourism Project**

**I. Introduction**

This appendix describes the activities to be undertaken and the results to be achieved with the funds obligated under this Agreement. Nothing in this Appendix A shall be construed as amending any of the definitions, conditions, or terms of the Agreement.

**II. Background**

Chobe Enclave Conservation Trust (CECT) is made up of five communities in an area known as the Chobe Enclave in Botswana. It is adjacent to three main tourist sites, including Chobe National Park, the second largest game park in Botswana. CECT benefited from an Enterprise Development Investment which developed the business and organizational capacities of CECT and explored the potential for a tourism enterprise in the region. It was determined that a lodge at the western boundary of the Chobe National Park has a high potential for profitability and income for the community members. CECT lacks the capital investment to embark on the construction of a lodge.

**III. Funding**

**A. ADF Contribution**

The financial plan for ADF's contribution is set forth in Appendix A-1 to this Agreement. The parties may make changes to the financial plan without formal amendment, if such changes are made in accordance with article 8 of the Agreement and do not cause ADF's contribution to exceed the obligated amount specified in Article 4, section 4.1 of the Agreement

**B. Grantee Contributions**

CECT will contribute an estimated USD \$200,000, or the equivalent BWP 1,570,800 amount required for the construction of the lodge, as well as any shortfall in the form of a loan from its joint venture partner for the construction costs.

**C. Other Contributions**

CECT's joint venture partner, Ngoma Management, is expected to provide, pursuant to the joint venture partnership agreement between CECT and Ngoma Management, the vehicles, equipment, furniture, training, and technical assistance to CECT members to enable them to manage and operate the lodge successfully. The estimated value of the moveable assets contributed by Ngoma Management is USD \$564,940, or the equivalent BWP 3,954,580 and of the training is BWP 84,000.

**IV. Project Goal**

The goal of this Project is to improve the standard of living of community members in the Chobe Enclave engaged in tourism related enterprises.

**V. Project Purpose**

The purpose of the Project is to increase the income of CECT, the salaries of its employees, and the income of the community as measured by the following.

- A. CECT's annual net income from lodge operations, (assuming no loan payments from CECT to its joint venture partner) which is composed of annual lease fees paid by the joint venture partner to CECT and a variable community fee of 6 percent of the total lodge revenue will increase from a baseline of zero to:

1. BWP 13,100 in Project Year I;
2. BWP 216,912 in Project Year II;
3. BWP 283,158 in Project Year III;
4. BWP 357,288 in Project Year IV; and
5. BWP 451,128 in Project Year V.

- B. Annual salaries paid to full-time employees of Ngoma Lodge that are CECT members will increase from a baseline of zero to:

1. BWP 22,500 in Project Year I;
2. BWP 288,900 in Project Year II;
3. BWP 309,123 in Project Year III;
4. BWP 330,761 in Project Year IV; and
5. BWP 353,914 in Project Year V.

- C. CECT members will benefit by having 65 percent of the annual income from Ngoma lodge operations reinvested in the communities and shared equally among the five villages. The amount of annual reinvestment will change from a baseline of BWP 0 to:

1. BWP 8,515 in Project Year I;
2. BWP 140,992 in Project Year II;
3. BWP 184,052 in Project Year III;
4. BWP 232,237 in Project Year IV; and
5. BWP 293,233 in Project Year V.

**VI. Outputs**

The Outputs to result from this project are increased employment for CECT members and increased revenue to CECT members from secondary projects benefiting from the operation of the lodge.

- A. Employment to CECT members hired at Ngoma lodge and employed through secondary projects as a result of the lodge in operation will increase from a baseline of zero to:
  - 1. five positions in Project Year I; and
  - 2. 26 positions in Project Years II through V.
  
- B. CECT members will also benefit from the operation of Ngoma Lodge by undertaking several secondary projects in tourism related enterprises. Four secondary projects will be in operation by Project Year 2. Income to members from these projects will increase from a baseline of zero to:
  - 1. BWP 63,600 in Project Year II;
  - 2. BWP 87,600 in Project Year III;
  - 3. BWP 91,980 in Project Year IV; and
  - 4. BWP 96,579 in Project Year V.

**VII. Activities**

A. Construction of the Ngoma Lodge Facilities

CECT will construct a 12-bed main lodge facility consisting of chalets, lounge, dining, and support buildings including laundry, kitchen, workshop, staff housing, staff canteen, manager's unit, director's unit, staff quarters, reception, and curio shop. Construction of the lodge will be complete and the lodge will be open for operation by the beginning of Project Year II.

B. Training and Technical Assistance to CECT and Community Members

- 1. CECT will ensure that, pursuant to the terms of the joint venture Agreement between CECT and Ngoma Management, staff for Ngoma lodge is recruited to the maximum extent possible from members of CECT and the Chobe enclave community.
  
- 2. Through CECT's joint venture partner, Ngoma Management, CECT and community members selected for employment will receive on-the-job training at Ngoma Lodge, apprenticeship at Muchenje Lodge, a similar lodge owned by Ngoma Management, and other tourism facilities in such areas as first aid, environment and conservation, customer care and marketing. All staff for Ngoma Lodge will have received training and be skilled in tourism operations by the end of Project Year II.
  
- 3. Through CECT's joint venture partner, Ngoma Management, CECT and community members selected to become part of the Ngoma Lodge management team will be trained in hospitality management, financial planning, marketing, wildlife management and human resources. Training will be conducted during a four-week course to be completed by the end of month six of Project Year II. The CECT management team will also serve as understudies to Ngoma Management at Ngoma Lodge

for three years as on-the-job training. The goal of these training programs is for CECT members to assume complete management of Ngoma Lodge by Project Year V.

4. CECT members will be selected to become professional guides. These members will be trained by Ngoma Management over a 24 week program that will cover the guiding industry, game drives, bush walks, first aid and animal photography. Training will be complete by the end of Project Year II, after which the members will receive accreditation from the Botswana Training Authority (BOTA). CECT members will also receive on the job training at Ngoma Lodge and Muchenje lodge with the goal of having fully trained professional guides by Project Year IV.

C. Environmental Impact Mitigation Measures

1. Construction impacts are to be mitigated by: a) wetting to suppress dust; b) screening the construction site for noise control; c) incorporating mature trees into the design to limit tree clearing, and planting native trees and other vegetation to ensure that the site is well shaded and attractive; d) mapping habitat of reptiles and avoiding construction on animal footpaths; e) sealing off areas of erosion created during construction; and f) designing and constructing the access road under the supervision of the District Roads Department.
2. The four excavations specified in the Archeological Impact Assessment will be done before a development permit will be issued.
3. Operational impacts are to be mitigated by: a) training workers to avoid fuel spillage and providing containment to handle spillage; b) building a screening wall for noise from the lodge and filling station; c) using outdoor light fixtures and low-pressure sodium bulbs that reduce light pollution; d) sorting solid wastes before disposal; e) directing liquid wastes into septic tanks and soakaways; and f) installing heavy-duty fire extinguishers and fire-fighting equipment and training staff in their use and fire prevention;
4. CECT will carry out monitoring inspections at least quarterly to protect vegetation and water resources from fire, oil leakages, pollution and visitor/staff damage and minimize noise and dust. CECT will do daily monitoring to prevent wildlife/human conflicts and track rainfall and temperatures at various sites and seasonal monitoring of surface water pans. CECT will do routine testing of boreholes and water intakes for contamination with pathogens. Guides will maintain records of animal sightability (numbers, distribution, habituation, and visibility).
5. An environmental officer will be hired on a temporary basis to monitor implementation of the mitigation measures.

**VIII. Roles and Responsibilities of the Parties**

The staff and elected leadership of CECT are responsible for the management and the proper implementation of the Project.

ADF's Partner in Botswana will provide training in the areas of management, ADF reporting, cooperative governance and business planning and will ensure the achievement of project targets. The Partner will also provide technical assistance to the members and assistance in leadership methods.

**IX. Monitoring and Evaluation**

Within sixty days of the effective date of this Agreement, CECT, working with the ADF Partner, will form a monitoring and assessment committee composed of a representative cross-section of CECT. The committee will provide the Partner input for the Project monitoring plan. In addition, during implementation, the committee will have responsibility for ensuring that the Project follows the implementation plan, and that problems identified through monitoring and evaluation are properly addressed in a timely manner.

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