

PROJECT DESCRIPTION

Mora Ecotourism Capacity Building Project

Mali

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

The number of international travelers visiting Timbuktu has increased in recent years. To take advantage of the growing tourism industry, the residents of Mora, a small Tuareg community about 5 kilometers from Timbuktu, formed the *Association Timaste*. *Association Timaste* offers lodging, guided tours, and hosts cultural events for visiting travelers. Timaste lacks the managerial capacity, equipment, and infrastructure to accommodate a higher volume of guests, and it lacks the marketing skills needed to attract more tourists.

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. *Association Timaste* Contribution

Association Timaste will contribute its land, three tents and five camels, and the time, skills and labor of its members to the implementation of the Project.

IV. Project Goal

The goal of the Project is to improve the standard of living among residents of the Timbuktu region.

V. Project Purpose

The purpose of the Project is to improve the capacity of Timaste to provide tourism services as evidenced by the creation of a comprehensive five-year business plan that ADF deems suitable for funding by a donor or other financial institution.

VI. Outputs

- A. Improved financial management of Timaste as evidenced by:
1. Timaste produces financial statements and reports that include monthly income, balance sheet and cash flow statements, consolidated quarterly and annual statements, and it establishes adequate financial controls, accounting procedures, policies, and systems that meet international audit standards; and
 2. the management team routinely utilizes the management and financial reports produced such as performance reports, budget expenditures, profit and loss statements, cash flow statements, and balance sheets in making financial and management decisions for the Association.
- B. Improved business and community management capacity of Timaste as evidenced by:
1. the application of formalized business practices through a regular annual general meeting and board meetings, as documented in meeting minutes; and
 2. the active participation of community members in the decision making process, as documented in meeting minutes.
- C. The creation of 60 new jobs (permanent and seasonal) at Timaste for community members by the end of the Project.

VII. Activities

- A. Management Improvement Activities
1. Timaste will hire a project coordinator responsible for executing project activities and reporting to the Executive Committee. The project coordinator's responsibilities will include preparing work plans, monitoring activities, assessing and analyzing implementation problems, investigating and applying corrective measures, and helping to organize the training sessions and technical assistance services. He or she will also ensure that guests are received and guided to the campsite.
 2. Timaste will hire an accountant to operate the association's financial management system. The accountant will be trained in ADF reporting requirements, and be responsible for preparing quarterly financial reports.
 3. During the Project, the manager and selected members will receive training in financial management. The training will focus on maintaining accounts and preparing financial, performance, and activity reports.
 4. Timaste will set up an office for its management team. The office will be equipped with a generator and electrical equipment, a computer and accessories, and accounting software. Management will be trained in the proper use of accounting software.
 5. Timaste will develop a manual of procedures. The manual will document administrative, governance, and accounting policies.

B. Tourism Improvement Activities

1. The coordinator will procure three tents suitable for use by tourists. The tents will each be fitted with two traditional Tuareg style beds. The coordinator will also procure an oven capable of cooking enough food for 16 tourists per meal, ten camels and camel harnesses, a donkey and donkey cart, and clothing and ornaments for 15 traditional Tuareg women dancers.
2. The management team and selected members will attend a training workshop on hospitality management. The training will teach the participants how to coordinate guest visits with tourism agents, identify activities of interest to travelers, and maintain well-run facilities.

C. Women's Revolving Fund

The General Assembly will establish a management committee to implement and oversee a special fund for the women of Mora. The fund will provide small amounts of working capital for women to use for small animal husbandry, gardening, arts and crafts, and other income generating activities. The management team and technical assistant will conduct an informational campaign to raise awareness about the fund and educate the women on fund repayment. The terms of credit, such as repayment time and interest rates, will be determined by a general meeting of the women. The interest rate will be high enough to cover administrative costs and the risk of default.

D. Marketing Activities

1. A consultant will train the management team and Executive Committee in customer relations communication skills. The training will teach Timaste how to identify trends in tourism, establish partnerships with tour guides, and reach new potential travelers.
2. Timaste will implement an advertising campaign designed to attract tourists visiting Timbuktu. The campaign will use signs, pamphlets, photos, and posters to raise awareness of Mora and the type of tourism offered by Timaste.

E. Business Expansion Activities

The business manager will work with a consultant to conduct a market study and develop a business plan with marketing strategies based on the survey that outlines Timaste's medium and long term growth and sustainability prospects. Specifically, the business plan will address the following:

1. assess the skill levels of the association members, describe the skills and employee levels necessary for managing a campsite and costs associated with developing those skills;
2. describe any support available to the Association from the Government of Mali's tourism support campaign;
3. develop any potential apprenticeship relationship the Association can form with a seasoned tourism operator, whereby Association members train and work at tourist sites to learn the trade;
4. explore potential partnerships with travel agencies and hotels;
5. determine the number of visitors required to earn profits; and

6. assess the impact of seasonal fluctuations in the tourism industry on the business model.

VIII. Roles and Responsibilities of the Parties

The staff and elected leadership of Timaste are responsible for the management and the proper implementation of the Project. ADF's Partner Organization in Mali will provide training in the area of standard ADF bookkeeping, monitoring, and assessment. The ADF Partner Organization in Mali will also provide technical assistance and management during implementation.

IX. Monitoring and Evaluation

ADF's Partner in Mali will closely monitor the activities of the Association to ensure proper reporting, adherence to the Project implementation plan by the Association, and movement towards the achievement of Project objectives. The Partner will continuously assess risks and take remedial action as needed. Monitoring by the Partner will be an important aspect of the on-going coaching and advisory service. The Partner will review ADF's quarterly reports and will submit comments and observations to the management of the Association as part of the on-going performance assessment.

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ADF  TIMASTE _____

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