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LIFE Red Sea Project

ENHANCING SUSTAINABLE TOURISM IN THE SOUTHERN
RED SEA REGION OF EGYPT

Part 6: Action Plan for Sustainable Tourism in the
Southern Red Sea Region of Egypt

MARCH 2008

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Disclaimer

The Author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

CDC	Community Design Collaborative
cm	Centimeter
EEAA	Egyptian Environmental Affairs Agency
km ²	square kilometers
KVA	Kilovolt Ampere
LIFE	Livelihood and Income from the Environment (project)
LRS	LIFE Red Sea Project
m	Meters
MW	Megawatt
NGO	Non-governmental Organization
PVC	Polyvinyl Chloride
RO	Reverse Osmosis
RSG	Red Sea Governorate
SFO	Single Family Occupancy
SRO	Single Resident Occupancy
SRS	Southern Red Sea (region)
SWM	Solid Waste Management
TDA	Tourism Development Authority
UNESCO	United Nations Educational, Scientific, and Cultural Organization
USAID	United States Agency for International Development
WGPN	Wadi Gemal Nation Park

I. OVERVIEW

Several tourism studies have been produced for the SRS region. Collectively they have identified more than a hundred individual tourism development opportunities for the project area. Many have merit. However the challenge at this point in the LIFE RS project is to isolate those that can make the greatest contribution to the stated goals of the project as well as leave a legacy of sustainable tourism development.

This document then is an introduction to select targeted initiatives that can realistically be delivered within the next 2 years while still contributing to the other LIFE RS activities (conservation, community livelihood, and environmental awareness).

FROM ECOTOURISM TO SUSTAINABLE TOURISM

Many of the recent consultant studies identified ecotourism of the most appropriate direction for tourism development. This was understandable given the wealth of natural and cultural resources, importance of environmental protection to the livelihood of the population and the opportunity to distribute revenues to local communities. However a 'sustainable tourism' approach can not only meet these objectives but also expand the tourism mandate to ensure that all tourism (current and proposed) development contributes to the interest of stakeholders such as TDA and the goals of the LIFE RS project.

TOURISM DEVELOPMENT THAT SUPPORTS THE LIFE RS PROJECTS GOALS

Sustainable tourism, even more than ecotourism, can make a significant contribution to the implementation of the other project goals including:

Conservation and Biodiversity Protection

The proposed tourism initiative will involve all local tourism stakeholders and encourage them to adopt responsible use of the natural and cultural resources of the SRS Region. As well both ecotourists and the more conventional tourists (dive, beach) will be encouraged to participate in and contribute to the protection of the biodiversity of the Wadi Gimal National Park (WGNP).

Local Livelihood Improvement

The creation of new and sustainable jobs and generating revenues and salaries will be given priority when considering the selection of individual tourism interventions. Emphasis will be on labor-intensive developments and operations, particularly those that provide opportunities for women and youth.

Local Community Development

New tourism product will for the most part be community-based. Community infrastructure, programs and services will serve both the destination traveler as well as those participating in the tour packages and multi-day activities. Employee training will be delivered by the private sector as well as directly, by the LIFE RS program to communities and local associations.

Environmental Awareness

Environmental awareness programs will be delivered to the tourism businesses staff and management, local residents (particularly those associated with the tourism sector), elected officials, administrative staff and to the tourists. The purpose will be to add value to the resources

of the region so they are perceived as a significant component to the sustainability of the local populations.

2. SITUATIONAL ANALYSIS AND ISSUES

Most of the available documents on tourism development have been reviewed. There are several recurring themes that all though valid need to be reassessed in the light of the present status of the program. These themes will be addressed briefly but only in the context of their impact on the development proposals and timeline contained in this report.

ECOTOURISM DEVELOPMENT OPPORTUNITIES AND CHALLENGES

Much has been written about the ecotourism and nature-culture based tourism (NCT) development opportunities. The extensive marine and desert resource base attests to this potential. Having said that, there are few available facilities and programs that would attract the ecotourist or soft adventure traveler to the region.

The 3 resorts adjacent to the WGNP are for the most part dive resorts that also cater to an 'incidental' beach tourism market. Discussions with operators suggest that approximately 80% of the market (mostly German) comes for diving and the rest (80% Italian) are attracted to the region for the traditional sun and beach vacation.

Furthermore these resorts (and their associate tour operators) do relatively little to promote regional excursions beyond their dive/beach packages. They are not equipped for these types of activities nor do they market directly to the nature-culture based tourist. For the most part, this resort operator's only deal with those select foreign tour operators who sell dive and resort based travel.

Therefore to position the Region as a desirable destination for the ecotourism/adventure/educational travel market (and the resource base assures that the potential does exist) it is essential to understand that the SRS Region at the beginning of long process that must include the following activities:

- Building appropriate (environmentally friendly) accommodation,
- Designing and developing professional attractive multi-activity tour packages
- Constructing fully equipped and appealing Visitor Interpretation and Information Centers including interpretive trails, sign, observation towers, etc.
- Developing local based programs and training essential staff
- Marketing to the selected target market with an aggressive campaign that appeals the 'specialty market' tour operators in Europe

Much can be achieved in the next 2 years but it takes a focused and concerted effort with the intent of attracting new markets by 2008/2009.

CHANGING THE MARKET MIX AND PENETRATING NEW SEGMENTS

The Southern Red Sea Region is similar to many other destinations that have relied on limited marketing to traditional markets. In the case of the SRS Region the situation is blatant. The large majority of tourists (approximately 80%) come from just 2 countries (Germany and Italy) and most of those (80%) come for just one highly specialized activity; SCUBA diving. Dive vacations are growing in Europe and the US however it is also a limited market with less than 1 million Europeans taking a diving holiday each year.

The remaining visitors are traditional beach tourists who come for a relatively inexpensive and relaxing vacation with assured sunshine.

The LIFE RS Project goals cannot be met within this current market structure.

Firstly, those foreign tour operators that are currently packaging the dive/beach activities have little interest in expanding to the more specialized, say, ecotourism and tribal culture packages.

Second, despite expressed interest by some resort operators, in expanding their market base, it does not appear that they will make a substantial effort to add new programs and staff to meet the needs of the nature/culture traveler (NCT) market.

Equally discouraging is the relatively low level of local employment within the existing resorts. In fact most employees come from the Nile region, probably because they are more experienced.

Therefore unless the Egyptian Tourism Authority is about to immediately change its current product development and marketing strategy it will be up to the SRS RS project to assume the responsibility of developing and marketing the initial NCT product.

THE IMPORTANCE OF A DESTINATION MANAGEMENT APPROACH

To achieve most of the 'aspirations' identified in the various tourism studies, the project area (from a tourism perspective) must be actively developed and promoted as a 'Sustainable Tourism Destination Region'. To achieve this important goal it seems the LIFE RS Program will need to be the catalyst. It seems unlikely that many of the local private operators will do the necessary product development and marketing to ensure an even modest contribution to local livelihood enhancement. In fact unless a significant mix of new tour products, backed by robust target marketing, are not launched within the next 2 years it may be many years before the local and foreign travel trade will identify the special interest market opportunities.

Therefore a SRS Tourism Destination Association or Committee is the best hope of achieving both the industry buy-in for sustainable tourism as well as assuring the necessary development and marketing to move the region forward with new products and markets.

The creation of a destination association should not be considered an unattainable expectation. In fact most destinations that are actively pursuing new market opportunities and responding to demand for sustainable tourism product have created similar partnerships within a regional private/public sector tourism framework.

ENSURING A FOCUS ON LIVELIHOOD ENHANCEMENT AND BIODIVERSITY PROTECTION

Considering the limited timeframe to reposition the region as a NCT destination, this report will focus specifically on those tourism initiatives that support the other LIFE RS goals. Continuing to build on the current dive/beach markets will increase the overall volume to the region but it will do little to enhance the livelihood of the villagers. Based on research on mass package tours it is also fair to say that no more than 20% of the total cost of a dive or beach package, purchased in, say, Rome or Berlin is actually spent in the region. Little more than 10% is spent in salaries.

The leakage from the dive sector is exceptionally high because it functions on equipment (boats, tanks, suits, etc) and fuel that are purchased outside the region, and for that matter outside of Egypt. As well this market is not prone to taking a few days from their diving to visit local nature or heritage attractions.

The beach tourist segment may be more open to day trips but discussions with the manager at Lahami Bay Resort suggest that they rarely get requests from more than one or two couple to visit the Camel market (not enough to make it worth the effort to send a minivan to el

Shalateen). This is understandable. This market does not come for a cultural experience. And while recent research by PA Consulting suggests that a significant portion of this market may be ready for a soft adventure day trip, the reality may be very different.

Therefore to achieve substantial impact on the livelihood of the permanent residents of the area, the villagers, the nomadic tribes, it is essential to immediately respond to the product needs of those tourists that will purchase 5 to 10-day excursion.

These packages will be designed to build on the resource base and skills of the local residents.

3. DEVELOPMENT GOALS AND OBJECTIVES

Based on the current assessment of the situation it is possible to establish a series of *'working'* goals and objectives. They have not been developed in concert with stakeholders yet can be considered realistic and achievable within the timeframe of the project.

TOURISM DEVELOPMENT GOALS

1. **Increase visitor volume and penetrate new specialty markets**—Despite the growth of tourism, in the project area over the past 5 years, the visitor base, particularly adjacent to WGNP is small and contributes little to direct local employment. The 3 area resorts promote dive and beach tourism and the former has limited market penetration potential. Market growth from these countries is even questionable since German and Italian divers (who travel) represent only .5% of the population of their respective countries.

While exact arrivals are not known, nevertheless because of the small base it would seem reasonable to double visitor volume over the next 5 years with much of this growth (due to project activities) coming from the specialty NCT markets.

2. **Establish new tourism products and support facilities**—There are currently very few NCT tour products (and most are offered by 1 operator: *Red Sea Safari Adventures*). It is therefore necessary to substantially improve the performance of the region with the introduction of at least a dozen ecotourism/adventure/educational/heritage all-inclusive packages. These new packages will require supporting infrastructure such as an accommodation alternative to the standard resort as well as trails, boats, interpretive facilities, etc.
3. **Train locals to contribute to the new product operations**—The regional population, particularly the local tribal groups, are not currently prepared to meet the needs of a significant increase in NCT development. Consequently the LIFE RS Project could identify those skills that are necessary to ensure the required staff to offer the new tour product. Training may be delivered directly through a village or Community Development Association (CDA) and/or in collaboration with the travel trade.
4. **Initiate an aggressive product launch and marketing campaign to position the SRS region as a new sustainable tourism destination**—There are many regions of Egypt that deserve extensive marketing because of their world class attractions. Consequently the South Red Sea region receives only limited promotion and most of the expenditures focus on the dive market.

In order to penetrate the new specialty markets it will be essential to launch preliminary marketing activities that will gain immediate awareness in the international travel trade.

TOURISM AND LIVELIHOOD DEVELOPMENT OBJECTIVES

The above goals must be further refined as realistic and measurable sustainable tourism development objectives. The strategies and tactics, in this action plan, have been selected to ensure the delivery of these objectives. They have been developed based on professional experience but have had no input from the stakeholders and are therefore subject to discussion and refinement.

Increase Tourist Arrivals to the SRS Destination Region

At least 1200 new visitors (the equivalent of 7-8,000 visitor nights) will be generated over the remainder of this LIFE RS project (i.e. until the end of 2008). Furthermore this new visitor base could enable volume to grow to approximately 4,000 visitors by 2010 and 10,000 by 2015.

By 2010, the NCT markets could generate approximately 500 FTE and generate over \$2.4 million in local revenues.

New tour products could also be supported by the existing dive/beach markets generating an additional 700 visitor days by 2008 and 1200 by 2010.

Develop New Products and their Supporting Facilities

- **Prepare new tour packages for the foreign tour operators**—The most cost effective and immediate method of generating new revenues is to develop specialty tour package that appeal to the large ecotourism/adventure/educational markets. However it will also be necessary to assure that the basic infrastructure support is in place. By 2007 the following market-ready package tours will be in place:

- 2 Coastal bird watching packages (7 and 10 day)
- 2 Bedouin cultural heritage packages (6 and 8 day)
- 1 Coastal to desert ecotourism tour package (7 day)
- 1 Handcraft Discovery tour package (5-day)

By 2008 the following additional packages will be created:

- 1 coastal/interior bird watching packages (10-day)
- 2 Tribal ecological knowledge packages (6 and 8 day)
- 2 Coastal to desert ecotourism tour package (7-day)
- 1 Roman Route Hiking or Mountain Biking package (5-day)
- 1 Red Sea Kayaking Adventure (5-day)
- 1 Handcraft Discovery tour package (5-day)

- **Design and Build a Visitor Centre Network**—Visitor Information/Interpretation/ Reception and Orientation Centers are increasingly an integral part of the tourism infrastructure of a regional destination. This is particularly true when much of the destination includes a National Park and/or protected area.

A comprehensive Visitor Information and Interpretation Centre Network will be established with a particular emphasis on the resources and tourism opportunities of the WGNP. Six facilities will be constructed including:

- Regional Visitor Reception/Information Centre at north entrance to WGNP
- Visitor Park Interpretation (Marine/nature heritage) Centre at Qul'an Lagoon
- Visitor Interpretation (Desert + Roman history) Centre at Sikait
- Visitor Interpretation (Bedouin Culture) Centre at El Skalateen
- Visitor Interpretation Kiosks at Sharm el Luliyya, Hamatah,
- Visitor Information Kiosk along the highway at Marsa Alam

- Ensure the development of appropriate accommodation to serve the new market segments— Within the next 2 years the following accommodation initiatives will be launched:

- Construction of 1 20=30 unit eco-camp (location to be determined)
- 2 Ecolodge investment proposals to be prepared and interested investors solicited
- 2 Semi permanent camp (tents) sites to be set-up adjacent to select villages

Offer Defined Training Programs for Special Interest Tourism

While more research is required to determine the final training mix approximately 160 local people need to be trained, in the next 2 years, to meet the requirements of the special interest travelers. The following certified skills must be developed:

- Guides (heritage and nature): 14 individuals
- Head guides and tour leaders: 6
- Interpretive guides: 12
- Camp managers: 4
- Eco-camp operations staff
- Visitor Centre Operations and Management: 10
- Retail and handcraft sales: 8
- Hospitality Services: 20
- Cooks and food services: 8
- Handcraft design and production: 20
- Safety/risk management/emergency evacuation: 10
- Boat operators and drivers: 6
- Traditional entertainers: 20

Support Targeted Marketing Activities: to generate new visitors

It will not be possible to launch a comprehensive marketing campaign within the limited time available however a few effective marketing mechanisms can be initiated to meet the above visitor arrival objectives. They include:

- Establish a regional identity based on a stakeholder branding workshop
- Design and launch a commercial web site and database
- Attend 2 trade shows in 2007 and 4 in 2008
- Organize 2 Familiarization tour in 2007 and 3 in 2008
- Produce electronic and print brochures
- Produce of a Group Tour Planner for the travel trade

Provide Technical Assistance to the Private Sector

Most of the existing private sector, in the region, has little experience with the specialty tourism markets as defined in this and other LIFE RS tourism reports, i.e. ecotourism, sustainable tourism, bird watching, tribal tourism, etc.

The program should ensure that those companies, development associations and communities that request assistance are provided with the tools they need to advance specialty tourism in the.

The number of assistance programs will be determined after further contact with the potential recipients.

4. SUSTAINABLE TOURISM DEVELOPMENT APPROACH

For the purpose of this mandate, Sustainable Tourism Development (STD) in the SRS Region will be divided into the following components or task areas:

- Product and Program Development
- Local Training
- Marketing, Sales and Communication
- Conservation and Green (environmental) Management
- Community Tourism Development
- Institutional and Small Business Support

Other components could legitimately be added to the STD framework (e.g. stakeholder participation, investment strategy, infrastructure development, etc). However for the purpose of this exercise they have either been included under one of the 6 titles or they have been integrated as a specific task.

Also the identified activities are proposed within the context of what can realistically be accomplished within the next 2 years.

TOUR PRODUCT AND PROGRAM DEVELOPMENT

This development action plan will include a variety of activities designed to create new product that appeals to the special interest traveler. These innovative products will be designed based on sustainable tourism principles and include but are not limited to the following:

- Package tour itinerary development including
 - Day trips to select locations
 - Multi-day, multi-activity (5 to 10 days) tour packages with marine and desert based educational activities
- Eco-friendly, comfortable accommodation development and investment
- Visitor centers and interpretation trails
- Handcraft production and sales

Package Tour Development

Well-designed, market-driven tour package can begin to position the SRS Region as a responsible NCT destination within the next 10 to 15 months. Much has been written, in previous reports, about the opportunities for package tours.

These tours are yet to be developed Action Plan carries that process one step further and outlines the following specific packages be developed in 2006 - 2007.

1. **Two coastal bird watching packages** (7 and 10 days)—The bird (waterfowl) watching potential of the SRS region and in particular the WGNP has been well documented however further research is required to design the final package. The packages would be offered during migration and include:
 - Accommodation: Shams Alam Resort
 - Water and Ground Transportation: WGNP Rangers
 - Support Guide Services: from local villages
 - Day 1: Arrival at Marsa Alam

- Day 2, 3: Wadi el-Gemal Island
- Day 4: Coastal Zone
- Day 5, 6: Qul'an Lagoon
- Day 7: Departure

The 10-day package will include an additional 3 days at the Lahami Bay Resort exploring bird watching sites along the coastline including adjacent islands with local guides.

2. **Two Tribal Cultural Heritage Packages** (6 and 8 days). Visitors will receive an introduction to desert tribal culture and lifestyle by day trips to select villages within and adjacent to the park. Accommodation will be both in the Sham Alam Resort as well as temporary traditional tent camps adjacent to the villages (to be determined). Ground Transportation: local tour operator; Support Guide services: Trained Tribal guides.

- Day 1: Arrival at Marsa Alam, overnight Sham Alam Resort
- Day 2: Wadi Gimal Village: Overnight Camp Accommodation
- Day 3: Hamatah area; Overnight Camp Accommodation
- Day 4 :El Shalateen : Overnight Camp Accommodation
- Day 5: Qul'an Village Overnight Camp Accommodation
- Day 6: Departure

The 8-day package would include an additional night at Qul'an Lagoon and village and a final night at Sham Alam Resort.

3. **One Coastal to Desert Ecotourism Package** (7 days). This package will introduce the visitor to the variety of cultural, natural, and historic resources of the LIFE RS project area. There will be both a mix of activities (sea kayaking, hiking, biking) as well as an introduction to coastal and desert lifestyle.

- Day 1: Arrival at Marsa Alam, Overnight Sham Alam Resort
- Day 2: Qul'an Village: Overnight Camp Accommodation
- Day 3: Wadi wildlife observation and Sikait (Overnight Camp accommodation)
- Day 4: El Shalateen: Overnight Camp Accommodation
- Day 5: Qul'an Village Overnight Camp Accommodation
- Day 6: Wadi Gimal Island and Village: overnight Sham Alam Resort
- Day 7: Departure

4. **One Handcraft Discovery and Learning Package** (5-days). The trip will be guided by an expert in local Bedouin craft and will include several community visits.

- Day 1: Arrival at Marsa Alam, overnight Sham Alam Resort
- Day 2: Qul'an Village: Overnight Camp Accommodation
- Day 3: El Shalateen Craft Centre : Overnight Camp Accommodation
- Day 4 :El Shalateen Local Market : Overnight Camp Accommodation
- Day 5: Wadi Gimal Village: Overnight Sham Alam Resort
- Day 6: Departure

A similar set of packages will be prepared in 2008 and include:

- 1 coastal/interior bird watching packages (10 days)
- 1 Bedouin ecological knowledge packages (6-8 days)
- 2 Coastal to desert ecotourism tour package (7 days)

- 1 Roman Route Hiking or Mountain Biking package (5-days)
- 1 Red Sea Kayaking Adventure (5-days)
- 1 Handcraft Discovery tour package (5-days)

Tour Itinerary (Package) Development Process

The most efficient procedure to establish these tour packages by, say, March 2007, will be to collaborate with an existing inbound tour operator such as Red Sea Safari Adventures. The projects role will be to:

1. *Prepare a resource base* inventory and analysis for each itinerary including all available suppliers (accommodation, transportation, guide services, etc.)
2. *Meet with appropriate village groups* and/or CDA's to identify level of participation and contact person and identify potential local guides.
3. *Identify equipment list* and provide financing for purchase (tents, binoculars, cooking utensils, portable toilet and showers, etc.). These could be purchased by the LIFE RS Program and then leased from the WGNP. It is assumed at this point the inbound operator will have a 12-passanger van. If not this could be provided to the WGNP for lease to tour groups.
4. *Finalize detailed draft itinerary* and prepare net price, including local mark-ups.
5. *Present itinerary and net price* to select European/US Tour Operators for feedback and determine level of interest.
6. *Finalize itineraries* and prepare:
 - Group tour planner
 - E-pamphlet and print brochure for distribution
 - Integrate tour and content into SRS Regional destination web site
 - Distribute to preferred tour operators

Eco-friendly Accommodation Design and Development

Comfortable, secure and well-situated accommodation is an essential part of the tourism development of the region.

The current accommodation 'plant' is for the most part inappropriate to attract the preferred ecotourism-soft adventure market.

Those local operators that suggest they have an ecolodge are in fact only offering a low cost dive resort and have no product that would attract the specialty markets. As well most are simply too far (more than 1.5 hours) from the WGNP to effectively offer the parks resources in a day trip.

This leaves only Shams Alam and the Lahami Bay Resorts as the prime location to serve this large area. However both properties are traditional dive/beach resorts and have limited appeal to the specialty markets.

Therefore three lodging types are proposed for the region:

1. Two full service fixed-roof ecolodges adjacent to the park
2. Two full service tented eco-camps within the park
3. Semi permanent eco camps adjacent to select communities

Design and Launch a Full-service Ecolodge Investment, Design and Construction

Program—The development of at least 2 quality ecolodges within 20 KM of the park will have a

significant impact on the growth of a multi segment tourism industry in SRS Region. However it will be necessary to:

- Identify resource rich and attractive sites
- Prepare the necessary technical documents
- Promote the investment through recognized channels
- Attract a serious investor with previous experience in the travel industry

It was not possible to identify an appropriate site during this assignment. As well it is unlikely that a facility will be designed, financed and built in the next 2 years.

Therefore the project will focus on providing the necessary documents to attract a serious investor. Actions include:

- Work in collaboration with TDA to identify at least 5 potential locations
- Identify criteria and undertake a selection process to determine the best 2 sites
- Prepare a pre-feasibility analysis of each ecolodge development including:
 - Preliminary architectural sketches and guidelines
 - Construction cost estimates
 - Operational requirements and costs
 - Cash flow analysis
 - Available financing and support
- Prepare an investment prospectus and promote the project through select mechanisms (web site, brochure distribution, investment journals, etc.)
- Assist investors to undertake further analysis of the development potential

Design and build a full-service Eco-Camp—

Eco-Camp Development—The most immediate answer to the response to the current limitations in the accommodation mix is for the LIFE RS project to assist in the development of a tent structured eco camp. This low impact facility should ideally be located within the WGNP in order to meet the requirements of the tour packages and the interests of the foreign tour operator (and the tourist) in a natural, scenic location.

Locating a lodging facility in the national park may generate debate among the LIFE RS Project partners but the proposal is made based on the following:

- Full-service accommodation (including food and beverage, equipment use, guiding, etc) is one of the most labor intensive and high revenue generating components in the travel industry, thus providing more revenues for the WGNP and salaries for local villagers. Also the leakage factor is relatively low thus providing more direct and indirect local employment. As well the accommodation sector typically offers more ‘job entry’ possibilities, which is important because of the lower skill levels of the villagers. Consequently tourist lodging, and its associated services (food and beverage, entertainment, rentals, etc) can be a major contributor to local livelihood enhancement.
- Most would agree that there are several suitable sites and that these locations would greatly contribute to the economic impact of the LIFE RS project. An attractive location within the WGNP would be immediately popular with the tour operators thus assuring higher occupancy rates and revenues.

- An eco camp is an effective solution to the current accommodation issue. For instance, it can be easily dismantled and moved once other alternative accommodation has been built in the region, thus allowing the National Park site to return to its natural state.
- Semi-permanent safari tent camps are becoming increasingly popular because of market demand (clients claim they offer “closer contact with nature”) and relatively lower financial risk and investment costs. Despite a relatively little capital cost they frequently charge more than fixed-roof accommodation because of their unique features and benefits offering a higher yield..
- Tent making is currently a small business for the women in Berenice. This accommodation type would generate several FTE’s by fabricating the accommodation tents and associated facilities (kitchen, dining area, staff accommodation) in the region.
- There is already a precedent for tent structures in the WGNP at the El Fustat Camp.

Figure 1 Proposed Tent Structures



While a site selection process should be undertaken, this report recognizes that the Qul’an area has several advantages over all other sites in the park because it is:

- - Centrally located (an ideal staging area) providing ready access to all attractions within and surrounding to the national park
- - Within walking distance of the lagoon and Qul’an village
- - Within walking distance of the proposed WGNP Visitor Centre
- - Can provide employment to all the families in the Qul’an village

However it would be at least 1KM south of the lagoon and would have no visual or physical impact on this important park feature.

Proposed LIFE RS Activities—The LIFE RS Project therefore assume the following actions with respect to accommodation:

- In collaboration with TDA and RSG, identify the best site location
- Prepare a site development plan and cost estimates including location of 20 accommodation units, kitchen, dining area, toilet and showers
- Prepare a business plan with several management partnership and concession scenarios as well as alternative financing structures
- Identify the necessary skills to train local villagers in hospitality delivery and management
- Prepare the final design drawings, tender documents and tender call for the construction of the facility
- Negotiate with tent manufacture cooperative in Berenice to produce materials
- Prepare a proposal call for an experienced hospitality concessionaire
- Negotiate and prepare final concession agreement
- Transfer of facility operations to concessionaire

Design and build several semi-permanent eco-camps at strategic village locations—In order to offer the proposed itineraries it will occasionally be necessary to provide accommodation adjacent to select villages (e.g. el Shalateen) or sites of special interest (e.g. Sikait/Nugrus). They may be within or outside the national park. These facilities are particularly useful adjacent to those villages that may want to attract visitors for, say, cultural interpretation programs, but may not want to offer overnight accommodation within the village area.

This type of accommodation has proven popular with photo safaris in Kenya, wildlife observation in Alaska and desert tourism in Morocco and would appeal to many European tour operators selling the Red Sea and Deep Range experience.

Eco-camp structure and ownership—Eco-camps consist of portable tents for kitchen, dining area and toilets/showers. Electricity can be provided through solar powered batteries. They can be set up for either just an evening or an extended period depending on the number of tours visiting the village.

- **Camp Ownership**—The equipment can either become the property of a local inbound tour operator who manages the ground operation (for the foreign tour operator) or owned by those communities (e.g. through a CDA) that are proposed, for overnight accommodation, within the tour packages. In both scenarios, the community can, for a fee paid by the tour operator, provide the following services:
 - Camp set-up and break-down
 - Camp management (clean-up, energy supply, water delivery, etc.)
 - Food and beverage services
 - Handcraft sales
 - Entertainment, interpretation and story-telling
 - On going equipment service and maintenance.

LIFE RS Project Activities—The LIFE RS Project therefore assume the following actions:

- Identify priority villages for development of the semi-permanent eco-camps
- Select site location for the eco-camp
- Negotiate with community leaders, the village CDA or private operator to assume responsibility for its use and maintenance
- Train the necessary local staff to offer the required services
- Prepare site and purchase necessary equipment (tents, showers, toilets, etc.)
- Officially transfer eco-camp to village authority

Visitor Centers Information Distribution Network (VCIDN)

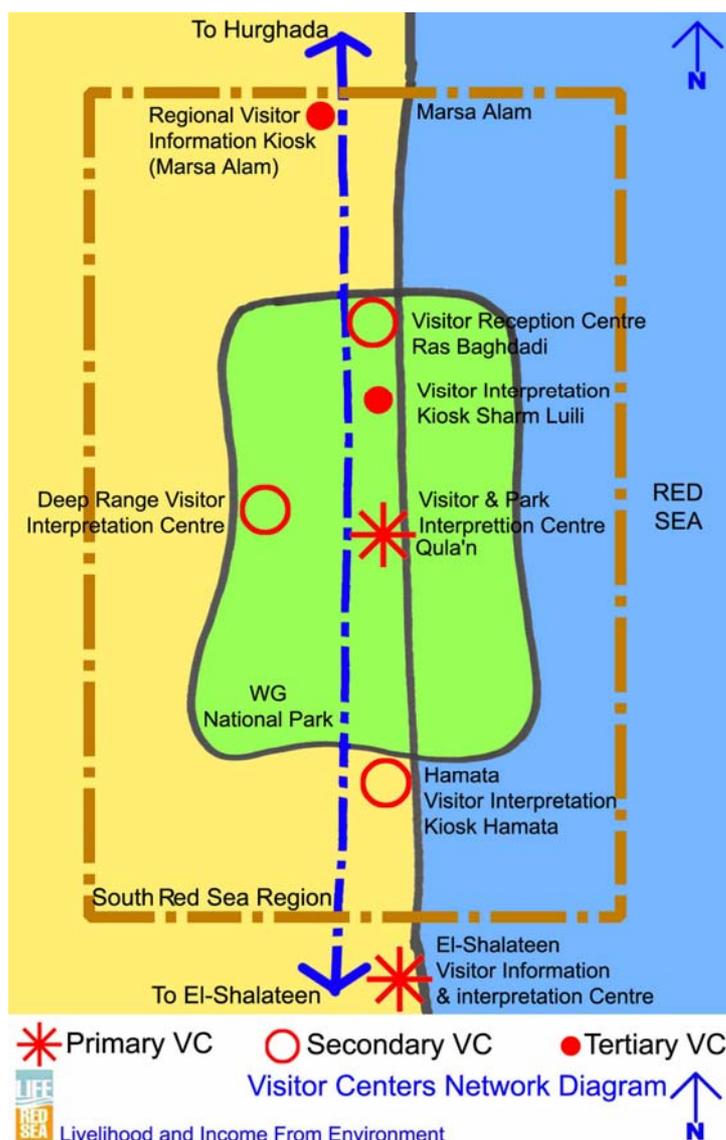
Visitor centers can provide much-needed reception/orientation, information and interpretation services throughout the SRS tourism destination region and the WGNP.

As well these physical facilities can be linked to all other information sources including the regional web site, brochures and other print materials, interpretive exhibits and trails.

As well they are important ‘pint-of-sales’ for generating revenues from local products such as handcraft, dried foods, replica’s, etc.

The project area has both the scale as well as strategic locations to offer a full range of information, reception and interpretive visitor services. The proposed visitor center network and associated trails will be designed to support the following activities:

Figure 2 Visitor Network Diagram



- Encourage a better understanding of the environmental and cultural issues in the region
- Promote visits to other sites within the region thus distributing the economic impacts of tourism
- Offer the foreign and receptive tour operator an important attraction for their clients
- Provide a cluster of services that can both generate revenues as well as serve as a staging area for the various tours. Revenue opportunities include handcraft sales, equipment rental, food and beverage, day trip sales and books/CD's, DVD's, etc.

The LIFE RS Project could consider the development of a **visitor centre network** including the following facilities:

- Regional Visitor Reception/Information Centre at north entrance to WGNP
- Visitor Park Interpretation (marine/desert/coastal) Centre
- Visitor Park Interpretation (Deep Range Desert/heritage) Centre at Sikait
- Visitor Interpretation (Tribal Culture) Centre at El Skalateen
- Visitor Interpretation Kiosks at Sharm el Luliyya, Hamatah,
- Visitor Information Kiosk at Marsa Alam
- Visitor Interpretation Equipment (trails and observation towers)

Visitor Center Definitions

As a point of clarification the following definitions have been used in this report:

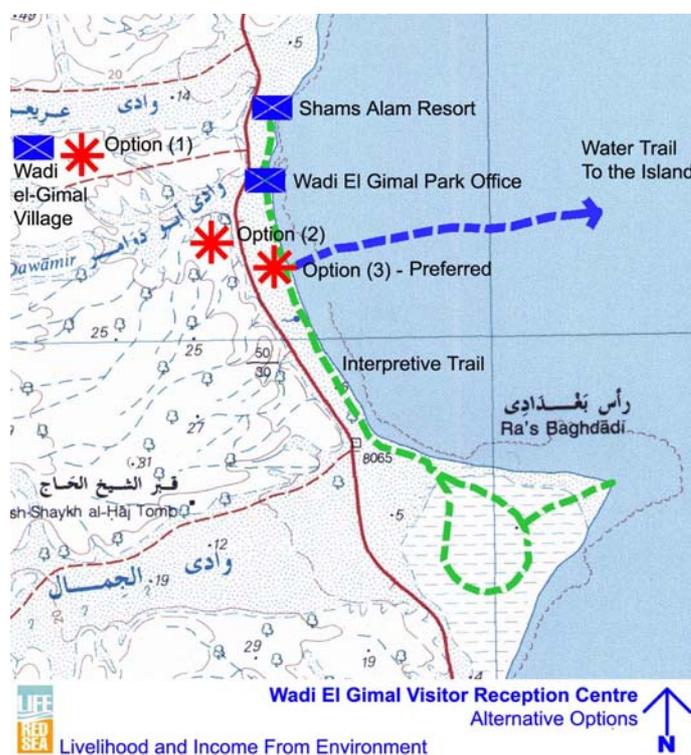
Visitor Reception, Orientation and Information Center—As the name suggests this facility is designed to offer the visitor information about the area they are visiting. In that sense it receives the tourist and orients them towards the wealth of activities and attractions that are available. The purpose is to provide an overview of the opportunities, benefits and experiences. The facility also plays an important a commercial role including craft and food and beverage sales.

Visitor Interpretation Center—The facility uses the most contemporary techniques to interpret the specific resource values of the region (as in the case of a national park) or site as is the case for Sikait or Wadi Gimal Island.

Regional Visitor Reception/Information Center at north entrance to WGNP

- **Site selection options**—Several site locations have been considered by this consultant and others.
 - **Option 1:** This location was recently proposed within the Wadi Gimal Village However following a community meeting, 2 additional sites are proposed because of their ability to attract more visitors and consequently increase handcraft sales. They are both adjacent to the highway and immediately within the WGNP boundary...
 - **Option 2.** West side of the Highway. Approximately 300 M south of the stone gate is a small plateau that could support a visitor reception center. Parking would be on the flats of the wadi and visitors would hike up the 30m slope to the facility. The site is restricted but it does give a good view to the Red Sea and Wadi Gimal Island.
 - **Option 3.** East side of the Highway (preferred option). This preferred site is approximately 800 M south of the park offices on the coastal side of the highway. The site is north of the protected Ra’s Baghdadi mangroves yet close enough to be linked to the Visitor Centre with a self-guided interpretive trail.

Figure 3 Options for Locating Wadi el-Gemal Visitor Center



Although it is proposed on the opposite side of the road, for those visitors arriving from the north, the facility is on the Red Sea (the main draw to the region) shore and offers excellent views to the coastal environment, including Wadi Gimal Island,. The site is flat and has no obstacles to construction.

Proposed LIFE RS Activities—

The LIFE RS Project can assume the following role in the development of this facility:

- In collaboration with the TDA, Department of Highways and WGNP, confirm the final location and site boundaries

- Hire a knowledgeable sustainable architect/landscape architect with experience in Visitor Center design and operations
- Work with the local communities to ensure that quality handcraft will be available when the facility is operational
- Work in collaboration with the Wadi Gimal, Village, WGNP staff and Shams Alam Resort to prepare the architectural plans and constructions drawings
- Prepare tender documents which include a construction trade training component and a local hiring quota
- Prepare equipment list (final procurement will be done when the equipment has been decided for other Visitor Centers)
- Train 4-6 villages to operate the Visitor Center and handcraft outlet
- Official opening of the Visitor Centre

Visitor Park Interpretation Centre

This facility will be the major or central visitor center within the park and the entire LIFE RS project area. Its primary purpose will be to introduce the visitor to the WGNP and area natural and cultural resources. Its central location, ideally inside the park, will encourage the visitor to seek out other facilities and features within the Visitor Centre Network. The Centre will express the both the natural and cultural heritage of the park and adjacent region.

The primary interpretation theme could be “*Surviving in a marine and desert environment.*”

This theme could combine several critical but compelling messages. First it will demonstrate the local tribal capacity to live and work with the desert environment to despite its frequent harsh realities as well as well also adapt to the coastal environment. Second, it will demonstrate the current state and sustainable use of these resources, by the local population and third, it will address the current impact of global warming on rising sea levels and desertification. This storyline could have significant appeal to the European markets.

Sub themes could focus on the marvelous mix of marine, inter-tidal, coastal, wadi and mountain biodiversity and area geology. However, where possible, these features would be tied back to the survival, over the ages, of the various tribes. Emphasis would be placed on the Traditional Ecological Knowledge (TEK) of these indigenous people and several package tours would eventually be built around this message.

Visitor Center Components—The Visitor Centre will serve many functions. Together they will combine to make the facility a ‘must see’ for all visitors to the region. It will be a point of transfer of appealing information about the region, a staging area for multiple day tours in the region, an opportunity to purchase local craft (and observe its production) and a place to relax and enjoy a light meal. The major components include:

- Entrance reception ‘hall’ with views out to the surroundings. This area will include:
 - Reception/information desk staffed by a multi-lingual informed staff
 - Seating area for relaxing and observing the view to the lagoon
 - Large panels and displays demonstrating the major theme and visual images of the resource base. These images are selected so to encourage further exploration of the region
 - 3 Small aquarium with local fish
 - Stage for the occasional presentation of local entertainers

- Craft production demonstration area
- Display racks with brochures from the region and beyond
- Internet access (2 stations) for accessing relevant web sites and checking emails
- Connected thematic ‘pods’ demonstrating the various marine, desert and cultural messages
- Small amphitheatre for a variety of video presentations (for 80 people)
- Retail outlet. This area will of course feature local crafts as well as other products from the SRS Region such as dried medicinal plants, replicas of artifacts from Sikait, etc.
- Restaurant (outdoor terrace) and beverage service for 60 people
- Equipment Rental outlet for snorkels, canoes, sea kayaks, etc.
- Resource Centre with technical documents on local ecology and culture
- Outdoor equipment and landscaping
 - 15 meter Observation Tower
 - Screened parking for 6 minivans (or 3 buses) and 12 automobiles
 - Exhibits including traditional Bedouin houses, inshore fishing boat, domestic camels and goats
 - Trails and boardwalks around the lagoon and to the village
 - Wharf to launch sea kayaks and small tour boat (12 passengers)
 - Medicinal plant garden
 - Local plant specimen exhibit

Proposed LIFE RS Activities—The LIFE RS Project can assume the following role in the development of this facility:

- In collaboration with the TDA, local villagers and WGNP staff, confirm the final location (building, parking, trails) and site boundaries
- Hire a knowledgeable interpretive planner/programmer, tourism planner, sustainable architect and landscape architect all with experience in Visitor Center design and programming to prepare a business plan (feasibility analysis) and preliminary drawings
- Identify 12 individuals for training in Visitor Center operations and the design and deliver of interpretive programs
- Work in collaboration with WGMP staff and local tourism suppliers (resorts, tour operators, etc.) to prepare the architectural and landscape plans and constructions drawings
- Prepare tender construction documents which include a construction trade training component and a local hiring quota
- Prepare equipment list (final procurement will be done when the equipment has been decided for Wadi Gimal and el Shalateen)
- Train 4-6 villagers to produce the amount of craft as determined by the business plan
- Manage official opening of the Visitor Centre

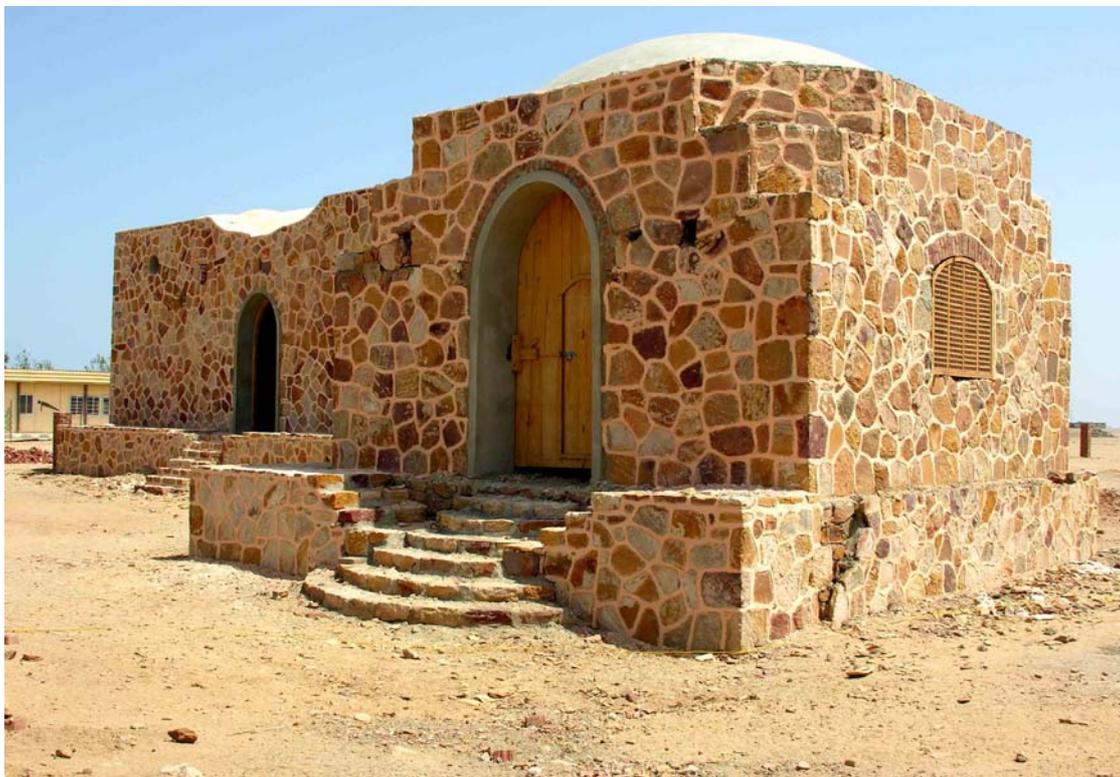
Site Location—Final location will require further investigation but it seems that the favored site will be in the area will be adjacent to the Red Sea. Areas such as Qul’an Lagoon are already proving popular with visitors because of their scenic coastal location. To ensure success and financial viability, the Visitor Centre should be located in an equally popular and representative site.

Visitor Interpretation Centre at El Shalateen

Development Opportunity—The construction of this attractive facility will soon be completed. The LIFE RS Project can assist with development of the Visitor Center messages, to ensure coordination within the Visitor Centre Network as well as contribute equipment and exhibits including Gebel Elba National Park.

The Center's location at the entrance to the municipality provides an appreciation of the attractions of the community before visiting its various physical attractions such as the markets, fishing wharf, etc. The presentation of the various tribal cultures that live and do business in El Shalateen would be of special interest to the visitors. Residents of this municipality offer a distinctive West African culture that is not found elsewhere in the region. This feature in itself offers a unique cultural attraction for the center. Other messages include promoting the interesting mix of local attractions that constitute a complete day tour including:

Figure 4 One Building at the El-Shalateen Visitor Center Complex



- **Walking tour of the Local Market**—Visits to select businesses within the market, each with a potential for sales to tourists including: local spices, clothing, jewelry (silver and gold) and basket weaving. The mix of shops are attractive can form the basis for a 1 hour tour. The streets need to be cleared of litter
- **Tour of the Camel Market**—This facility and visitor experience is currently the major reason that tourists visit the community. Despite its unique qualities, by itself, it can only draw a limited number of tourists because the distance, to Shalateen from most of the resorts.
- **Visit to the fishing harbor**—The site can be an attraction if it is managed and presented as an attraction. The many fishing boats are colorful and typical of the artisan

fishing techniques of the region. A short boat tour may also be developed including demonstration of local fishing techniques.

- **Visit to the Craft Center**—This facility is the only one of its kind in the region and offers an excellent opportunity to demonstrate the crafts of the region.

- **Proposed LIFE RS Activities**—The LIFE RS Project can assume the following role in the development of this facility:
 - In collaboration with the municipality, Gebel Elba National Park administration and WGNP staff, identify the participation of each stakeholder
 - Hire a knowledgeable interpretive planner/programmer, with experience in Visitor Center interior design and programming to prepare information and interpretive plan and operational procedures
 - Identify 6 individuals in Shalateen for training in Visitor Center operations and interpretive program delivery
 - Prepare equipment list and start procurement
 - Train 4-6 locals to produce the crafts of the region
 - Manage official opening of the Visitor Information Centre

Visitor Interpretation Center adjacent to Sikait

This Interpretation Centre can play a vital role in attracting tour groups to visit both the high value cultural heritage site at Sikait and Nugrus as well as experience the biodiversity of the Deep Range. Both assets offer a compelling interpretive opportunity as well as compliment the marine/coastal interpretation theme of the Visitor Interpretation Centre.

Several messages have been identified in other reports and seem appropriate for this location:

- The Roman Route and Roman mining activities including a presentation of the architecture, village activities, and life style of the era.
- The biodiversity of the deep Range including birdlife, mammals (gazelles, Oryx, reptiles, etc)
- Nomadic cultures in the wadi's of southern Egypt

Site Location—Two options were considered for the location of the Visitor Centre:

1. The relatively large building at the entrance to the heritage complex
2. A stand-alone facility discreetly located outside the village site

The second option is preferred thus enabling all buildings within the complex to be restored to their original purpose. As well, this proposed facility would be adjacent to parking and other contemporary features including sales outlet (emerald jewelry, desert craft, etc), solar-powered A-V equipment, etc.

Restoration Activities—The complete, authentic restoration of this village represents a special opportunity for USAID and other donors to contribute to the development of what could be the most important historic restoration projects in the Red Sea Region. It is particularly important to the enhancement of local livelihoods because it is so labor intensive, providing potential employment to perhaps 30-40 semi-skilled stone craftsmen over the next 10 to 15 years. In fact the restoration project itself can become an integral part of the interpretation program and attraction.

Proposed LIFE RS Activities—Within the next 2 years it is unlikely the LIFE RS Project can support a major intervention in this ambitious undertaking. However to meet the goals of the project it could assume the following role in the development of this visitor interpretation center and restoration of the Roman mining town at Sikait:

- In collaboration with the RSG, Higher Council for Antiquities (HCA), American Research Centre in Egypt (ARCE), Netherlands Embassy, WGMP staff and others, prepare an 10 year preliminary development plan for the restoration of the entire Sikait village/town site.
- Retain an archaeologist(s) to identify the purpose of each building and provide adequate information to prepare an in-depth description of the mining town as it was at the height of the mining activity. The TA should also provide a detailed description of the restoration activities, labor requirements and guidelines that are necessary to return the site to its former state.
- Hire a knowledgeable interpretive planner/programmer, sustainable architect and landscape architect with experience in Visitor Center design and programming to prepare a business plan and preliminary drawings.
- Work in collaboration with ARCE, HCA, and WGMP staff to prepare the architectural and landscape plans and constructions drawings
- Prepare tender construction documents, which include a construction trade training component and a local hiring quota
- Prepare equipment list for procurement
- Construct a self-guided interpretation trail on the floor of the wadi that indicates the former use of the individual buildings including proposed restoration activities
- Manage official opening of the Sikait Visitor Interpretation Centre

Visitor Information and Interpretation Kiosks

At least 3 Information and Interpretation Kiosks could be built over the next 2 years. Kiosks differ from Visitor Centers in that they do not have staff and are open facilities that display the required information with bilingual panels and artifacts. They nevertheless require the input of an interpretive and graphic designer and architectural technician.

Figure 5 Typical Covered Kiosk



covered panels that identify

Site Locations—The locations include:

- **North Entrance to the South Red Sea Region**—The facility would be located adjacent to the highway at a strategic site on the west side of the highway. It would include 8

- Location and contacts for all accommodation, restaurants, local tour operators and dive centers
- Location and contact for various services, (guides, police, medical, WGNP rangers)
- Map of the protectorate
- Description of major WGNP attractions
- Location and photos of major villages
- Location of visitor centers
- Typical handcraft and retail outlets
- Location and description of Sikait/Negus emerald mines and Roman Route
- Other site requirements include parking for 4 minivans and 8 cars, public toilets, 6 picnic tables, trash receptacles
- Visitor Interpretation Kiosks would also be located at Hamatah and Harms Luliyah.

Proposed LIFE RS Activities—The LIFE RS Project can assume the following role in the development of these kiosks:

- In collaboration with the villages, TDA, partners and WGNP staff, identify the participation of each stakeholder and confirm the best sites
- Hire a knowledgeable interpretive planner/programmer, with experience in Interpretation design to prepare information and interpretive plan and kiosk design
- Prepare construction materials and equipment list
- Train 4-6 locals in the respective villagers in basic construction techniques

Visitor Interpretation Support Facilities

Interpretation Trails and Signage—Self-guided interpretation trails are an integral part of the visitor interpretation program. Not all final locations have been decided at this point but there are several obvious locations that could be developed in the next 2 years. They include:

- **Visitor Information Center (at Northern Park Entrance) Trail**—The proposed site is approximately 700 m north of the Ras Bagdadhi mangrove area. A well marked trail from the Visitor Center and including a loop through the mangrove would be an attractive reception to the traveler’s arrival in the WGNP. The total trail would be 2KM and include signs and benches/trash receptacles.
- **Qul’an Lagoon Trail**—The attractive Qul’an Lagoon could be better appreciated with a marked, self-guided interpretation trail. It would lead from the proposed Visitor Park Interpretation Center the tip of the lagoon as well as follow south along the shore and then back to the village. Another trail would start on the west side of the road and go approximately 5 KM up into the Wadi. Total trail length would be approximately 10KM and include signs, sun shelters and benches.
- **Sikait and Sikait to Negrus Trail**—
 - **The Sikait (Mining Town) Interpretation Trail**—This trail, starting at the visitor center, will follow the edge of the valley floor around the town and provide a complete interpretation of the various structures within the town. The total distance is 1.5KM.
 - **Sikait to Negrus Trail System**—The trail will also start at the visitor centre and cover the 9 KM to the Negrus site. It will interpret the geology, flora and fauna of the region and include sun shelters every 2KM.

- **Wadi Gimal Island Bird watching Trail**—Approximately 1.5KM of signed trails will be strategically located on the island to both protect nesting areas as well as provide maximum viewing opportunities. Two sun shelters will also be provided.

Observation Towers

- **Wadi Gimal Island Towers**—Three towers will be located across the Island. One at the southern tip (6 meters), a second adjacent to the mangrove area (15 meters) and a third at the north of the island (10KM).
- **Qul’an Lagoon**—A 15-meter observation tower will be located adjacent to the visitor center allowing views over the entire lagoon and shoreline. It will also include interpretive signs and fixed binoculars.
- **Visitor Information Center (North WGNP Entrance)**—A 15-meter observation tower will be constructed between the Visitor Center and the Ras Baghdadi Mangrove Area.

LIFE RS Program Activities—The LIFE RS Program will be responsible for the following:

- Fielding a professional landscape architect/planner and interpretive planner to layout the exact alignment, including interpretive signs, observation towers and associated features location. The location of the observation towers on Wadi Gimal Island will be done in collaboration with an ornithologist.
- Preparation of construction and engineering (observation tower) plans and specifications and cost estimates:
 - Trails
 - Signs
 - Sun shelters and
 - Observation towers
- Prepare tender call for the construction of the various facilities
- Hire contractor and supervise construction activities
- Prepare press event with the opening of the trails and towers

Specialty Tourism Training Programs

Training Initiatives and Programs

The combination of new tour package itineraries, visitor centers, eco-accommodation, handcraft outlets and interpretation programs will require a comprehensive mix of trained individuals. The purpose of the Training Program will be to

- Assure the foreign and local tour operator that the required skilled individuals are available to deliver their various programs
- Enable the efficient programming and operations of visitor centers and other attractions
- Provide the expanded accommodation sector with an enhanced level of visitor service and hospitality
- Provide the most attractive handcraft and other sales items for the tourist

While literacy and international language skills will be an asset, they should not be considered an obstacle to enrolment in the training programs.

Further assessment may also conclude that several of the proposed programs are designed as train-the-trainer programs. This option will be discussed with the partners.

LIFE RS Program Activities—The LIFE RS program will deliver training programs at 3 levels:

- In-house training in cooperation with select private sector operators (resorts, tour companies)
- Specific training programs delivered directly by the LIFE RS program and in collaboration with responsible partners such as the EEAA, TDA, MOT, etc.
- Institutional training to select agencies in order too improve technical skills (possibly at the German School in El-Gouna)

LIFE RS In-house Training (in collaboration with the private sector)—Although this consultant did not conduct extensive interviews on the available skills within the local tourism sector, it is obvious, if only because of the lack of product, that there is little capacity to offer ecotourism/adventure/educational/cultural heritage travel services. However with the development of new tour product and the associated marketing it would seem that the existing companies would be interested in the training of their employees

As well in order to advance the development of the region as sustainable tourism destination there must be a concerted effort to improve skills in such areas as resource and environmental management.

It seems that none of the facilities have adequate staff to warrant a specific training program, so many of the programs must include employees from several operations as well as possibly those from other sectors or the unemployed.

Within the next 2 years the following training programs can be offered to the private sector.

Green Management of Operations—In order to position the SRS Region as a sustainable tourism destination it will be necessary to ensure that all operations function within the highest possible environmentally standards. Therefore all accommodation and tour operations will be offered a 4-day workshop on the preparation of a ‘Green Management Strategy’. The program will identify:

- How to prepare a corporate environmental policy
- Costs and benefits associated with green management
- Techniques to conducting an environmental audit including
 - Water and energy conservation
 - Solid waste management and recycling
 - Toxic material management
- Practices and technologies for greening the operations
- Selection of and training the employees or ‘green team’
- Community cooperation activities

Tour Product Development and Packaging—The program will also enable employees to prepare a selection of 1-day to multiple day trips for their clients. The planning process will include but not be limited to the following phases:

- Resource inventory and analysis
- Market assessment

- Product/Market matching
- Brand and theme development
- Preliminary product development opportunities
- Tour product selection
- Community and Environmental Impact
- Final Product design and net pricing
- Product marketing
- Creating strategic alliances
- Product testing and implementation
- Selection criteria for a foreign tour operator partner

Preparation of Marketing and e-marketing strategies—The private sector will be introduced to all new technologies, which will enable them to be positioned in the dive, and environmental/cultural travel markets. They will be introduced to the use of techniques associated with CRM (Customer Relationship Management), dynamic-packaging, lead management, etc. Through the use of a customized workbook they will prepare their corporate marketing strategies including:

- Market research and analysis
- Market trends and competition analysis
- Pricing strategies
- Preparation of a comprehensive marketing/promotion mix
- Budgeting
- On-going research
- Monitoring and Program evaluation

Additional Training Programs—Other programs will be identified after additional consultations with the private sector and may include:

- Business planning and assessment
- Visitor management and hospitality
- Marine tourism development and resource protection
- Diver Impact and Resource Monitoring
- Community Outreach
- Customer Service and Security and Tourism Safety Programs

LIFE RS Training to Regional and Community Residents (in collaboration with select partners)—In order to develop the scope of packages and attractions identified in this report it will be necessary to offer a variety of programs in parallel to those prepared specifically for the private sector. They will be exclusively designed to meet the needs of

- Foreign and Cairo based tour operator selling new packages to the destination
- The operation of the new facilities and attractions (e.g. visitor centers, eco-accommodation, etc)
- Local operators who will wait until there is adequate demand before hiring local guides and camp managers

The overall Programs can include:

- Certified Guide Training and Camp Management Training
 - Specialty guides (marine, desert and mountain conditions)
 - Head guides and tour leaders
 - Interpretive guides (ecology, birds, heritage, tribal culture, etc.
 - Eco-camp management and operations staff
 - Cooks and food services (preparation, hygiene, purchasing)
 - Safety/risk management/emergency evacuation
 - Basic language skills (English, German, Italian)
 - Hospitality Services
 - Boat operators and drivers
- Facility/attraction management and operations training
 - Visitor Centre Operations and Management
 - A-V and display equipment maintenance
 - Traditional entertainers (dancers, musicians)
- Handcraft production and sales training
 - Market expectations, buying cycles and trends,
 - Product design, production planning and management, costing and pricing,
 - Distribution, packing and shipping, billing and collection,
 - Customer service, export documentation and market links
 - Market and business training: buyer visits, development of new markets, production capacity and relationships with marketing representatives
- Institutional Training Programs

These programs will be designed and offered to specific agencies such as TDA, RSP, etc. They will include but not be limited to:

- Basic Park Ranger Training Program
 - Environmental Resource Management—Basics of outdoor recreation and tourism, Carrying capacity assessment, Resource inventory and mapping, Impact monitoring
 - Hospitality services and public relations. Wilderness Trek Planning and Logistics
 - Introduction to environmental education, Wilderness desert/mountain and water safety/security including search and rescue and emergency evacuation, Law Enforcement and Firearms
- Advanced Park Ranger Training Program
 - Marine and desert ecology for environmental management
 - Park and Recreation Administration
 - Interpretive Planning
 - Cultural Resource Management
 - Concepts and Trends in Wilderness and Marine Tourism
 - Desert and Marine Systems Education
- Organization Geography Archive System Operations and Management for TDA
 - Data entry applications

- System troubleshooting
- EMU Tools and Techniques Training for TDA

LIFE RS Program Activities—The LIFE RS Program will be responsible for designing the training programs and, in collaboration with respective partners, organizing the workshops. The Program will hire all Expatriate and local trainers. The LIFE RS Program training program development will include the following steps:

- Program design and development
- Preparation of training materials and participant workbook
- Participant selection
- Program delivery
- Participant evaluation
- Certification
- Follow-up and ongoing technical assistance

5. TOURISM MARKETING AND PROMOTIONS

In order to achieve the objectives that have been identified in this report, and in particular to generate additional tourists within the next 24 months it is necessary to launch a 2 stream marketing program.

- **Stream 1:** New Product Launch and Promotion
- **Stream 2:** Preparation of 5 year marketing strategy

NEW PRODUCT LAUNCH AND PROMOTION (STREAM 1)

There is neither the time nor the necessity to prepare a comprehensive marketing research and strategic planning program before launching several well-established targeted marketing initiatives.

In order to generate new volume in the ecotourism/soft adventure market before the end of the LIFE RS program it is necessary to gain limited recognition in the market place by early 2007. This is not unreasonable since there are several mechanisms that can be instigated well before the completion of the marketing strategy (stream 2).

These initial activities would be used to specifically promote the current and new proposed tour product (identified in 4.1.1 of this report) and ensure short-term market penetration and visitor arrivals before 2009. Mechanisms to be used include:

- Design and launch of commercial website
- Preparation and distribution of e-marketing literature
- Preparation of electronic and print group tour Planner
- Attendance at select travel trade shows
- Familiarization (FAM) trips for select tour operators and media
- Follow-up

It will however be important to identify the specific brand identity that would be used over the next few years before establishing the web site and producing the supporting collateral material. The following activities are required:

Regional Branding Workshop

It is not necessary to launch a lengthily and expensive branding process to determine the SRS unique positioning statement. If, for instance, select stakeholders from the private and public sector gather for 2 days they should be able to identify the unique brand for the SRS tourist region. A similar national tourism branding program was used by Chemonics International, in Romania and it successfully integrated the ideas from the various regions into 1 distinctive brand.

Using a similar workshop format, the process directs participants, working in groups to undertake the following;

- Identify and assess select target markets that reflect the proposed tour product
- Competitive brand analysis
- Asset Identification and Assessment
- Asset/Market Matching
- Identifying benefits and values/virtues
- Articulation of brand

- Preparation of a ‘positioning concept and statement’
- Logos, graphics and taglines
- Co-branding activities

Information gathered in this workshop would then be used in the final marketing strategy.

SRS Regional Tourism Destination Website

The SRS Regional Tourism Destination web site will be at the center of all marketing activities. It will be widely promoted with a coordinated drive-to-web strategy. An integral part of the web site will be the use of data capture technology capable of soliciting information from site visitors through contests and promotions. The site will be structured around the various activity and service areas and will present some of the following information:

- SRS Regional Travel Suppliers
 - Accommodation
 - Restaurants
 - Tour operators
 - Dive Centers
 - Transportation (motor coach, minivan, boat etc.)
 - Retail and rental stores
- WGNP Desert and Marine Assets and Educational Programs
 - Communities and cultures
 - Historic resources (Roman Route, mining activities, etc)
 - Visitor Interpretation Facilities
- Tourism Activities
 - Attractions and special events
 - Tour packages (including maps and detailed itineraries)
 - Interpretation and educational programs
- Special Discounts and Opportunities
- Location of all Visitor Centers

SRS Regional Tourism Information Network—The web site will be at the center of a comprehensive information, communication and marketing network that will group, but not be limited to, the following components:

- Physical structures
 - SRS Tourist Information/Interpretation Centers
 - WGNP Information and Interpretation Centers
- Collateral materials
 - SRS Regional Tourism Directory
 - Area brochures and pamphlets
- Electronic materials
 - Group Tour Planner
 - E-Newsletters and bulletins
 - Database

Preparation of Group Tour Planner—The Group Tour Planner is an essential tool in attracting the attention of the national and international tour operator. It is particularly relevant to this destination because it is relatively unknown. Consequently the TO will require substantial information on the region before deciding to make their own investigation, investment and commitment to the region. The document typically contains the following information:

- Resource information and content
 - Natural, cultural, heritage, archaeological, etc.
- Overall market information including current demand
- Detailed tour itineraries including all correct contact information
 - Local tour operators
 - Accommodation
 - Dive centers
 - Guide services (preferably certified)
 - Naturalists and interpreters
 - Transportation services and vehicle/boat rental
 - Attractions and Visitor Centers
- Maps and quality digital photographs
- Support services (police, medical, etc)
- Web site information sources and links

Electronic Brochures and Print Materials—The preparation of tour package and itineraries will necessitate the preparation of all support electronic and print (6-panel brochures) information. They will specifically be designed for the travel trade and for wide distribution at the identified trade shows.

Trade Show Participation—Once new tour product has been developed and the marketing effort is supported by a comprehensive web site it will be necessary to identify at least 2 trade shows in 2007 and 4-6 in 2008. The selection will be done in collaboration with the Egyptian Tourism Authority but may include the following locations:

- ITB Internationale Tourismus Boerse, Berlin, March, 2007/08
- Globe07: Rome, March 2007
- CBR Munich, February, 2008
- BIT (Borsa Internazionale del Turismo), Milan, Italy, February 2008
- Reisen Hamburg, Germany, February, 2008
- CMT Stuttgart, Stuttgart, Germany, January, 2008
- Ferien-Messe Wien, Vienna, Austria January 2009
- Destinations, London, United Kingdom November, 2008

Familiarization Tours (1 Domestic, 3 international)—FAM Trip remains one of the most successful marketing mechanisms and at least 2 will be planned for 2007 and 4 for 2008. The tour operators will be selected in cooperation with the local travel trade, TDA, PA Consulting research and the Egyptian Tourism Promotion Authority. The *Group Tour Planner* will be distributed to all tour operators in print and electronic form.

PREPARATION OF A 5-YEAR SRS DESTINATION MARKETING STRATEGY (STREAM 2)

In order to achieve the visitor projections proposed in this strategy and position the SRS Region as a known International Tourism Destination it will be necessary to have a long-term comprehensive marketing plan that identifies the most effective mechanism to promote the tourism destination as an national and international destination. The plan will have the following components:

- Marketing goals and objectives
- Marketing tactics
- Destination Brand and Positioning Statement
- Marketing Mechanisms
 - Advertising—Web site and ‘drive-to-web’ activities, Brochures, Directories Collateral materials, Sales and Promotions
- Database development and CRM
- Direct mail and email campaigns
- Trade shows, destination showcase and FAM trips
 - Kiosks and stand, Group tour planners
- DVD preparation and distribution
 - Public Relations, Newsletter, Conferences and seminars, Resource Centre
 - Marketing Research Requirements
 - Marketing Budget
 - Evaluation Methods

LIFE RS Marketing Activities—The following marketing activities are a composite of those identified in the TDA Work plan as well as the required initiatives to launch the regional tour product in the international marketplace and generate tourist by 2008. They are defined within 3 actions: i) research, ii) planning and promotion and iii) follow-up/monitoring.

- Specialty Tourism Research
 - Profile current market segments and prepare profile of potential markets from Western Europe, Russia and the US
 - Provide market intelligence reports and travel consumer trends in select western European countries (UK, France, Germany, Scandinavia, etc.)
 - Identify and classify into a database, at least 100 specialty tour operators with an expressed interest in the type of tour products in the region
- Planning and Promotion
 - Design and Launch Web site and Database—Hire qualified tourism market planner to prepare contemporary web site structure and database requirements including: Content Management Tools, Customized E-commerce, E-newsletter management tools for targeted CRM email campaigns, Tracking & Reporting capabilities
 - Prepare terms of reference for pre-qualified web design firms
 - Prepare web design and operations contract
 - Manage web site production
 - Manage campaign for website launch

- Attendance at Trade Shows
 - Select final shows in collaboration with Tourism Promotion Authority
 - Select at least 4 private sector operators and 3 public sector representatives (RSG, TDA, EEAA) to attend
 - Prepare and offer 1-day workshop on how to negotiate/sell/close at travel trade shows
 - Negotiate contribution of MOT to initiative (booth charges, airfares, etc.)
 - Prepare regional brochure, tour package flyers, photo CD, etc.
 - Prepare media kit, including CD from the Minister, EEAA, TDA, etc.
 - Provide brochure assistance (design, printing) to the private sector participants
 - Identify pre and post trade show sales calls to tour operators in select cities (e.g. Rome, Berlin)
 - Attend trade shows and assist with the sales calls
- Sponsor Familiarization Tours
 - Prepare itineraries including confirmation/contribution from suppliers
 - Pre-qualify and select local suppliers and waitlist (tour company, accommodation, transportation, etc.)
 - Confirm (with MOT) the selected airline partner
 - Set price of trip, including airfare
 - Pre-qualify and select foreign tour operators, wholesalers and media and waitlist
 - Create program overview, registration form, information letter from Minister and waiver of liability sheet
 - Create database for confirmed participants and waitlist
 - Mail packet to participants (portfolio; notepad; business card sheet; Group Tour Planner with itinerary, lodging and travel information; Web resources, host list; and name badge)
 - Host a welcome reception for TO's and regional suppliers
 - Lead FAM tour and manage presentations
 - Host final dinner
- Prepare all e-marketing and print materials—The LIFE RS Project could prepare the following marketing electronic and print materials:
 - SRS Regional Directory
 - SRS Regional shell with fact sheet templates for each specialty activity

Project responsibilities could include preparation of all content and photographs, hire qualified graphic designer, and print and distribute material to local suppliers.
- Manage follow-up on trade shows and FAM tours—The LIFE RS staff may need to manage the follow-up after both the trade shows and FAM trips by contacting all participants.

6. CREATE A SRS REGIONAL TOURISM DESTINATION ASSOCIATION

The responsibility for the long-term implementation of the tourism initiatives of LIFE RS project and others as well as the on going positioning of the region will require a local tourism association, committee or DMO that is committed to these goals.

TOURISM SRS ACTIVITIES AND RESPONSIBILITIES

The association's (e.g. Tourism-SRS) activities might include but not be limited to the following:

- Identify and secure funding and financing sources
 - Product development
 - Training
 - Marketing
 - Investment proposals
- Support the creation of strategic alliances and encourage greater dialogue between the private and public sector
- Coordinate regional tourism development activities with those of the TDA, MOT, EEAA and other regional and national organizations
- Manage all marketing and research activities including website and database management, brochure production, etc
- Prepare an annual budget for submission to the TDA and/or MOT and association members
- Coordinate all tourism activities including special events, FAM tours, trade shows, etc.
- Develop a strong membership base amongst all the various stakeholders in the regional tourism sector.

PROPOSED STRUCTURE

Tourism-SRS will include the following components:

- Administrative staff—By 2009 the following staff should be in place:
 - Executive director
 - Marketing manager
 - Office manager and book keeper
 - Webmaster
- Executive and Board of Directors—The board will be equally divided between the private and public sector and include the following representatives;
 - Public sector—RSG (1 representatives), TDA (1 representative), Local authority (5), Mayors of el Shalateen, Marsa Alam, Representatives of 3 villages, Representatives of 2 CDAs, WGNP representatives (2)
 - Private sector—Tour operators (2), Accommodation sector (2), Guides (1), Handcrafts (1), Dive Centers (1), Special Events (1)
- Membership Base—All individuals, associations and companies that wish to become members.

LIFE RS Activities—The LIFE RS Project could play an active role in the formation of this important association. Working in collaboration with TDA, MOT and local stakeholders the project could contribute the following:

- Convene the first meeting of all private and public sector stakeholders
- Provide technical assistance to the first executive committee including the structuring of the association
- Prepare a constitution for the association
- Prepare job and task descriptions for the various positions and responsibilities
- Contribute partial funding to the hiring of the executive director and webmaster

7. TECHNICAL ASSISTANCE TO SME'S AND CRAFTSPEOPLE

The region has traditionally attracted the dive market, with a small but growing interest amongst the beach vacationer. This has not provided an opportunity to develop the skills necessary to attract other market segments, particularly those associated with the wealth of natural, heritage and cultural resources.

Therefore the LIFE RS Program should consider offering technical assistance to those small firms and individuals that can make a direct contribution to establishing sustainable tourism and assisting with the improvements of local livelihoods.

RECEPTIVE (INBOUND) TOUR OPERATOR ASSISTANCE

The receptive operator remains one of the most important players in attracting new clients to the SRS regional destination. There are several operators in the region but most cater to the dive market with few offering products for the specialty markets.

Interested ecotourism, soft adventure and educational travel operators should be offered assistance in the following areas;

- Business planning
- Market research
- Product development
- Green management of the operation
- Web site and database development
- Marketing initiatives
 - E-brochure preparation
 - Dynamic packaging software

WEBSITE DEVELOPMENTS OR UPGRADING ASSISTANCE

Despite the current necessity to have an active presence on the Internet, most operators, particularly small resort owners, do not have an adequate web site. If the destination is to be competitive all business must be connected electronically, especially if they want to have a presence on the new proposed regional web sites.

An assistance program should be set up to provide the technical input necessary ensure all operators have a quality website by 2008.

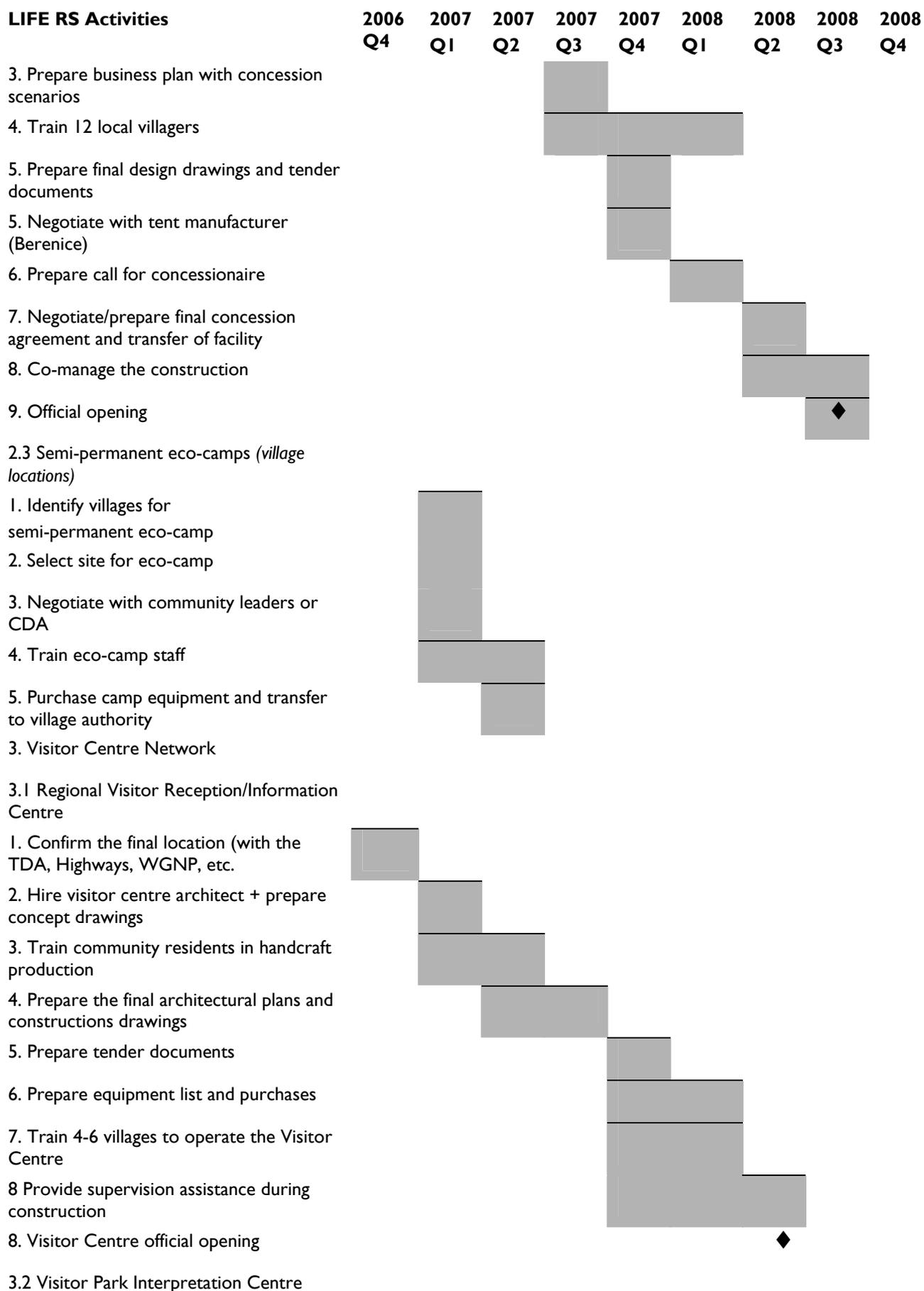
HANDCRAFT DESIGN AND PRODUCTION TO ARTISANS

The importance of handcraft development has been recognized in several reports. To support these important revenue generating initiative several workshops have been propose in this report. However there are several competent craftspeople, particularly in the el Shalateen area, that with direct assistance could substantially improve their quality and production.

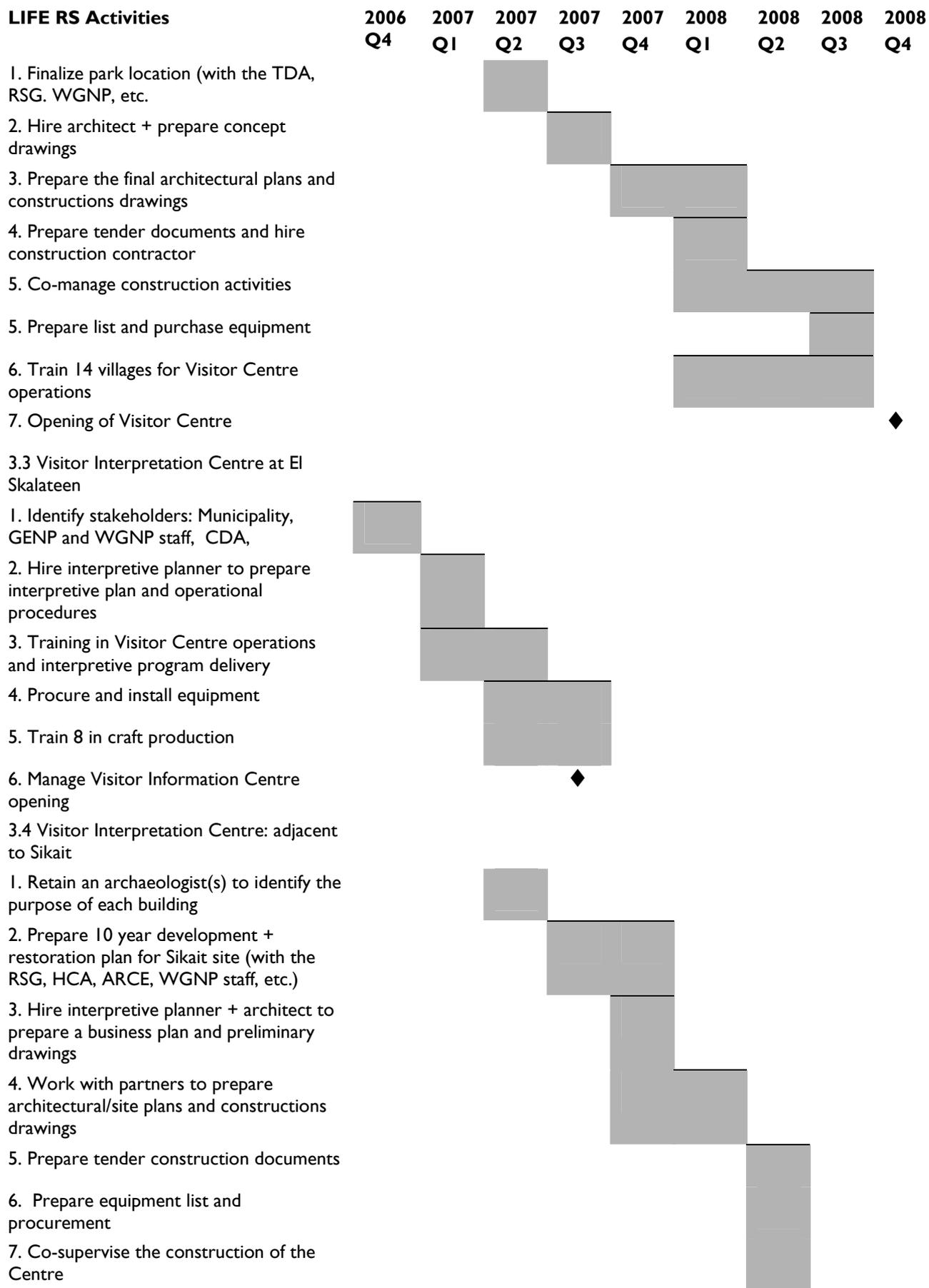
8. SUSTAINABLE TOURISM DEVELOPMENT ACTIVITIES TIMEFRAME

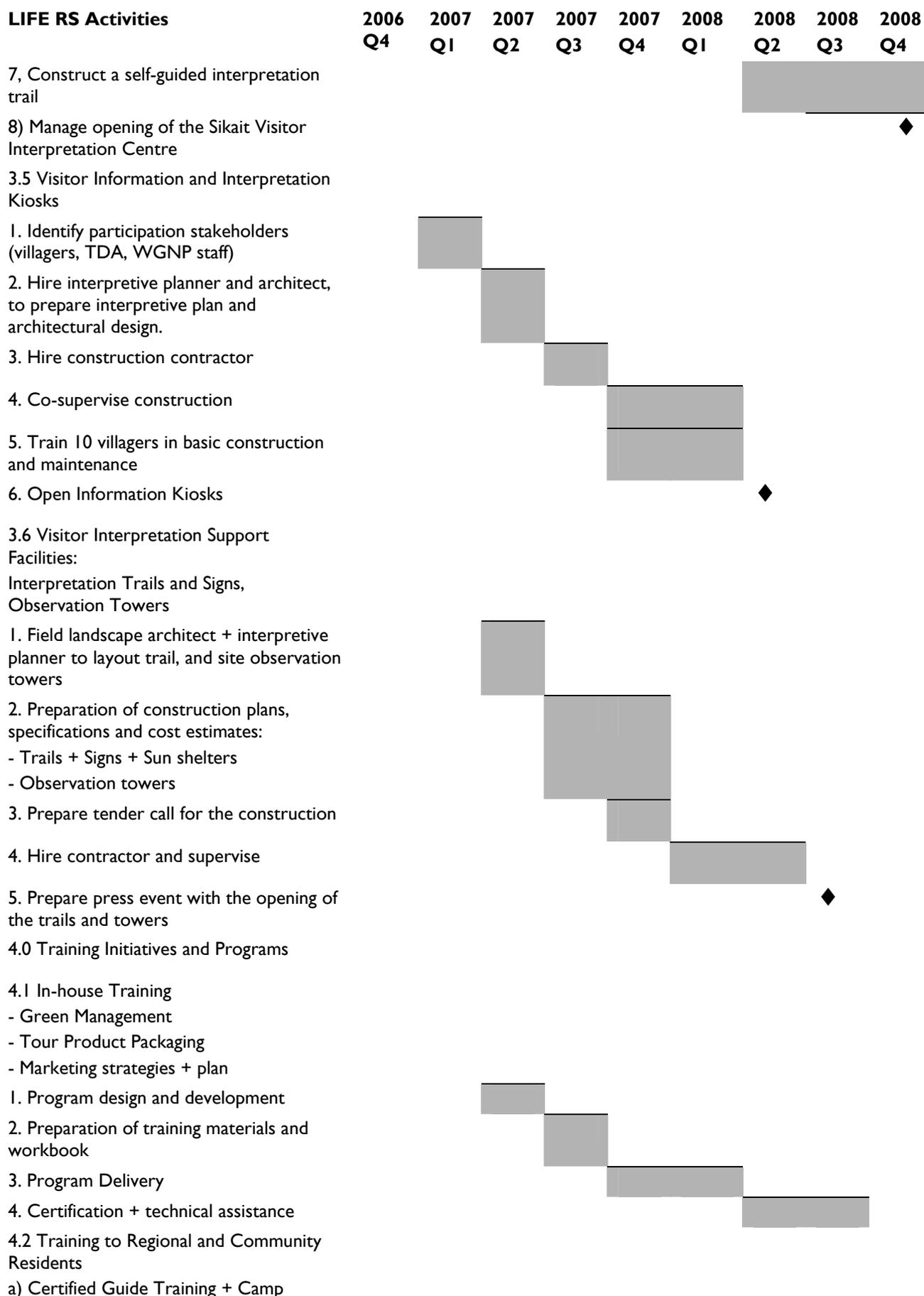
The following table outlines the various activities necessary to achieve the objectives identified at the beginning of this report. The proposed schedule covers the last quarter of 2006, 2007 and 2008, i.e. approximately 26 months.

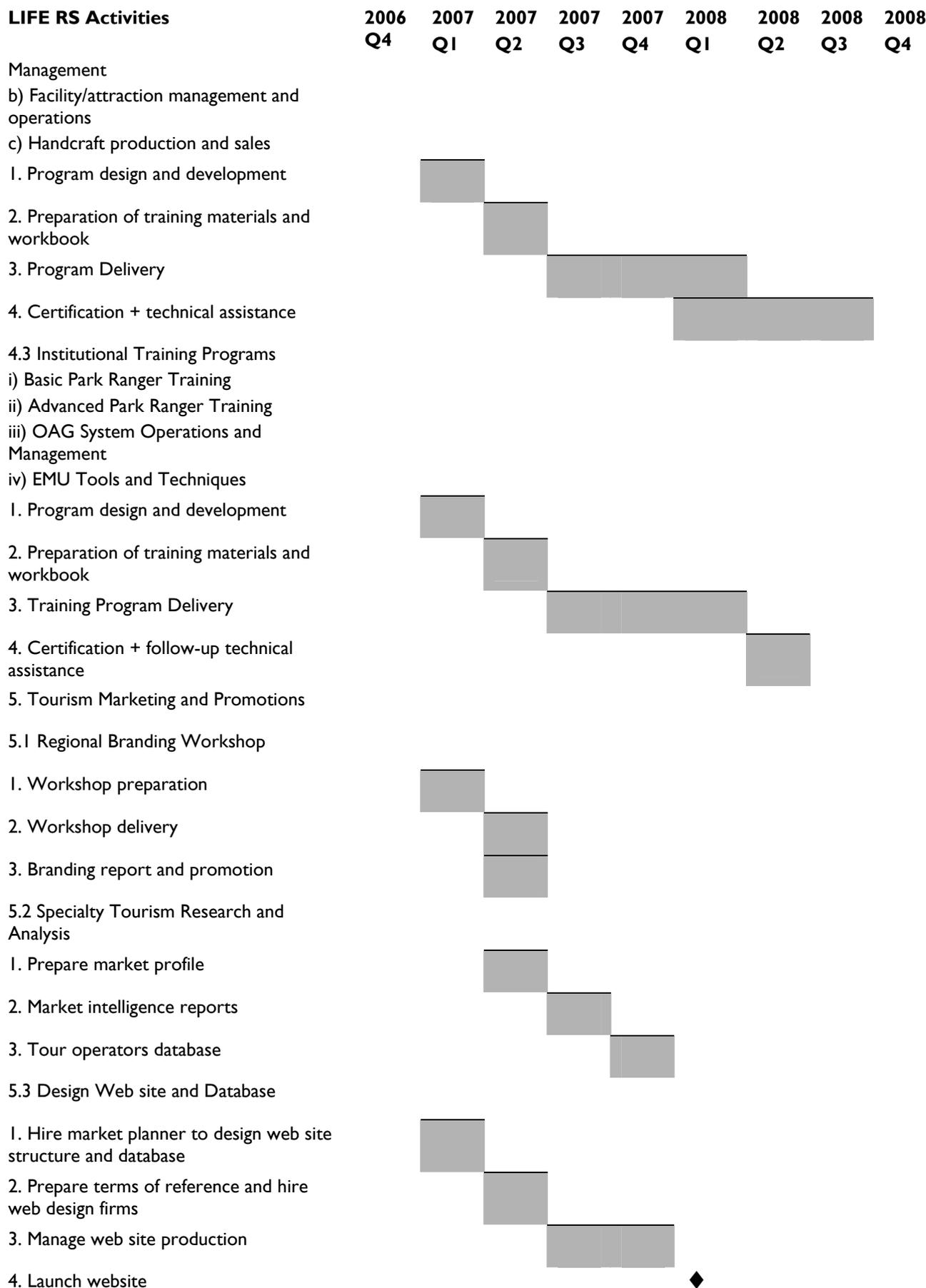
LIFE RS Activities	2006 Q4	2007 Q1	2007 Q2	2007 Q3	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4
I. Product Development									
I.1 Package Tour Development									
1. Prepare resource base analysis for each itinerary	█								
1. Meet with appropriate suppliers. WGPN and guides	█								
1. Prepare list and purchases equipment		█							
1. Finalize draft itinerary (net price, fees, local mark-up, etc.)		█							
1. Present itinerary/net price to select tour operators		█							
1. Finalize itineraries and prepare promotional materials		█							
I.2 Accommodation Planning and Development									
Ecolodge Investment and Construction Program									
1. Identify 5 potential locations with TDA and EEAA	█								
2. Undertake a selection process to determine the best 2 sites	█	█							
3. Prepare pre-feasibility analysis for each ecolodge development:		█							
- Preliminary architectural sketches		█							
- Ecolodge guidelines		█							
- Construction cost estimates		█							
- Cash flow analysis		█							
- Assess financing and support		█							
4. Prepare investment prospectus and promote projects				█					
5. Assist investors to undertake further analysis and technical documents/drawings					█				
6. Provide technical assistance during construction						█			
2.2 Eco-Camp Development									
1. Identify preferred site location (with TDA, EEAA and RSG)		█							
2. Prepare site plan			█						



LIFE RS Activities







LIFE RS Activities	2006 Q4	2007 Q1	2007 Q2	2007 Q3	2007 Q4	2008 Q1	2008 Q2	2008 Q3	2008 Q4
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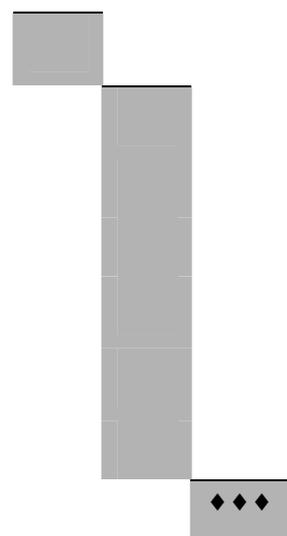
5.4-a Trade Show Attendance (2007)

1. Select shows in collaboration with MOT and others
2. Select private sector operators and public sector participants
3. Offer trade show workshop
4. Negotiate partner contributions
5. Prepare regional brochure, package fly sheets
6. Assistance (brochure design, printing) to private sector
7. Identify pre/post sales calls
8. Attend trade shows



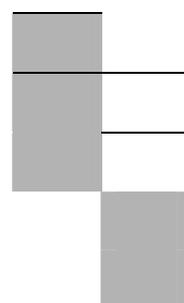
5.4-b Trade Show Attendance (2008)

1. Select shows in collaboration with MOT and others
2. Select private sector operators and public sector participants
3. Offer trade show workshop
4. Negotiate partner contributions
5. Prepare regional brochure, package fly sheets
6. Assistance (brochure design, printing) to private sector
7. Identify pre/post sales calls
8. Attend trade shows



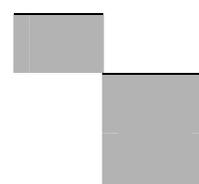
5.6-a Familiarization Tours (2007)

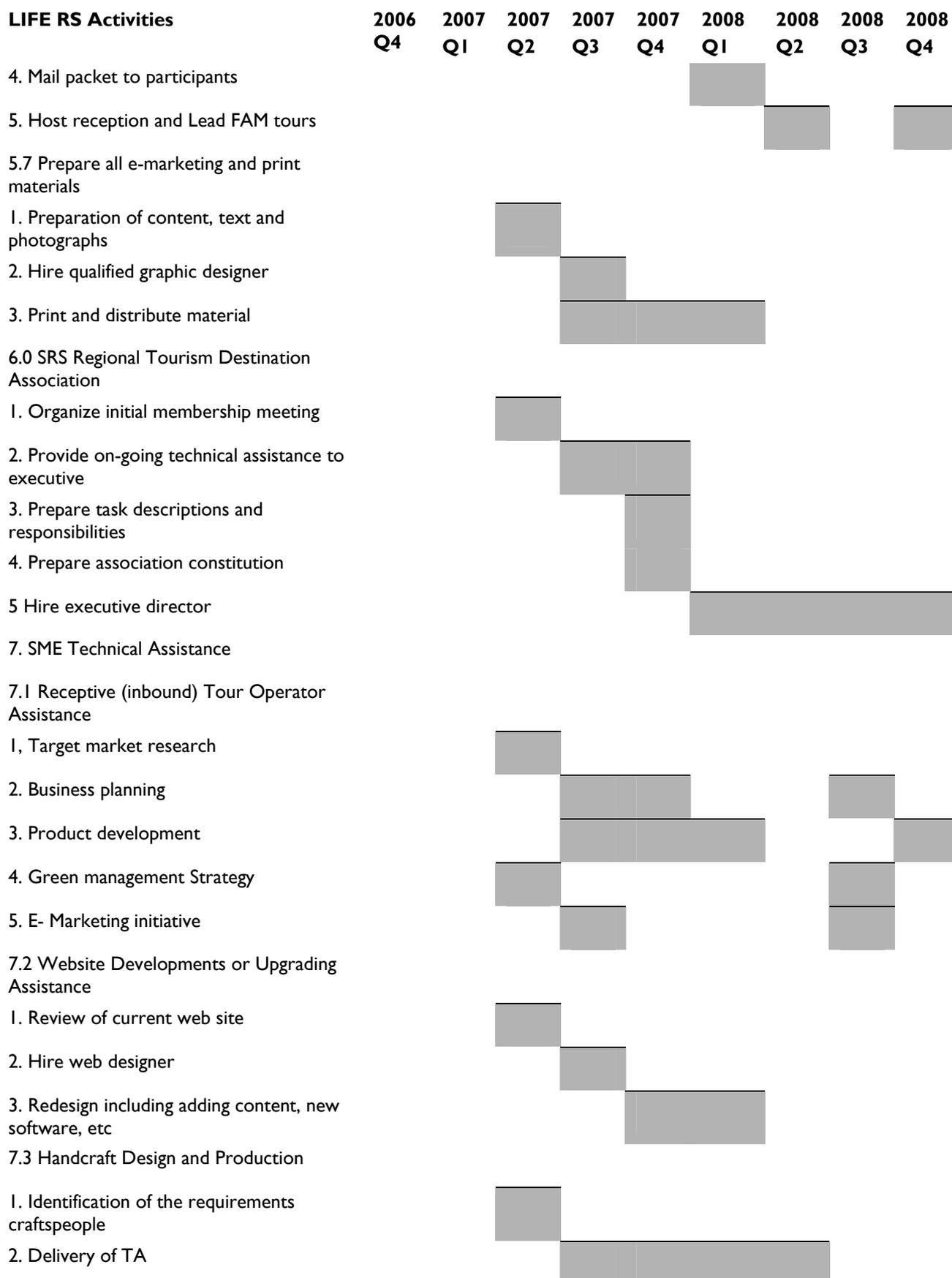
1. Prepare FAM itineraries
2. Pre-qualify and Select 6 local suppliers
3. Confirm all partners
4. Mail packet to participants
5. Host reception and lead FAM tours



5.6-b Familiarization Tours (2008)

1. Prepare FAM itineraries
2. Pre-qualify and Select 6 local suppliers
3. Confirm all partners





9. LIFE RS LEVEL OF EFFORT

The above timeframe and identified activities will require a major commitment from all stakeholders. The LIFE RS project will be charged with both the overall leadership as well as responsibility to ensure that all targets are achieved and that the identified activities have met the goals and objectives of sustainable tourism development in the SRS Region.

The following table identifies the Level of Effort, in days, for the following contributors to realizing this action plan:

1. International Technical Assistance (ITA)
2. Egyptian Technical Assistance (ETA)
3. LIFE RS Project staff (LPS)
4. Regional Stakeholder Contribution (RST)

LIFE RS Tourism Activities	ITA	ETA	LPS	RST	Total
1. Product Development					
1.1 Package Tour Development					
1. Prepare resource base analysis for each itinerary	5	10	10	5	30
1. Meet with suppliers. WGNP and guides	4	5	5	5	19
1. Prepare list and purchases equipment	3		5	5	13
1. Finalize draft itinerary (net price, fees, mark-ups)	4	5	5		19
1. Present itineraries/net price to tour operators	1	2	5		8
1. Finalize itineraries, promotional materials	3	5	5		13
1.2 Accommodation Planning and Development					
1.3 Ecolodge Investment and Construction Program					
1. Identify 5 potential locations with TDA and EEAA	10	10	10	10	40
2. Selection process to determine the best 2 sites	2	2	2	2	8
3. Pre-feasibility analysis for each ecolodge	20	25	15	10	70
- Preliminary architectural sketches					
- Ecolodge guidelines					
- Construction cost estimates					
- Cash flow analysis					
- Assess financing and support					
4. Prepare investment prospectus and promote projects	5	10	15		30
5. Assist investors: analysis and technical documents/drawings	5	10	10		25
6. Provide technical assistance during construction		10	10	5	25
2.2 Eco-Camp Development					
1. Identify options and preferred site location	5	10	5	5	25
2. Prepare site plan	5	10	5		20
3. Prepare business plan with concession scenarios	10	15	5		30
4. Train 12 local villagers	3	15	5	5	28
5. Final design drawings and tender documents	5	25	10		40
5. Negotiate with tent manufacturer (Berenice)			5		5
6. Prepare call for concessionaire	1	5	5		21
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LIFE RS Tourism Activities	ITA	ETA	LPS	RST	Total
7. Negotiate/prepare final concession agreement and transfer of facility	1	2	10		13
8. Co-manage the construction		5	10	5	20
9. Official opening		3	10	5	18
2.3 Semi-permanent eco-camps (select village locations)					
1. Identify villages for semi-permanent eco-camps	3	5	2	5	15
2. Select site for eco-camp	2	2	5		9
3. Negotiate with community leaders or CDA			5		5
4. Train eco-camp staff	2	10	3		15
5. Purchase camp equipment, transfer to village			5		5
3. Visitor Centre Network					
3.1 Regional Visitor Reception/Information Centre (Park entrance-north)					
1. Confirm the final site location	3		10	5	18
2. Hire architect + prepare concept drawings	5	20	5		30
3. Train residents in handcraft production	5	20	5	5	35
4. Final architectural plans, constructions drawings	5	35	5		45
5. Prepare tender documents		5	5		10
6. Prepare equipment list and purchases		3	5		8
7. Train 8 villages to operate the Visitor Centre		15	5		20
8. Provide construction supervision assistance		10	5		15
8. Visitor Centre official opening		4	10	5	19
3.2 Visitor Park Interpretation Centre					
1. Finalize location within WGNP	5	5	10	5	25
2. Hire architect, interpretative planner, prepare concept drawings and present to stakeholders	15	25	10		50
3. Final architectural plans and constructions drawings, presentation to USAID	10	45	15	5	80
4. Prepare tender documents, hire contractor		10	10		20
5. Co-manage construction activities		15	5	5	25
5. Prepare list and purchase equipment	5		5		10
6. Train 14 villages for Visitor Centre operations	5	20	5	10	40
7. Opening of Visitor Centre		3	5	10	18
3.3 Visitor Interpretation Centre at El Skalateen					
1. Identify stakeholders		5	5	5	15
2. Hire interpretive planner to prepare interpretive plan and operational procedures	10	10	5		25
3. Training in Visitor Centre operations and interpretive program delivery	5	15	5	3	28

LIFE RS Tourism Activities	ITA	ETA	LPS	RST	Total
4. Procure and install equipment	3		5		8
5. Train 12 locals to produce local handcrafts	10	15	5		30
6. Manage opening of Visitor Information Centre			5	7	12

3.4 Visitor Interpretation Centre: adjacent to Sikait

1. Retain an archaeologist(s) to identify the purpose of each building		20	10	10	40
2. Prepare 10 year development + restoration plan for Sikait site	10	35	10		55
3. Hire interpretive planner + architect to prepare a business plan and preliminary drawings	15	40	15	10	80
4. Work with partners to prepare architectural/site plans and constructions drawings	10	30	10	5	55
5. Prepare tender construction documents		5	5		10
6. Prepare equipment list and procurement	5	5	5		15
7. Co-supervise the construction of the Centre		10	15	10	45
7. Construct a self-guided interpretation trail	5	10	5	5	25
8. Manage opening of Sikait Visitor Centre		5	5	5	15

3.5 Visitor Information and Interpretation Kiosks (3)

1. Identify participation			5		5
2. Hire interpretive planner and architect, to prepare interpretive plan and architectural design.	5	25	10	10	50
3. Hire construction contractor		5	5		10
4. Co-supervise construction		15	10	5	30
5. Train 10 villagers in construction and maintenance		15	5	10	30
6. Open Information Kiosks			5	10	15

3.6 Visitor Interpretation Support Facilities:

Interpretation Trails and Signs, Observation Towers

1. Field landscape architect + interpretive planner to layout trail, and site observation towers	10	10	10	5	35
2. Preparation of construction plans, specifications and cost estimates: - Trails + Signs + Sun shelters - Observation Towers	5	25	10		40
3. Prepare tender construction call		5	10		15
4. Hire contractor and supervise construction		10	5	10	25
5. Press event for the opening of the trails + towers		4	5	5	14

4.0 Training Initiatives and Programs

4.1 In-house Training

- Green Management					
- Tour Product Packaging					
- Marketing strategies + plan					
1. Program design and development	15	10	15	5	45

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LIFE RS Tourism Activities	ITA	ETA	LPS	RST	Total
2. Preparation of training materials and workbook	15	15	10		40
3. Program Delivery	20	15	20	20	75
4. Certification + technical assistance	5	15	10	10	40

4.2 Training to Regional and Community Residents

a) Certified Guide Training + Camp Management					
b) Facility/attraction management and operations					
c) Handcraft production and sales					
1. Program design and development	30	20	10		60
2. Preparation of training materials and workbook	50	20	10		80
3. Program Delivery	40	50	10	20	120
4. Certification + technical assistance	10	20	20	5	55

4.3 Institutional Training Programs

i) Basic Park Ranger Training					
ii) Advanced Park Ranger Training					
iii) OAG System Operations and Management					
iv) EMU Tools and Techniques					
1. Program design and development	20	50	20		90
2. Preparation of training materials and workbook	30	20	10		60
3. Training Program Delivery	40	30	10	20	100
4. Certification + follow-up technical assistance		10	10	5	25

5. Tourism Marketing and Promotions

5.1 Regional Branding Workshop

1. Workshop preparation	5	5	5		15
2. Workshop delivery	5	5	5		15
3. Branding report and promotion	10	5	5		20

5.2 Specialty Tourism Research

1. Prepare market profile	5	10	5		20
2. Market intelligence reports	10	10	10		30
3. Prepare tour operators database	10	10	5		25

5.3 Design Web site and Database

1. Hire e-marketing expert to develop web site and database structure	10	5	5		20
2. Prepare terms of reference, hire web design firm	3		10		13
3. Manage web site design + production	5	40	10		55
4. Launch website					

5.4-a Trade Show Attendance (2007)

1. Select shows with MOT, TDA and others	3	5	5		18
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LIFE RS Tourism Activities	ITA	ETA	LPS	RST	Total
2. Select operators and public sector participants	3	5			8
3. Offer trade show workshop	5	3	5		18
4. Negotiate partner contributions		5	5		10
5. Prepare regional brochure, package tour sheets	3	15	5		18
6. Assistance (brochure printing) to private sector	3	20	10		33
7. Identify pre/post sales calls	3	15	5		23
8. Attend trade shows	10	10	10		30

5.4-b Trade Show Attendance (2008)

1. Select shows with MOT and others	3	5	5		13
2. Select operators and public sector participants	2	5			7
3. Offer trade show workshop	5	3	5		13
4. Negotiate partner contributions		5	5		10
5. Prepare regional brochure, package tour sheets	2	15	5		22
6. Assistance (brochure printing) to private sector	2	20	10		32
7. Identify pre/post sales calls	2	15	5		22
8. Attend trade shows	10	10	20		40

5.6-a Familiarization Tours (2007)

1, Prepare FAM itineraries	5	10	10		25
2. Pre-qualify and select local suppliers	3	5	5	5	18
3. Identify Tour operators and confirm participation	5	5	10		20
4. Mail packet to participants			10		10
5. Host reception, lead FAM tours + Follow-up	10	10	15	20	55

5.6-b Familiarization Tours (2008)

1. Prepare FAM itineraries	10	10	5		25
2. Pre-qualify and select local suppliers	3	5	5	5	18
3. Identify Tour operators and confirm participation	5	5	10		20
4. Mail packet to participants			10		10
5. Host reception, lead FAM tours + Follow-up	12	15	15	25	67

5.7 Prepare all e-marketing and print materials

1. Preparation of content, text and photographs	5	5	10		20
2. Hire qualified graphic designer	3	15	5		23
3. Print and distribute material		5	10		15

6.0 SRS Regional Tourism Destination Association

1. Organize initial membership meeting	3	5	5		13
2. Provide on-going technical assistance to executive	3	10	10	5	28
3. Prepare task descriptions and responsibilities	5		5		10
4. Prepare association constitution	7	5	10		22
5 Hire executive director	2		10		12

LIFE RS Tourism Activities	ITA	ETA	LPS	RST	Total
7. SME Technical Assistance					
7.1 Receptive (inbound) Tour Operator Assistance					
1, Target market research	2	5	5		12
2. Business planning	5	15	10		30
3. Product development	10	10	10	10	40
4. Green management Strategy	10	10	10		30
5. E- Marketing initiative	10	10	10		30
7.2 Website Developments or Upgrading Assistance					
1. Review of current web site	5		5		10
2. Hire web designer			5		5
3. Redesign web site: add content, software, etc	3	15	5		23
7.3 Handcraft Design and Production					
Technical assistance to 15 craftspeople	20	40	10	10	80
	790	1431	1042	402	3665