Project for Sustainable Tourism Development in a Network of Cross-Border Parks and Protected Areas in West Africa

Operational Summary

March 2010
I. Challenges and objectives of the mission

1. Challenges and objectives of the mission
   1.1 Tourism in the world economy
   1.2 Origins and objectives of the project
   1.3 Challenges identified

1.1 Tourism in the world economy

Over the past ten years, the development of international tourism has been characterized by sustained growth at an average annual rate on the order 3% for international tourists arrivals and +2% for tourism receipts. During the same period, international tourism in Africa has outpaced the overall growth rate for the world at +6% for arrivals and +8% for receipts.

In 2009, international tourist arrivals reached 880 million as compared to 920 million in 2008, representing a decline of 4%. Initial estimates indicate that international tourism receipts, which amounted to 946 billion US dollars in 2008, not including international transport receipts, suffered a decline of 6% in 2009. Tourism has become one of the principal actors of international trade.

The global economic crisis in 2009 affected all sectors including tourism. The results for the full year show that growth was negative in all regions of the world except Africa which bucked the general trend with +5% growth in international tourist arrivals which totalled 48 million.

These results, in a difficult context, bear witness to the dynamism of African tourism and confirm its strong potential. Various destinations in sub-Saharan Africa posted positive growth: Kenya (+37%), South Africa (+4%), Rwanda (+9%), Swaziland (+11%).

In the top 10 of the world rankings, we find the United States, France, and Spain in the top positions. The good performance of Turkey has lifted it one notch in terms of arrivals where it has risen to 8th place, as well as receipts where it is now ranked 9th.

Tourism exports represent 30% of the world's exports of trade in services and 6% of exports of goods and services.
1. Challenges and objectives of the mission

1.2 Origins and objectives of the project.

**Origins**

The project for sustainable tourism development in a network of cross-border parks and protected areas in West Africa was initiated at the 4th Islamic Conference of Tourism Ministers and at the 16th session of the UNWTO General Assembly, both held in Dakar, Senegal, in March and December 2005, respectively. The study process, initiated in 2008 in the framework of a call for tenders, saw its phases 1 and 2 confirmed at the 18th session of the General Assembly of the World Tourism Organization held in Astana, Kazakhstan in October 2009.

It benefits from the technical assistance of the World Tourism Organization, the Organization of the Islamic Conference, financial support from the Korea International Cooperation Agency (KOICA) and the ST-EP Foundation.

The validation of all the options adopted in the final document of the study was formally done at the meeting of the steering committee in Madrid in December 2009.

**Objectives:**

- To reduce the poverty of local communities through augmentation of income, an increase in the number of jobs and the promotion of income-generating activities.
- To ensure the conservation of biological diversity at the subregional level.
- To create a network of national and regional parks and cross-border protected areas.
- To professionalize the actors of the tourism sector of the subregion.
- To promote sustainable tourism and ecotourism.
- To support the process of subregional economic integration based on rational management of cross-border protected areas.

The countries involved in the project:

- Benin
- Burkina Faso
- Gambia
- Guinea
- Guinea Bissau
- Mali
- Mauritania
- Niger
- Senegal
- Sierra Leone
I. Challenges and objectives of the mission

1. Challenges and objectives of the mission
   1.1 Tourism in the world economy
   1.2 Origins and objectives of the project
   1.3 Challenges identified

   - Compilation of basic information collected to make it possible to establish a database for each country;
   - Market introduction of tourism products to be created at the subregional level: marketing plan, communication;
   - Proposing operational inter-state circuits;
   - The protection, conservation and valorization of biological diversity;
   - The sustainable management of biodiversity: concerted management plans, fairness in the sharing of profits gained from resources;
   - Evaluation of the capability for action of private operators, civil society, local communities and public institutions;
   - Initiating the development of the local communities: creation and rehabilitation of basic infrastructure, mechanisms for providing products and services to tourists;
   - The development of income-generating activities contributing to poverty reduction in favour of the communities of the peripheral areas: handicraft production, local products, jobs and training.

Cross-border protected areas involved in the project

- Djoudj – Diawling (Senegal / Mauritania)
- Niokolo Koba – Badiar (Senegal / Guinea)
- Gambia – Kayanga – Geba – Koliba – Corubal River Basins (Gambia /Guinea /Senegal)
- Rios Kogon – Korubal – Nunez (Guinea Bissau / Guinea)
- Pinselli – Outamba – Kilimi (Sierra Leone /Guinea)
- Bafing – Faleme (Mali /Guinea)
- W (Benin / Burkina Faso / Niger)
I. Challenges and objectives of the mission
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

A. Positioning of West Africa

In sub-Saharan, the phase of economic expansion has continued: real GDP growth was 6.5% in 2007 as compared to an average of 6.0% over the past four years.

For the period January-April 2008, the inflation rate has risen to 4.6%, as compared to 2.5% for 2007. Budgetary income, while growing by over 3% would represent, on average, 18% of the gross domestic product in 2008.

Total tourism receipts in Africa represent around 3% of worldwide receipts. In 2008, receipts amounted to 31 billion dollars (an increase of 1.4 billion), 20 billion of which went to sub-Saharan Africa.

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>World</td>
<td>742 billion $</td>
<td>858 billion $</td>
<td>946 billion $</td>
<td>850* billion $</td>
</tr>
<tr>
<td>Africa Total</td>
<td>24.6 billion $</td>
<td>29.5 billion $</td>
<td>30.9 billion $</td>
<td>not available</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>15.9 billion $</td>
<td>19.3 billion $</td>
<td>20 billion $</td>
<td>not available</td>
</tr>
</tbody>
</table>

* : estimate

Source UNWTO
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

A. Positioning of West Africa

B. Tourism hubs and accessibility

C. Tourism in cross-border protected areas

2.2 Differentiated cross-border protected areas

2.3 Prospects to pursue

2.1 Level of tourism development in the subregion

B. Tourism hubs and accessibility

In the context of continental Africa, tourist arrivals are concentrated in a relatively small number of destinations. Out of more than 50 countries and territories, six countries receive more than one million tourists: South Africa (6.8 million), Tunisia (6 million), Morocco (5.5 million), Zimbabwe (1.9 million), Algeria (1.2 million) and Kenya (1.1 million), and together these represent nearly 68% of international tourist arrivals.

For its part, West Africa represents just 9% of the market and 10% of receipts.

As for air transport, the lack of capacity in terms of seats on offer and the deficiency of organization make travel difficult between two capitals of the subregion: flights are unnecessarily long and are often cancelled, with high airfare prices.

Lastly, at the national and subregional levels, the insufficiency and/or deterioration of road infrastructure make it difficult to access the sites.

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<table>
<thead>
<tr>
<th>Country</th>
<th>International arrivals</th>
<th>Leisure tourists</th>
<th>Reference year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mauritania</td>
<td>70 000</td>
<td>12 000</td>
<td>2006</td>
</tr>
<tr>
<td>Senegal</td>
<td>866 154</td>
<td>257 975</td>
<td>2006</td>
</tr>
<tr>
<td>Gambia</td>
<td>111 000</td>
<td>N/A</td>
<td>2005</td>
</tr>
<tr>
<td>Guinea</td>
<td>46 687</td>
<td>8 068</td>
<td>2006</td>
</tr>
<tr>
<td>Guinea Bissau</td>
<td>15600</td>
<td>3724</td>
<td>2007</td>
</tr>
<tr>
<td>Mali</td>
<td>250 000</td>
<td>60 000</td>
<td>2009</td>
</tr>
<tr>
<td>Niger</td>
<td>60 332</td>
<td>13 876</td>
<td>2006</td>
</tr>
<tr>
<td>Benin</td>
<td>185 000</td>
<td>35 113</td>
<td>2006</td>
</tr>
<tr>
<td>Burkina Faso</td>
<td>300 000</td>
<td>64 000</td>
<td>2009</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>40 000</td>
<td>N/A</td>
<td>2005</td>
</tr>
</tbody>
</table>

This table shows passenger traffic at the principal African airports in order of importance in the countries of the zone.
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion
   A. Positioning of West Africa
   B. Tourism hubs and accessibility
   C. Tourism in cross-border protected areas

2.2 Differentiated cross-border protected areas

2.3 Prospects to pursue

<table>
<thead>
<tr>
<th>Protected area</th>
<th>Country</th>
<th>Number of visits 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>W Park</td>
<td>Niger; Burkina Faso; Benin:</td>
<td>5 090; 622; 1 542</td>
</tr>
<tr>
<td>Niokolo / Badiar Park</td>
<td>Senegal; Guinea:</td>
<td>5 000; 0</td>
</tr>
<tr>
<td>Djoudj / Diawling Park</td>
<td>Senegal; Mauritania:</td>
<td>5 000; 1 092</td>
</tr>
<tr>
<td>Bafing / Falémé Park</td>
<td>Mali; Guinea:</td>
<td>10; N/A</td>
</tr>
</tbody>
</table>

2.1 Level of tourism development in the subregion

C. Tourism in the CPAs

One of the fundamental issues regarding tourism development in protected areas is the consideration of all the possibilities linked to the very essence of protected areas.

The lessons drawn from interviews tend to indicate that:
- In the Niger part of the W Park, agency clients represent 20% of visits.
- In the Benin part of the W: 95% of clients are residents of Benin, and thus individual travellers.
- In Diawling, the great majority of clients come from St. Louis without passing through Djoudj, but rather transit by river (by pirogue or through the dam) for a one-day excursion: the information collected show a marked decline in visits from 2195 in 2003 to 1192 in 2004.
- Out of the total visitors to the Pendjari in Benin, 45% are Benin nationals, with tourists coming from Benin or transiting through Arli and Ouagadougou for direct road access.

The two parks of W and Djoudj / Diawling could be considered today as the only ones of all the protected areas of the zone to develop the beginnings of cross-border tourism, whose limitations are soon reached:
- The differentiation of the statuses of the areas,
- The lack of facilities represents a major obstacle to tourism activity,
- Complementarity in terms of vision should be ensured.
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

2.2 Differentiated cross-border protected areas

A. An incomplete institutional framework
B. Weakened biodiversity
C. Infrastructure needing improvement
D. Tourism facilities to be rehabilitated
E. Customer flows needing mobilization

2.3 Prospects to pursue

2.2 Differentiated cross-border protected areas

A. An incomplete institutional framework

The following table breaks down the situation of the statuses of the CPAs and their component parts. It shows a diversity of statuses, labels, management modalities and organs which could constitute a hindrance to the development of shared cross-border tourism.

NP = National Park
BR = Biosphere Reserve (UNESCO)
CBR = Cross-Border Biosphere Reserve (UNESCO)
IBA = Important Bird Area (Birdlife International)
CF = Classified Forest
ZCI = Zone of Cynegetic Interest
RS = Ramsar Site (Wetlands of International Importance)
EHS = Endangered Heritage Site
Sanct. = Sanctuary
Park = Nature Park
II. Findings and assessment

2. Findings and assessment

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2.3 Prospects to pursue

2.2 Differentiated cross-border protected areas

B. Weakened biodiversity

- Over-visitiation at some sites (pelican nesting grounds in Djoudj) threatens ecological balances;
- The pressure placed on the land by the surrounding populations in search of farmable land: W and Nickolo Badiar Parks;
- The development of intensive cotton growing is encroaching on the surrounding areas of the Parks;
- The nomadism of cattle herds by Fula herders raises fears of pandemic among wild fauna (transhumance corridors in the W);
- Industrial and mining development in certain zones: gold washing, dams, mine prospecting;
- Uncontrolled hunting: land intensive poaching in spaces neglected by forest wardens, lack of means and trade in bushmeat;
- Risks posed by invasive plants such as typha;
- Insufficient inventory-taking of biological diversity;
- The uncontrolled exploitation of plant species such as the palmyra palm and bamboo;
- The existence of non-rationalized exploitation of natural resources (wood-cutting, brushfires, poaching, shifting cultivation);
- The fragility of certain endangered species in certain zones.
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

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2.3 Prospects to pursue

2.2 Differentiated cross-border protected areas

C. Infrastructure needing improvement

This particularly concerns:

- Accessibility of the protected areas from the capitals, which by definition are distant;
- Telecommunications and radio links;
- Safety and security coverage of the protected areas and evacuation conditions;
- The availability and organization of agents of the water and forest service as well as auxiliary resources in terms of equipment and materials;
- Reception centres, facilities and logistics;
- Development of surrounding areas and reception infrastructure: entrance gates, surroundings and landscaping;
- Treatment of liquid and solid wastes and sanitation issues;
- Utilities: supply of power and potable water;
- Internal roadways and structures: bridges, inverts, ponds;
- Directional signage inside the areas;
- The level of comfort and equipment of the campsites.
## II. Findings and assessment

### Summary table of the level of infrastructure

<table>
<thead>
<tr>
<th>Cross-border protected area</th>
<th>Entrance gates</th>
<th>Surrounding area</th>
<th>Planning</th>
<th>Campsites</th>
<th>Internal roadways</th>
<th>Signage</th>
<th>Utilities</th>
<th>Waste</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bafing / Falémé</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>To be improved</td>
<td>To be created or improved</td>
<td>To be created</td>
<td>Non-existent</td>
<td>Not treated</td>
</tr>
<tr>
<td>Niokolo / Badiar</td>
<td>To be improved</td>
<td>To be refurbished</td>
<td>To be created</td>
<td>To be rebuilt</td>
<td>To be improved</td>
<td>To be improved</td>
<td>Non-existent</td>
<td>Not treated</td>
</tr>
<tr>
<td>Diawling-Djoudj</td>
<td>To be refurbished</td>
<td>To be refurbished</td>
<td>To be homogenized</td>
<td>Improve the surroundings</td>
<td>To be improved</td>
<td>To be improved</td>
<td>Non-existent</td>
<td>Not treated</td>
</tr>
<tr>
<td>W Niger Burkina Faso Benin</td>
<td>Significant in Burkina, to be set up for the other entrances</td>
<td>In progress in Niger, to be created in Burkina and Benin</td>
<td>In progress in Niger, to be created in Burkina and Benin</td>
<td>Point Triple to be revived</td>
<td>To be maintained</td>
<td>To be homogenized</td>
<td>Non-existent, except for the hotel of la Tapoa</td>
<td>Not treated</td>
</tr>
<tr>
<td>Cogon-Corubal-Nunez</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>To be defined</td>
<td>To be defined</td>
<td>Non-existent</td>
<td>Not treated</td>
</tr>
<tr>
<td>Cantanhez-Tristao</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>Non-existent</td>
<td>Functioning</td>
<td>To be created</td>
<td>To be defined</td>
<td>Non-existent</td>
<td>Not treated</td>
</tr>
</tbody>
</table>
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

2.2 Differentiated cross-border protected areas
   A. An incomplete institutional framework
   B. Weakened biodiversity
   C. Infrastructure needing improvement
   D. Tourism facilities to be rehabilitated
   E. Customer flows needing mobilization

2.3 Prospects to pursue

2.2 Differentiated cross-border protected areas

D. Tourism facilities to be rehabilitated

The concept of accommodation is quite a difficult one to delimit in the different protected areas involved in the study for diverse reasons:

- The multiplicity of the accommodation typologies: hotels, inns, motels, village campsites, private campsites, tents camps, etc., without the possibility of providing a precise definition for each of these categories, or for a classification to be carried out by the countries.

- The diversity of the national classification systems and the non-application of the standards promulgated by ECOWAS 10 years ago.

- The lack of monitoring by the administrations with regard to construction and operating permits of establishments, often resulting in anarchic and uncontrolled development: proof of this is the impossibility of accurately determining the number of establishments and the marketable capacity.

- Non-observance of safety standards (technical facilities) and hygiene standards for an international clientele (demanded by tour operators).

- Differences in forms of management (public, private, associative, village-based) fail to ensure professionalism in management and the training of personnel.
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

2.2 Differentiated cross-border protected areas

A. An incomplete institutional framework
B. Weakened biodiversity
C. Infrastructure needing improvement
D. Tourism facilities to be rehabilitated
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2.3 Prospects to pursue

2.2 Differentiated cross-border protected areas

E. Customer flows needing mobilization

The tourism season covers the period from late October to the end of April. The low visitation over the rest of the year consists of arrivals of scientists for research and observation purposes.

The existing accommodations for the structured parks such as Djoudj or Niokolo have been ceded to private operators whose level of investment with a view to providing quality services remains low. Observation makes it possible to gauge the degree of dilapidation of the existing structures.

Village-based accommodations are the result of foreign direct investment; indeed, the support of the European Union (Campsite in Cantanhez, Guinea Bissau), that of western countries such as France (campsite at Diari and Donghol in Guinea), Portugal, Italy (ST-EP programme and campsite at Njagabaar in Djoudj) within the framework of cooperation for sustainable development, has made it possible to mobilize the populations of protected areas and to create community-based campsites on the perimeters.

Visitation remains weak: less that 50% occupancy rate during the year, as a consequence of the low arrival rates of tourists in the country.

The level of domestic and subregional demand is likewise weak. 90% of tourists come from European countries in the following order (France, Germany, Netherlands, Denmark, UK, USA).

The average duration of stay does not exceed 1.1 days, which shows the highly day-trip nature of tourist visits to the protected areas.
II. Findings and assessment

2. Findings and assessment

2.1 Level of tourism development in the subregion

2.2 Differentiated cross-border protected areas

2.3 Prospects to pursue

A. Impacts to take into account

- Great homogeneity of settings
  All the sites included in the study belong to the more-or-less dry Sudanian belt except for the CPA of Djoudj/Diawling which is in a humid zone of the Sahelian belt with marine influences, and to a lesser degree Pinselli/Outamba which is closer to the Guinean belt.

- Great heterogeneity of statuses
  One of the characteristics of the PAs studies is their great diversity in terms of their status. While some of them possess national status and international labels allowing them to access funding, others are no more than classified forests and their caretaker administrations generally have only a meagre budget for their management.

- Near absence of cross-border management
  The CPA that is most advanced in terms of cross-border management is undoubtedly the "W" Regional Park. As for the other CPAs, except for Djoudj/Diawling where regular technical meetings are held between the management bodies of both parks are held, there is no other cross-border management structure. At the very most, some meetings are held, notably in the framework of the CBRs (Niokolo/Badiar), or else very much "upstream" within the framework of the definition of policies for the cross-border management of biodiversity at the subregional level (such as the Guinea/Sierra Leone technical workshop in Freetown on 4 June 2007). As for the Cross-Border Areas known as "River Basins", these exist only on paper.
II. Findings and assessment

2. Findings and assessment
   2.1 Level of tourism development in the subregion
   2.2 Differentiated cross-border protected areas
   2.3 Prospects to pursue
      A. Impacts to take into account
      B. Opportunities to develop
      C. Hierachization in the development of the areas

2.3 Prospects to pursue

B. Opportunities to develop

- **Seasonality and climatology**
  The tourism development of the cross-border protected areas of West Africa will entail the lengthening of the visiting season, in order to achieve better utilization of resources, more efficient return on investment, optimal economic benefits and continued employment.

- **Image and publicity**
  An analysis of the current offerings show the degree to which the protected areas of West Africa are positioned in direct competition with other parks, notably in East and Southern Africa. This is a counter-productive situation which has consequences that handicap the current operation of the sites and their future development.

- **New markets and segments**
  Lengthening the season, taking better advantage of the own resources and attractions of the parks also means diversifying offerings to new markets and above all new customer segments.

- **New behaviours**
  The creation of an original offering specific to the cross-border protected areas should take into account the developments observed and foreseen in the behaviour of tourism clienteles.

- **Regional synergy**
  The tourism development of the cross-border protected areas inevitably requires coordination between the States concerned.
II. Findings and assessment

2. Findings and assessment
   2.1 Level of tourism development in the subregion
   2.2 Differentiated cross-border protected areas
   2.3 Prospects to pursue
       A. Impacts to take into account
       B. Opportunities to develop
       C. Hierarchization in the development of the areas

2.3 Prospects to pursue

C. Hierarchization in the development of the areas

The tourism use of the cross-border protected areas of West Africa is dependent upon a certain number of factors:

- The tourism development strategies of the different States concerned and their entry in the international market through the positioning of the subregion.
- The socio-political conditions of the zones concerned ensuring the safety and security of tourists and facilities for border-crossing: problem of visas in the framework of the UEMOA.
- A faded tourism offering by the West African protected areas in their raw state:
  - insufficient improvements,
  - facilities of mediocre quality,
  - road and air access needing improvement,
  - often unsuitable means of communication,
  - weakness of reception infrastructure,
  - insufficient qualified personnel;
- A diversity of statuses and of level of protection and development of the protected areas.

Consequently, the tourism development of these zones can only be envisaged on the basis of plans to be established for each of the areas based on the level of touristic maturity at the regional, national and local levels.
III. Strategic orientations

3. Strategic orientations
   3.1 Tourism challenges in the CPAs
   3.2 SWOT analysis
   3.3 Recommendations and orientations

3.1 Tourism challenges in the CPAs

Certain prerequisites that are imperative for touristification need to be identified or completed:

- Zoning of the parks and the surrounding areas: making it possible to define priority zones for tourism development;

- Definition, formalization and harmonization of statuses and rules of management: to ensure homogenization of the modalities of conservation and management;

- Existence of basic infrastructure: Roads and other networks, tourism reception facilities: to improve the conditions of tourist reception;

- Identification of reliable data on the activities and needs of local populations and knowledge of socio-economic and cultural potential;

- Absence of tourism service providers due to lack of knowledge of what potential to develop: raise awareness of national inbound agencies regarding the high tourism value of biodiversity.
### III. Strategic orientations

#### 3.2 SWOT analysis

<table>
<thead>
<tr>
<th>Protected area</th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
</table>
| CPA Djoudj / Diawling | good accessibility  
existence of the ARDT  
tourism providers | visa issues  
lack of image  
scarcity of information | new products  
inclusion in PRCC  
development partners | fragility of ecosystems  
over-exploitation of certain sites |
| "W" CPA | ECOPAS and WAPO  
biodiversity  
tourism providers | low 'involvement of public tourism sector  
concentration of visitors in Niger | willingness of all 3 bordering countries  
Support of development partners | agricultural and transhumance pressure  
over-exploitation of sites in la Tapoa |
| Bafing / Falémé CPA | emblematic species  
outline of development plan in Bafing | operationality of concertation framework  
lack of qualification of personnel | planned Kayes / Kati / Bamako south road | poaching  
gold extraction  
Sambagalo dam |
| Niokolo / Badiar CPA | Biosphere reserve  
Senegalese tourism providers  
air access possible | degraded product / image  
low qualification of personnel | paving of arterial roads  
ratification of legal instruments | pressure on resources  
dam project |
| 3 Rios CPA | master plan and support mechanism in Guinea | Lack of cross-border concertation and legal texts  
lack of an inventory of tourism potential | coastal and marine biodiversity management project (Financed by FEM) | Mining operations and other types of pollution without impact studies |
| Pinselli / Outamba-Kilimi CPA | emblematic species  
microprojects focusing on agroforestry and awareness-raising | Lack of a development and improvement plan for the protected area lack of concertation | Launch in Guinea of a ten-year framework plan for the management of protected areas | pressure of human activity on natural resources |
| Coliba Krubal-Gambia-Kayanga Geba Basins CPA | Existence of some micro-projects (primates)  
Existence of the OMVG hydro plan | Absence of a resources development and management plan lack of awareness of tourism potential | ten-year framework programme (2008-2017) for PA management  
member in OMVG | Hunting of large mammals migrating between PAs |
3. Strategic orientations

3.1 Tourism challenges in the CPAs
3.2 SWOT analysis
3.3 Recommendations and orientations

3.3 Recommendations and orientations

➢ Institutional aspects:
  ▪ Reappropriation by the departments in charge of tourism of the missions devolved to them;
  ▪ Developing consultation mechanisms;
  ▪ Reinforcing management instruments by countries;
  ▪ Drawing up, adopting and promulgating regulatory texts;
  ▪ Flesh out and train management personnel.

➢ Territorial planning aspects:
  ▪ Reinforcing general infrastructure (roads, etc.);
  ▪ Open up and equip tourism sites;
  ▪ Clarify land-related issues;
  ▪ Establish zones for tourism development;
  ▪ Develop reception and interpretation centres.

➢ Aspects regarding economic benefits:
  ▪ Development of public-private partnerships;
  ▪ Optimize the opportunity of the presence of NGOs;
  ▪ Creation of a concertation mechanism;
  ▪ Develop revenue-generating actions.

➢ Touristification aspects:
  ▪ Place an emphasis on a code of good conduct:
  ▪ Offer new products;
  ▪ Improve the quality and diversity of tourism products;
  ▪ Ensure training of accompanying guides;
  ▪ Enhance socio-cultural aspects;
  ▪ Define qualitative specification sheets.
IV. Action plans

4. Action plans

4.1 Legal framework and governance at the regional and local level

Overall objectives:
- To create and make operational a regional structure for the management, coordination and implementation of the project in the CPAs;
- To create and make operational public-public, and public-private-NGO concertation mechanisms;
- To prepare and foster the creation of cross-border status and structures for the CPAs that lack them;
- To harmonize the management activities of the CPAs once there is a cross-border management structure;
- To establish a legal framework for the protection and conservation of biodiversity mitigating all threats;
- To facilitate administrative processes and simplify the conditions of management;
- To carry out policies for mobilizing financing, developing the CPAs and regional concertation;
- To create the conditions for socio-economic development in and around the CPAs in line with the objectives of conserving and harnessing biodiversity;
- To harmonize the conditions of access and movement in the parks.

The global nature of action entails:
- Fostering and sustaining the creation and coordination of partnerships;
- Developing an investment strategy for the capital of the structure within the framework of a Foundation;
- Drafting a detailed document on policy and investment strategy in line with international best practices;
- Proposing a legal structure for the location of the headquarters and funds based on a comparative analysis of several selected countries;
- Training the actors.

Expected eventual outcomes will concern:
- The progressive decrease in the pressures exerted upon the CPAs;
- Better understanding of the Zoning and Management Plans (ZMPs);
- Existence of a reliable funding mechanisms for the CPAs.

Sustainable tourism development in the CPAs implies:
- The establishment of a subregional management organization
- Support for the creation of a Foundation
- Setting up local management organizations
- Partnership actions

Ref: Strategic Axis 7; Legal framework
Projected cost of investment: 2,425,000 euros
4. Action plans

4.2 Biodiversity and environmental management

It is recommended to promote the production of cross-border management plans, initially in simplified form, in order to coordinate the activities of the managers.

Objectives sought:
- To protect and conserve biodiversity in the face of threats linked to industrial development and mining, the disorderly exploitation of certain plant species, and intensive cotton growing;
- To improve the concertation mechanism of the fight against poaching (FAP) between each country of the cross-border protected area;
- To coordinate FAP activities and promote information exchange among the teams of the countries concerned;
- To improve the effectiveness of the fight against poaching (FAP) in the CPAs;
- To compile the data collected through monitoring activities;
- To professionalize agents within a regional regulatory framework

The nature of the action will entail:
- The preparation of cross-border concertation mechanisms for the FAP;
- The construction of patrol posts;
- The acquisition of equipment materials;
- Field training of agents and awareness-raising among residents.

The expected outcomes concern:
- The improvement of the effectiveness of the fight against poaching;
- Enlargement of the monitored area;
- Improvement of knowledge about the biology and ethology of species (from the data collected during monitoring patrols);
- Increase in wildlife population;
- Better spatial distribution of wildlife;
- Better distribution of tourist flows;
- Limiting the impact on wildlife and ecosystems.

Ref: Strategic Axis 1 ; biodiversity issue

Projected cost of investment: 2,034,500 euros
4. Action plans

4.1 Legal framework and governance at the regional and local level
4.2 Biodiversity and environmental management
4.3 Tourism activities
4.4 Transport and infrastructure
4.5 Tourism facilities
4.6 Income-generating activities
4.7 Homogenization of CPA management regulations
4.8 Administrative and private investment facilitation
4.9 Marketing and promotion

4.3 Tourism activities / accommodation

The existing tourism facilities are mostly situated in the heart of the park and very little in the peripheral areas. The aim is thus to strengthen and rehabilitate the structures favouring tourism in a set of pre-delimited zones (accommodation, watch posts, Park Lodge). Aside from the rehabilitation of accommodation infrastructure and transport facilities (cf. point 4.4, transport and infrastructure), it would be advisable to consider issues that affect the activity of inbound travel agencies:

- international and national agreements and homologations;
- personnel training;
- renewal of means of production and insurance.

Programme elements:

- Establishment of standards regarding the typology and classification of accommodations taking into account technical aspects, level of comfort and level of service.
- Compliance with international technical standards, based on a specification sheet, concerning basically: food and kitchen safety and conditions in which food is kept, water quality, electrical safety, treatment of black and grey waters, sorting and elimination of waste, fire safety.

Nature of the action:

This qualitative approach is indispensable in order to counteract the negative image of different Africa professional service providers in European and American markets. Moreover, it is advisable to prepare the quality control administrative and technical framework for facilities and services and to develop this action under the aegis of subregional bodies.

Expected results. These strategic actions will make it possible to:

- Regain professional credibility at the international level;
- Win the confidence of different international partners;
- Reassure tourists through the observance of international standards.
4.4 Transport and infrastructure

The works proposed under the heading of infrastructure and civil engineering are aimed at improving the accessibility to and the mobility within the Cross-Border Protected Areas. The proposed programme includes a part with new work whose scale partially precludes local action and another part consisting of maintenance work and manageable tasks that can be executed using Highly Labour-Intensive (HLI) methods. The constant nature of maintenance work, which is important to keep the roadways in good condition, will make it possible to ensure the existence of HLI activity, with an immediate positive effect which is the integration of the local populations in the CPA development programmes. The implementation of "large-scale" public works will be an opportunity to provide training to the future personnel of maintenance teams.

The most environmentally friendly choices:

The works proposed under the heading of water supply, waste treatment and reuse are aimed at improving the sanitary conditions of the personnel, the population, tourists, to protect the water-tables and the environment of the CPAs, the reutilization of biological waste and the improvement of food production.

Nature of the action:

Aside from road and accessibility infrastructure, the other new HLI work for some, after training of the personnel, will concern:

- The drilling of deep wells for the camps, the villages and boulies,
- The creation of distribution networks and water towers,
- The construction of health cabins with water stations in the villages,
- The installation of septic tanks suitable for the recovery of methane as cooking fuel, and the sediment of the tanks will be recovered to enrich compost,
- The treatment of greywater sewage in macrophyte ponds in humid areas and aerobic ponds in arid areas.

Outcomes expected:

- Access to water by the villagers in all seasons,
- Improvement of sanitary conditions for the population and tourists,
- Improved environmental perception for tourism.
IV. Action plans

4. Action plans

4.5 Tourism facilities

It is essential for all the facilities to be compliant with national regulations concerning safety, sanitation and tourism, and that they also be brought up to standard. A movement by providers towards environmental and eco-tourism labelling would guarantee their engagement in sustainable tourism. The territorial organization of the CPAs using a new planning approach will take into account the creation of external mobility (access) and internal mobility (movement inside them, regardless of mode).

A series of visible structuring facilities are to be deployed according to the needs and opportunities of each CPA. These are:

- an "Entrance Gate" to the CPA: reception, information and visitor service facilities.
- a "Park Lodge": a receiving site inside the CPA.
- a "point of interest": mode of setting up a specific point inside a CPA: viewing area, water station, archaeological site, panorama…

Nature of the action:

The implementation of structuring facilities requires progressive phases that ensure their legitimacy, coherence with the territory, and performance in terms of the challenges taken on.

The phases proposed take into account the complexities specific to the environment of the CPAs, the available competencies, both for management and for artisans and labour.

Outcome and expected results:

- An environmental dimension under control: optimization of the impact of flows on the environment, development of an eco-construction segment...
- Better dissemination of tourism pressure on spaces;
- Requalification of CPA landscapes;
- An environmentally friendly image policy.
4. Action plans

4.6 Income-generating activities

Income-generating activities are connected with those that are already undertaken locally by the village populations. The aim is, therefore, to act on the levers identified in order to facilitate or increase their involvement in the tourism economy.

The major objectives are:

- To reduce the level of economic poverty in the peripheral areas through the development of agricultural/livestock, handicraft and cultural activities;
- To revisit the actions undertaken by the farmers, livestock breeders and artisans so as to produce in a way that satisfies tourist expectations. In this way, they would see their income improve;
- To contribute to the value-added of regional tourism offerings.

Diversification of fields of activity and promoting associations:

The new needs will facilitate the reconversion of the populations to eco-tourism activities: reception, eco-guides, accommodation, food service, activity organization; likewise, the valorization of the traditional know-how of the populations should facilitate the commercialization of arts and crafts. The recommended microcredit process could be placed in a framework aimed at encouraging and facilitating association among very small promoters. The idea is to establish favourable conditions at the local level for the creation of cooperatives and professional associations. (a specific action in favour of the insertion of women and young people is recommended).

There are multiple expected results, concerning, among others:

- Raising awareness and training farmers and artisans grouped together by segment;
- Interest in forming partnerships and to pool the means of production and/or marketing strategies;
- Ensuring good-quality products;
- Improvement of production diversification techniques.

Projected cost of investment: 10,840,000 euros

Ref: Strategic Axis 5; Income-generating activities
4. Action plans

4.1 Legal framework and governance at the regional and local level
4.2 Biodiversity and environmental management
4.3 Tourism activities
4.4 Transport and infrastructure
4.5 Tourism facilities
4.6 Income-generating activities
4.7 Homogenization of CPA management regulations
4.8 Administrative and private investment facilitation
4.9 Marketing and promotion

The harmonization of statuses, regulations and of communication actions and exchanges among the Areas:
- Harmonization of statuses
- Harmonization of regulations
- Communication and exchange actions

Ref: Strategic Axis 1; Biodiversity issue

Projected cost of investment: 2,034,500 euros

4.7 Homogenization of CPA management regulations

- Harmonizing the statuses, internal regulations, and modalities of operation of contiguous Protected Areas in order to improve activities in all fields: Fight against poaching, wildlife monitoring, inventories, tourism development, etc.
- Furthermore, there exist inconsistencies in remuneration and in the way of applying regional tariffs. Depending on their administrative dependence and the place where the guards perform their patrols, bonuses are variable, which leads to their de-motivation;
- Improving communication and exchanges among the managers of the CPAs in the different countries;
- Establishing a permanent link between the CPAs and training centres or university hubs;
- Providing visitors (professionals and tourists) with the possibility of obtaining information on the other CPAs of West Africa.

Nature of the action:
Conducting a legal study to evaluate the tasks to carry out in order to change the status of two contiguous PAs so as to improve the effectiveness of management. This would make it possible to move towards having cross-border statuses that are as close to each other as possible, or at least more compatible.

The CPAs could be equipped with computer terminals, for example, at the level of the Park Lodges, so that they can connect to the central site and consult the documentation. An Intranet would allow the managers of the CPAs to communicate among themselves.

Outcomes expected:
- Reduction of the isolation of certain protected areas;
- Placing online of different technical documents that could be of interest to the managers of the different PAs;
- Development of communication and information exchanges among the managers of the different PAs;
- Access to information of other CPAs facilitated for tourists.
4.8 Administrative and private investment facilitation

The disparity in legal systems in the different countries within the same CPA, and a fortiori, among all the CPAs of the subregion is a major hurdle for the development of enterprises, a handicap to investment and major risk of unequal treatment of operators in the same PA depending on the territory of their activity.

It is therefore advisable to ensure equal treatment and equal opportunity to the enterprises of the ecotourism sector in all phases of their economic life while at the same time providing guarantees for a secure business climate.

The point is to ensure equality in the economic competitiveness of enterprises in each of the national territories for all the CPAs. To be address with priority are issues relative to:

- The harmonization of land tenure in the buffer zones and peripheral areas making it possible to apply uniform land tenure laws;
- The definition of concession rules and their requirements vis-à-vis the contracting parties (private operators and village communities);
- The implementation of a code of ecotourism investment common to all the States;
- Commercial reciprocity for the guides and travel agencies;
- The harmonization of approval procedures for the creation of tourism enterprises.

Outcomes expected:

They result from the implementation of a series of measures that favour tourism investment and the life of enterprises of the sector in a community space.

Reinforcements are necessary in order to consolidate (UEMOA zone) and expand (all ECOWAS plus Mauritania) the principle of free movement of tourists and increase the level of investment. It is necessary to act on:

- Administrative facilitation
- Incentives and facilitation for private investment
- Partnership actions

Ref: Strategic Axis 3; Involvement of the private sector: Projected cost of investment: 820,000 euros
IV. Action plans

4. Action plans

4.1 Legal framework and governance at the regional and local level
4.2 Biodiversity and environmental management
4.3 Tourism activities
4.4 Transport and infrastructure
4.5 Tourism facilities
4.6 Income-generating activities
4.7 Homogenization of CPA management regulations
4.8 Administrative and private investment facilitation
4.9 Marketing and promotion

The commercial under-representation of the zone in the principal tourist generating markets makes it necessary to work more in order to improve:

- Production
- Marketing and distribution
- Promotional policy
- Communication

Ref: Strategic Axis 6; Marketing and Promotion

Projected cost of investment: 1,980,000 euros

4.9 Marketing and promotion

It is advisable to conceive production within the framework of a global and coherent approach for the development of ecotourism in the CPA, while keeping an entry-based approach in each of the national entities. The production will be a function of the capacities of the zones to receive tourism facilities. It should be light in the central zones.

From the commercial and distribution perspective, it is advisable:

- To facilitate access by customers to these territories by offering them all-inclusive packages which reassure them and respond to their expectations;
- To organize inbound operators in order to make them more effective through networking within the framework of a common commercialization tool;
- To establish a new type of relationship with tour operators ensuring them of quality service within the framework of market launch;
- To create a website for the CPAs serving as a promotional and communication tool.

From the perspective of promotion and communication:

- Promote loyalty and return visits by direct or indirect clients by thinking globally about all the territories as a whole;
- Provide the public with the necessary information to reassure them, in order to facilitate their travel purchase decision.

Outcomes expected:

- An ensemble generating a capacity to put on the market a diversified range of offerings: accommodation, tourism and environmental information, handicrafts, assistance and guiding;
- Capacity to put on the market an ecotourism offering that is coherent and controlled.
- Improvement, or else the creation of economic benefits;
- Enhancement of the destinations "Cross-Border Parks and Protected Areas of West Africa";
- Surge in direct clientele and in the number of operators offering these destinations;
- Improvement of the image and knowledge about the destination.
V. Planning and economy of the project

5. Planning and economy of the project

5.1 Implementation plan

The implementation plan is drawn up through a process that would require immediate launch and which could be carried out in phases over a ten-year programme.

<table>
<thead>
<tr>
<th>Strategic axes</th>
<th>Actions</th>
<th>Short term</th>
<th>Medium term</th>
<th>Long term</th>
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</thead>
<tbody>
<tr>
<td>Biodiversity issue</td>
<td>Protection and valorization</td>
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<td>Harmonization of statuses</td>
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<td>Capacity building</td>
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<td>Communication and exchanges</td>
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<td>Involvement of the public sector:</td>
<td>Infrastructure and civil works</td>
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<td>Water management and waste treatment</td>
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<td>Energy choices</td>
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<td>Health and safety coverage</td>
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<td>Involvement of the private sector:</td>
<td>Harmonization of legislations</td>
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<td>Tourism zoning and concessions</td>
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<td>Upgrading tourism offerings</td>
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<td>Labelling of facilities</td>
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<td>Innovative products</td>
<td>Territorial organization</td>
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<td>Structuring facilities</td>
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<td>Modes of movement</td>
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<td>Support</td>
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<td>Income-generating activities</td>
<td>Farming/livestock activities</td>
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<td>Valorization of handicrafts</td>
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<td>Insertion into the tourism economy</td>
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<td>Cultural products</td>
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<td>Labour-intensive activities</td>
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<td>Micro-business and micro-credit</td>
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<td>Marketing and Promotion</td>
<td>Production</td>
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<td>Marketing and distribution</td>
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<td>Promotional policy</td>
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<td>Communication</td>
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<td>Legal framework</td>
<td>Administrative facilitation</td>
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<td>Subregional organization</td>
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<td>Foundation</td>
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<td>Local management organizations</td>
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<td>Partnerships</td>
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<tr>
<td>Ecotourism in river basins</td>
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</tbody>
</table>
V. Planning and economy of the project

5. Planning and economy of the project
5.1 Implementation plan
5.2 Breakdown of short and medium-term costs

Construction work (building or refurbishing) or work on natural spaces, as well as outdoor improvements (roadways,...), are essential vehicles for the ecotourism operation and development of sites. The overall sum of the investments envisioned for all the Cross-Border Protected Areas in West Africa amounts to **43,458,742 euros**.

<table>
<thead>
<tr>
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<th>DJOUEDJIAWALING</th>
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<th>BAFINGFALEME</th>
<th>NIKOLO/ BADIAR</th>
<th>TRANSVERSAL ACTIONS</th>
<th>TOTALS</th>
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</thead>
<tbody>
<tr>
<td><strong>Biodiversity issue</strong></td>
<td>83,500</td>
<td>361,500</td>
<td>326,500</td>
<td>419,000</td>
<td>854,000</td>
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<td><strong>Involvement of the public sector</strong></td>
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<td>2,509,675</td>
<td>4,761,151</td>
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<td>14,697,242</td>
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<td><strong>Involvement of the private sector</strong></td>
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<td>205,000</td>
<td>205,000</td>
<td>205,000</td>
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<td>820,000</td>
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<tr>
<td><strong>Innovative products</strong></td>
<td>2,568,000</td>
<td>2,568,000</td>
<td>2,498,000</td>
<td>2,498,000</td>
<td>200,000</td>
<td>10,332,000</td>
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<td><strong>Poverty reduction</strong></td>
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<td>2,170,000</td>
<td>2,170,000</td>
<td>2,170,000</td>
<td>2,160,000</td>
<td>10,840,000</td>
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<tr>
<td><strong>Marketing and promotion</strong></td>
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<td>120,000</td>
<td>120,000</td>
<td>120,000</td>
<td>1,500,000</td>
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<tr>
<td><strong>Legal framework and governance</strong></td>
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<td>140,000</td>
<td>140,000</td>
<td>1,865,000</td>
<td>2,425,000</td>
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<tr>
<td>Cost relative to the collection of indicators</td>
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<td>80,000</td>
<td>80,000</td>
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<tr>
<td>Ecotourism in drainage basins</td>
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<td>250,000</td>
<td>250,000</td>
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<td><strong>Overall total</strong></td>
<td>11,712,099</td>
<td>8,064,175</td>
<td>10,220,651</td>
<td>6,552,817</td>
<td>6,909,000</td>
<td>43,458,742</td>
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### V. Planning and economy of the project

**Amount of short-term investments:**

<table>
<thead>
<tr>
<th>Strategic axes</th>
<th>Short-term in €</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biodiversity issue</td>
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<td>Involvement of the public sector</td>
<td>5,548,371</td>
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<td>Involvement of the private sector</td>
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<td>Innovative products</td>
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<td>Income-generating activities</td>
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<td>Marketing and promotion</td>
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<td>Legal framework and governance</td>
<td>160,000</td>
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<tr>
<td>Transversal actions</td>
<td>1,146,000</td>
</tr>
<tr>
<td><strong>OVERALL TOTAL OF SHORT-TERM INVESTMENT</strong></td>
<td><strong>21,338,871</strong></td>
</tr>
</tbody>
</table>
VI. Expected results

6. Expected results

6.1 Environmental dimension

6.2 Economic dimension

6.3 Social dimension

6.1 Environmental dimension

- The harmonization of laws governing the CPAs: in particular, the harmonization of the statuses of the different national zones within the same CPA, the standardization of environmental zoning (central zone, buffer zone and peripheral zone) and tourism zoning, homogenization of statuses, remuneration and working conditions for forest rangers.

- Prevention and protection against various pressures and threats: through the establishment of a legal framework and the implementation and application of management plans that include the ecotourism factor and taking into account the risks run through proposals on human pressure, agricultural and pastoral factors (transhumance corridors), intensive poaching and mining development.

- The efforts for the restoration and improvement of the management of the ecosystems of the CPAs: through the development of human means and suitable equipment, partnership among the countries concerned, integration and raising the awareness of surrounding populations.

- The awareness-raising and environmental education efforts among local communities: integration of the populations in occupations related to the environment (eco-wardens and tourist guides), as well as consideration of awareness-raising in schools.

- The effectiveness in the treatment of solid waste and waste water using different methods: the collection and treatment of plastics and solid wastes: pre-sorting, implementation of effective treatment systems of greywater and blackwater in the face of the risk of polluting village wells.

- Energy management and the promotion of renewable energies, particularly solar power, in most cases, in the absence of supply through the public grid.

- The valorization of landscapes, archaeology, history, as well as local identities and cultures in order to offer a complete range of tourism products.
VI. Expected results

6. Expected results
   6.1 Environmental dimension
   6.2 Economic dimension
   6.3 Social dimension

6.2 Economic dimension

➤ The integration of tourism in the local economy, subject to national recognition of this sector that is rich in growth potential, by way of the implementation, through UEMOA and subsequently ECOWAS, of the regulatory and legislative framework for the development of the enterprises of the sector and cross-border mobility.

➤ The diversification of income sources and the creation of direct and indirect jobs through the organization of all the direct partners of the sector (accommodation, travel agents and transport providers) and indirect partners (handicrafts, agriculture, livestock breeding, culture and events).

➤ The economic benefits for local communities through the organization of village cooperatives for the production of food and livestock, participation in highly labour-intensive work, training in tourism-support occupations.

➤ The promotion of new ICTs through the creation, follow-up and maintenance of a subregional website promoting the CPAs, their tourism products and local professionals, subject to observance of a quality charter.

➤ The development of infrastructure, reception facilities and means of transport in terms of ensuring facilities (accommodation and transport: emphasis on alternative modes of transport such as horseback, cart, bicycle) and a reorganization of the typology and classification of accommodation establishments.

➤ The promotion of handicrafts, income-generating activities and poverty reduction through an adaptation of handicrafts to the expectations of tourists and their integration in hotel facilities.

➤ The development of microcredit and support to local SMEs and NGOs, the principal local actors of tourism development in the field and guarantors of the proper monitoring of the quality of products.
VI. Expected results

6. Expected results
   6.1 Environmental dimension
   6.2 Economic dimension
   6.3 Social dimension

6.3 Social dimension

- The insertion of populations in tourism, with the concomitant training of young people, the advancement of women, economic and social integration, the development of micro-businesses and village cooperatives, the development of activities such as handicrafts, small-game hunting and the organization of cultural events.

- The fight against illiteracy made necessary by the contact of the village populations with tourists. The personal development of individuals each of whom will have become a link in the chain of economic development of their community.

- The pacification of the cross-border perimeters which are often beset by conflicts over socio-economic interests.

- Cross-border commercial exchanges, the rehabilitation and development of accommodation and restaurant service capacities, the integration of support enterprises, the creation of facilities for interpretation and commerce are also factors of social integration.

- The improvement of the standard of living of the local populations through the repair of road infrastructure, the creation of health and emergency care facilities, telecommunications networks, access to alternative energy and sanitation facilities.

- The increase in tourism flows and the improvement of the quality of services: the bringing to market of new products that incorporate environmental, historical, heritage, landscape and cultural realities for an ecotourism clientele, entails on the one hand the upgrading of all the technical services such as transport, accommodation, initiation to biodiversity, and on the other hand, the training of all service providers in tourism reception, languages, and knowledge of the techniques for the transmission of intangible goods: art, culture, immersion in the environment and biodiversity, ethnic heritage.
VII. Cartographic annexes
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Developing tourism in a network of cross-border protected areas

Investing together in ecotourism in West Africa to enhance biodiversity