



ECOWAS Regional Tourism Policy

Politique Régionale du Tourisme CEDEAO

&

ECOTOUR ACTION PLAN 19-29



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ACRONYMS AND ABBREVIATIONS

AFD	French Development Agency
AfDB	African Development Bank
AVU	African Virtual University
EBID	ECOWAS Bank for Investment and Development
ECOWAS	Economic Community of West African States
GDT	General Directorate of Tourism
GDP	Gross Domestic Product
ICT	Information and Communications Technologies
LMD	Bachelor's, Master's and Doctorate
NGO	Non-Governmental Organisation
NTA	National Tourism Administration
PRD TOUR	Regional Programme for Tourism Development
SWOT	Strengths, Weaknesses, Opportunities and Threats
TFP	Technical and Financial Partners
UEMOA	West African Economic and Monetary Union
UNDP	United Nations Programme for Development
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council

ECOWAS MEMBER STATES



INTRODUCTION

The sustained development of activities in the global tourism industry has made this sector a major economic growth driver in countries that developed it. In 2016, the World Tourism Organization (WTO) recorded 1.235 billion international tourists, with revenues amounting to approximately US\$ 1,220. The tourism sector employs around 200 million people, representing 10% of jobs in the world i.e. 1/11 of the global workforce.

In terms of outlook, WTO forecasts a 3.3% annual increment, representing 1.8 billion arrivals in 2030 (long-term prospective study, WTO, 2011).

It is important to underscore that further to creating jobs and making economic and financial impacts, tourism has a cross-cutting multiplier and knock-on effect involving several economic sectors such as transport, environment, culture, agriculture, fisheries, crafts, construction, etc.

Similarly, it is worth noting the growing “local development” dynamics being observed through community tourism activities focusing on sustainable heritage management matters environmental, cultural etc.

In the ECOWAS region, tourism provides an opportunity to fight against poverty by promoting the rich heritage to stimulate both the national and Community’s economic fabrics. Tourism business employs 3 million people in the ECOWAS region. However, it should be noted that this data falls short of the reality, due to difficulties associated with collection of statistical data in the various Member States.

Owing to the undisputable tourism stakes in respect of job creation and improvement of the populations’ living conditions, the ECOWAS Commission is planning to adopt a regional policy for the period 2019 -2029, alongside operational instruments, to boost the tourism sector.

To achieve this objective, the regional tourism policy approach focuses on heritage protection and preservation, making the most of them through tourism products, ensuring professionalization of the stakeholders, harmonization and compliance with technical specifications by the private operators, creation of an intra-regional market and promotion of the ECOWAS destination.

FIRST PART: ECOWAS REGIONAL TOURISM POLICY

I. TOURISM STATE OF DEVELOPMENT

1.1 Tourism in the ECOWAS Region

The ECOWAS tourism sector is governed by a series of conventions, agreements, laws and legal texts on the organization, management, harmonization of standards, free movement, security, and control of the sector, etc. These include international conventions and agreements on tourism that ECOWAS member states have signed and ratified and national legal instruments.

However, it is observed that many service providers in the sector do not fully comply with the regulations governing their area of activity. This is less about the quality of legal and institutional frameworks than the inadequacy of checks and sanctions imposed by public authorities to compel the said stakeholders to comply with the technical specifications of their activities.

ECOWAS countries endeavour to develop natural factors-based and man-made tourism offer. The natural factors-based tourism offers very diverse and enables the development of a wide range of tourist products using their reliefs, beaches, wildlife and flora that provide opportunities to carry out activities such as seaside tourism, ecotourism, adventure tourism, desert tourism, sports fishing, game tourism, discovery tourism, etc. In addition to the well-preserved and rich biodiversity, and despite the impact of deforestation and climate change, the region still boasts an authentic tangible and intangible cultural heritage.

This natural factors-based tourism offers backed growing man-made offer, with, however, generally unsatisfactory services provided to tourists. Among other things, the hotel industry hardly complies and is below international standards. It is also inadequate and unevenly distributed across territories and tourist sites.

Tourism products are not much in line with tourists' changing needs and competition from other regions, particularly northern and southern Africa. It should be noted that some public authorities and private initiatives are making efforts to innovate and make up for the poor quality of tourism products.

In addition to these inadequacies, the promotion of the ECOWAS destination is seriously hampered by a worsening security situation, prohibitive cost of air transport and cargo, inadequate availability of air services and lack of appropriate national and regional strategies for conducting an efficient promotion on the major outbound markets. Consequently, low international tourist arrivals are recorded in West Africa.

This notwithstanding, it is worth noting that during the past four years, Africa claimed the highest growth rates among all regions of the world. Despite this growth in international tourist arrivals, West Africa's tourism is marginal compared to northern or southern Africa.

The ECOWAS destination demand is mainly by European and American customers. It accounts for a significant part of tourist arrivals in the Community and needs to be diversified because heavy dependence on the international clientele makes the ECOWAS destination vulnerable to business cycle risks in outbound markets.

The ECOWAS destination remains heavily dependent on European and American customers despite the existence of a potential market for intraregional tourism with an estimated community population of 320,347,000 million inhabitants. It is necessary to support the nascent regional and African clientele to mitigate the ECOWAS destination's vulnerability.

Sustainable tourism development in the ECOWAS region requires professional public and private stakeholders. Indeed, tourism activities are mostly conducted by a dynamic private sector that is getting increasingly better organized. It is worth highlighting that several meetings, experience sharing and interest protection forums are available.

With regard to tourism sector funding, there is an increasing volume of private investments in the hotel industry. Hotel chains are emerging across the African continent backed by national and regional banks and financial institutions. However, these banks and financial institutions do not have specific products to provide adequate support for tourism promoters.

On a larger scale, it must be noted that international technical and financial partners allocate very few funding to the tourism sector. Existing funding is diluted into budget lines allocated to other sectors.

1.2 SWOT analysis of the sector

To develop a coherent programme, an in-depth analysis of strengths, weaknesses, opportunities and threats within the tourism environment is essential. The diagnosis focused on the components below:

- 1. Regulatory framework;**
- 2. Offer development and management;**
- 3. Promotion and marketing;**
- 4. Funding the sector;**
- 5. Stakeholder training.**

Regulatory Framework			
Strengths	Weaknesses	Opportunities	Threats
<p>Revised ECOWAS Treaty (Article 3): Free Movement</p> <p>UEMOA Regional Tourism Development Programme (PRD TOUR)</p> <p>National legal instruments (provisions of Constitutions, Legislations and Regulations)</p>	<p>Obsolete legal texts governing tourism</p> <p>Inadequate harmonization of national tourism regulatory frameworks</p> <p>Poor enforcement of standards governing classification facilities in the sector</p> <p>Lack and / or poor dissemination of codes of tourism ethics</p>	<p>International instruments on tourism signed and ratified by ECOWAS Member States</p> <p>projects on UEMOA and ECOWAS VISAS</p> <p>ECOWAS single currency</p>	<p>National Sovereignty on domestication of provisions of Community integration institutions</p>
Tourism Offer Development and Management			
Strengths	Weaknesses	Opportunities	Threats
<p>Rich and diverse heritage</p> <p>Ever-changing man-made tourism offer</p> <p>Existence of cultural events</p> <p>Holding of many meetings and international congresses</p> <p>ECOWAS region's geographical proximity to outbound markets</p> <p>Emergence of some forms of ecotourism, community-based and solidarity tourism</p>	<p>Poor management and protection of sites</p> <p>Poor development of interstate tourism products</p> <p>Poor development of products with significant impact on local economies</p> <p>Difficult access to some tourist sites</p> <p>High cost and poor connectivity of air service</p> <p>Inadequate understanding and ownership of tourism issues by local governments</p>	<p>Sub-regional and regional for the provision of access infrastructure to isolated areas.</p> <p>ECOWAS Environmental Policy</p>	<p>Recurrent health, security and socio-political crises in the ECOWAS region</p>
Promotion and marketing			
Strengths	Weaknesses	Opportunities	Threats
<p>Existence of NTAs (National Tourism Administrations) and bodies in charge of tourism promotion</p> <p>Existence of national Tourism and hospitality shows</p>	<p>Poor availability of transport services, prohibitive cost of air transport and cargo</p> <p>Inadequate use of opportunities offered by regional and international shows</p> <p>Inadequate use of ICTs in tourism promotion and marketing</p> <p>Inadequate marketing strategy</p> <p>Low return rate</p> <p>Difficulty in mobilizing budgets for the public and private sector</p> <p>Lack of tourism products tailored to national needs</p>	<p>Growth of the tourism sector internationally</p> <p>Emergence of a middle class consumers</p> <p>Availability of ICTs</p> <p>Predominantly young population</p> <p>Existence of financing bodies</p>	<p>Recurrent health, security and socio-political crises in some ECOWAS countries</p> <p>Harassment at border posts</p> <p>Institutional instability of National Tourism Administrations (NTAs)</p>

Funding for the Sector			
Strengths	Weaknesses	Opportunities	Threats
<p>National private sectors</p> <p>Presence of technical and financial partners (WB, AfDB, AFD, UNDP, EDF, the European Commission, ECOWAS Bank for Investment and Development (EBID))</p> <p>Presence of banks, financial and microfinance institutions</p> <p>Development Programmes and NGOs sensitive to solidarity tourism</p> <p>National funds to mitigate joblessness and promote self-employment in the ECOWAS Members States</p>	<p>Lack of reliable statistics on the sector</p> <p>Difficulty in mobilizing budgets for the public and private sectors</p> <p>Unappealing investment code</p>	<p>Banks ready to finance the tourism sector</p> <p>Technical support of donors to develop policies and strategies for tourism development</p>	<p>Recurrent political crises in some ECOWAS member states</p>
Stakeholder Training			
Strengths	Weaknesses	Opportunities	Threats
<p>Existence of tourism and hospitality managementschools and training centres</p> <p>Organisation of training courses by NTAs and tourism promotion bodies</p>	<p>Mismatch between training curricula and tourism and hospitality management activities needs</p> <p>Most stakeholders are trained on the job</p>	<p>Adoption by universities in non-Anglophone countries of the Bachelor, Master and Doctorate (LMD) system</p> <p>African Virtual University (AVU) and other reference centres outside the ECOWAS region</p> <p>Training and structuring opportunities with the support of international cooperation</p>	

II. OBJECTIVES OF THE REGIONAL TOURISM POLICY

National tourism policy is part of an environment that recognizes the leading role to be played by the sector in promoting economic and social development. The main issues of this policy are as follows:

- ECOWAS Member States' economic and demographic structures share the same features characterized by strong predominance of young people facing unemployment and migration to large urban centers.
- Member states are facing the same difficulties of development of the sector which concern financing, access to growth markets and capacity building of the actors.

It is acknowledged that tourism has several peculiarities owing to the fact that it cuts across all sectors and plays its leading role in the economy. Thus, tourism:

- creates skilled and unskilled jobs for young people and women in particular;
- brings in foreign currencies that impact positively on balances of payments;
- necessarily involves local communities that are often custodians of tourist sites;
- generates billions of dollars in revenue that directly benefit communities;
- contributes to the settlement of populations to ensure that they sustainably benefit from their natural and cultural resources;
- Etc.

Tourism may therefore be considered as lasting solution to common problems confronting Member States, so long as it is accorded its pride of place in development priorities of ECOWAS region.

2.1. Overall Objective

In accordance with the revised ECOWAS Treaty, the overall objective of the Regional Tourism Policy is to ensure a harmonious and viable development of tourism to create jobs for young people, increase private sector participation through the development of successful and sustainable businesses and thus contribute to the ECOWAS region's economic development.

2.2. Specific Objectives

More specifically, it aims at:

- Creating and promoting an integrated tourism region to pave way for "ECOWAS destination";
- Developing interstate tourism products
- **Improve the performances of the tourist private sector and the competitiveness of the sector**

2.3. Expected Quantitative Outcomes:

Quantitative outcomes expected from the implementation of the Regional Tourism Policy by 2029 as follows:

1. Number of tourists visiting the ECOWAS region reaching 20 million
2. Average length of stay increased to at least 7 days for international tourists;
3. Average length of stay increased to at least 6 days for regional tourists;
4. Average contribution of tourism to ECOWAS countries' GDP being at least 12%;
5. Total number of jobs created reaching 20 million including 08million direct employment during the period; and
6. Tourism income increased up to approximately USD 20 billion.

III. FOUNDATIONS OF THE REGIONAL TOURISM POLICY

The Regional Tourism Policy falls within the purview of Article 3 of the ECOWAS Revised Treaty, which provides that Community actions should focus on "... the harmonization and coordination of national policies and the promotion of integration programmes, projects and activities, particularly in food, agriculture and natural resources, industry, transport and communications, energy, trade, money and finance, taxation, economic reforms policies, human resources, education, information, culture, science, technology, services, health, **tourism**, legal matters;"

The Regional Tourism Policy shall serve as guide for the Community's vision of making ECOWAS an attractive and competitive destination. It is also a crucial link in the Vision 2020 which advocates for moving from an "ECOWAS of States to an ECOWAS of People".

The ECOWAS Regional Tourism Policy 2019-2029 known as *Politique Régionale du Tourisme de la CEDEAO* in French and abbreviated as ECOTOUR 19-29, includes an action plan for the same period.

3.1. Guiding principles

As part of commitment to developing tourism in accordance with the ECOWAS revised Treaty and international obligations, particularly vis-à-vis the World Tourism Organization, ECOWAS Member States firmly undertake to anchor the Regional Tourism Policy on:

- principles of sustainable development and environmental protection;
- job creation for the youth and women;
- winning triptych “States – Private Sector - Local Communities”.

3.2. Nexus with other Community Policies

The Regional Tourism Policy is linked with other similar, related policies and programmes of the tourism sector in the ECOWAS region. This nexus is based on solidarity, complementarity and interdependence. These include, among other things:

- The UEMOA Common Tourism Policy and its action programme;
- Legal Texts on Free Movement of Persons in the ECOWAS region; and
- The ECOWAS Environment Policy.

IV. STRATEGIC AREAS OF INTERVENTION

They are mainly set out in Article 34 of the ECOWAS Revised Treaty relating specifically to tourism through which Member States undertake to:

- a) strengthen regional co-operation in tourism, particularly through:
 - i. the promotion of intra-Community tourism by facilitating movement of travellers and tourists;
 - ii. the harmonization and co-ordination of tourism development policies, plans and programmes;
 - iii. the harmonization of regulations governing tourism and hospitality management activities;
 - iv. the institution of a Community reference framework for tourism statistics and;
 - v. the joint promotion of tourism products portraying the natural and socio-cultural values of the Region.

- b) Promote the establishment of efficient tourism enterprises to cater for the needs of the peoples of the region and foreign tourists through:
 - vi. the adoption of measures aimed at promoting investment in tourism and hotel management;
 - vii. the promotion of the establishment in Member States of professional tourism and hotel management associations;
 - viii. the development and optimum utilization of human resources for tourism in the region and;

- ix. the strengthening or establishment of regional tourism training institutions where necessary.
- c) Eliminate all discriminating measures and practices against Community citizens in the area of tourist and hotel services.

In view of the various issues requiring that special emphasis be placed on tourism development in the ECOWAS region, Member States agree to identify five (05) major areas of interventions, namely:

1. Tourism heritage protection to preserve nature-based tourism resources
2. Tourism heritage development for diversified, authentic, qualitative and long-lasting tourism
3. Professionalization of stakeholders: to give workers in the tourism sector all technical tools, transfer knowledge in tourism; and lastly make know-how and knowledge in tourism, hotel industry and catering available to workers in the sector, as well as local authorities and communities
4. Promoting ECOWAS destination or how to showcase the 15 ECOWAS destinations on growthmarkets, create and disseminate information content to travels and tours agencies and make use of all available visibility platforms (trade shows, Internet, sales catalogues, etc.)
5. Development of standards and control systems: to increase products competitiveness and build confidence in ECOWAS destination by updating and harmonizing regulations and standards as well as adopting effective control systems.

**SECOND PART: ECOWAS REGIONAL TOURISM
POLICY ACTION PLAN ECOTOUR 19-29**

I. ACTION PLAN OBJECTIVES

The ECOTOUR19-29action plan falls under the provisions of the ECOWAS Revised Treaty, particularly Article 3 that aims at creating the enabling conditions for a gradual shift from the ECOWAS of States to the ECOWAS of People within a dynamic economic and peaceful political and social environment.

The ECOTOUR 19-29action plan serves as the roadmap for the implementation of the ECOWAS Regional Tourism Policy with the main objective of “making the ECOWAS region a first class tourist destination in Africa”.

It includes the following programmes:

1. **Tourism heritage protection;**
2. **Tourism heritage development;**
3. **Stakeholders’ professionalization;**
4. **Promoting the ECOWAS destination;**
5. **Developing regulations, standards and control systems.**

II. ACTION PLAN OUTCOMES

The implementation of the ECOWAS Regional Tourism Policy through ECOTOUR 19-29three-year action plans will trigger a dynamic of improvement of major indicators in the sector (international, regional and national tourist arrivals, length of stays of international and regional tourists), whose socioeconomic impacts are an increase in jobs in the sector, incomes and GDP.

By the year 2029, the ECOWAS Regional Tourism Policy should make it possible to achieve the following outcomes:

1. the number of tourists visiting the ECOWAS region reaching 20 million;
2. enhanced intra-community tourism;
3. the average length of stay is increased to at least 7 days for international tourists;
4. the average length of stay is increased to at least 6 days for regional tourists;
5. the average contribution of tourism to ECOWAS countries’ GDP stands at least 12%;
6. The total number of jobs created reaches 20 million including 8 million direct employment during the period;
7. Tourism incomes are increased up to approximately USD 20 billion.

III. ECOTOUR 19-29 IMPLEMENTATION PROGRAMME

ECOTOUR 19-29 action plan has 05 programmes with 09 specific objectives and 39 priority actions.

PROGRAMMES	No	SPECIFIC OBJECTIVES
Tourism heritage protection	SO 1	Protect tourism offer
Tourism heritage development	SO 2	Develop tourism offer
	SO 3	Showcase local and regional products
Stakeholders' professionalization	SO 4	Strengthen stakeholders' capacity
Promoting the ECOWAS destination	SO 5	Strengthen ECOWAS destination presence on outbound markets
	SO 6	Pool tourism promotion resources
	SO 7	Promote intra-regional tourism
Developing the regulatory framework, standards and control systems	SO 8	Harmonise the sector's legal and institutional environment
	SO 9	Put in place a reliable tourism statistics system

PROGRAMME 1 :TOURISM HERITAGE PROTECTION

Natural and human factors are increasingly affecting tourism heritage and the entire environment. Due to lack of pre-emptive protective measures, the ECOWAS Community is experiencing phenomena of reduction and major change in all kinds of resources. We are witnessing rapid change in the status of tourism resources due to inadequate management as well as poor restoration and safeguarding operations as shown by impoverishment of the cultural landscape and loss of biological diversity. Heritage protection initiatives need to be taken as soon as possible.

Priority actions will focus on strengthening capacities and regulatory measures aimed at ensuring tourism heritage protection. The gradual empowerment of local governments in tourism management is a guarantee for sustainable tourism resources.

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS
SO 1: Protect tourism offer	A1	Inventory and classification of tourist sites
	A2	Definition of a regulatory framework on sustainable development and use of tourist sites
	A3	Supporting local governments to be responsible for tourist site protection

PROGRAMME 2: TOURISM HERITAGE DEVELOPMENT

To ensure better tourism heritage protection, it is necessary that tourism heritage development becomes a source of revenue and job creation for the local stakeholders. The economic and social impact of sites development will raise awareness among local communities about the importance of their involvement in their heritage management and protection.

This heritage development programme aims at implementing actions to diversify and sustainably manage tourism resources.

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS
SO 2 : Develop tourism offer	A4	Developing innovative tourism products
	A5	Enhancing tourist site accessibility and signposting
	A6	Managing tourist sites
SO 3: Showcase local and regional products	A7	Supporting national tourism development strategies in member States
	A8	Developing innovative cross-border products specific to the intraregional clientele
	A9	Conducting studies on the average cost of a holiday in each Member State
	A10	Developing multiple destination tours (interstate)
	A11	Establishing tourism product labelling systems

PROGRAMME 3: PROFESSIONALISATION OF STAKEHOLDERS

Tourism activity includes major private sector stakeholders namely hoteliers, travel agents, guides, carriers, caterers, etc. The emergence of professional stakeholders able to meet tourists' expectations based on the rules of the trade, requires the implementation of an adequate training programme to overcome some shortcomings related to stakeholders' low level of education, lack of vocational training to embark on various trades (hospitality management, catering, tour guides, tour operators, etc.).

In addition, tourism being a crosscutting activity in which the private and public sectors play key roles, cooperation among ministries concerned and public-private partnerships should be strengthened.

This third programme focuses on capacity building of local governments, human resource development, stakeholder structuring, creation of consultative frameworks and lastly strengthening sub-regional and international cooperation in tourism.

This programme includes the following priority actions:

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS
SO4:Strengthen stakeholders' capacity	A12	Developing and implementing a regional strategy for training and capacity building of public and private stakeholders
	A13	Developing and implementing a regional strategy for training and capacity building of communities and local governments
	A14	Developing and implementing a regional strategy for trainers' training and capacity building of schools and training centres in tourism and hospitality management
	A15	Harmonizing curricula and appraisal systems of tourism and hospitality management training schools
	A16	Preparing a directory of training offer in the ECOWAS region
	A17	Promoting tertiary-level training courses in tourism and hospitality management training schools (Bachelor's, Master's and Doctorate programmes)
	A18	Facilitating distance learning in tourism and hospitality management
	A19	Creating regional reference training centres in tourism and hospitality management
	A20	Training and sensitising tourism stakeholders on the development of environmentally and culturally friendly forms of tourism
	A21	Supporting research programmes on tourism issues within the ECOWAS region

PROGRAMME 4: PROMOTION OF TOURISM OFFER

The aforementioned objectives and actions can become a source of profit only if they are supported by an effective promotion programme. What is required above all is to sustainably position ECOWAS destination on target markets. The promotion policy should be as professional as possible using new communication technologies and images, slogans and messages. The promotion policy should identify target segments, study them and propose products and create demand for products that are perfectly in line with the expectations of target markets and fully comply with the ECOWAS vision.

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS
SO 5: Strengthen the presence of ECOWAS destination on outbound tourism market	A22	Organising inter-states' Eductours and Media Road trip
	A23	Developing partnerships with major tour operators
	A24	Strengthening joint participation in tourism events in outbound markets
	A25	Creating a website showcasing regional tourism offer
SO 6: Pool tourism promotion resources	A26	Creating a regional tourism promotion body
	A27	Increasing financial resources allocated to tourism promotion.
SO 7: Promote intraregional tourism	A28	Promoting cultural, sports and tourist events accessible to ECOWAS nationals
	A29	Developing a diary on tourist events in the ECOWAS region
	A30	Promoting the ECOWAS destination in Member States' international airports by putting in place tourism visibility and information centres

PROGRAMME 5: DEVELOPMENT OF THE REGULATORY FRAMEWORK, STANDARDS AND CONTROL SYSTEMS

Sustainable development of regional tourism is contingent on its competitiveness. This implies an improvement of the institutional, legal and regulatory framework to ensure better regulation of the sector, which is conducive to quality offer.

This programme, dedicated to the development of standards and control systems, will ensure professionalization in the sector through the update, harmonization, control and enforcement of regulations

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS
SO 8: Harmonise the legal and institutional environment of the sector	A31	Updating and harmonizing classification standards for facilities in the sector
	A32	Developing regulatory standards for restaurants, tourist products and activities
	A33	Harmonizing the legislative and statutory texts governing the tourism sector within ECOWAS
	A34	Implementing a hotel offer requalification program
	A35	Disseminating the WTO global tourism code of ethics and the African Charter on Sustainable Tourism
	A36	Introducing in the terms of reference of tourist and hotel facilities the implementation of a system of staff continuous training
	A37	Providing for incentives for the development of tourism in the various investment codes
SO 9: Put in place a reliable tourism statistics system	A38	Putting in place a regional system for statistical data collection and processing and prospective analysis on tourism
	A39	Supporting the development of tourism satellite accounts in each ECOWAS Member State

3.1. PROGRAMMESLOGICAL FRAMEWORK

PROGRAMME 1 :TOURISM HERITAGE PROTECTION

Specific Objectives	Priority Actions	Expected Outcomes	Outcome Indicators	Sources of Verification	Risk Assumptions
OS1: Protect tourism offer	A1: Inventorying and classifying tourist sites	A directory of classified sites is developed	Directory	Existence of directories of national sites	Natural disasters, insecurity and political instability
	A2: Defining a regulatory framework for the sustainable development and use of tourist sites	A regulatory framework is available	Reports adopting it	Laws, edicts, by-laws, reports	
	A3: Supporting local governments to be responsible for tourist site protection	Local governments consider tourist site protection	Number of support; type of support; number of local governments supported; number of sites considered	Reports, minutes	

PROGRAMME 2: DEVELOPING TOURISM HERITAGE

Specific objectives	Priority actions	Expected outcomes	Outcome indicators	Sources of verification	Risk Assumptions
SO 2: Develop tourism offer	A4: Developing innovative tourist products	Innovative tourist products are developed	Number of products	Promotional materials	Inadequate financial resources
	A5: Enhancing tourist site accessibility and signposting	Tourist sites are accessible	Number of constructed roads; number of rehabilitated roads; number of engineering structures	Acceptance report/records	
	A6: Managing tourist sites	Tourist sites are managed	Number of sites managed ; nature of management	Acceptance report/records, progress reports	
SO 3: Showcase local and regional products	A7: Supporting national tourism development strategies in member States	National tourism development strategies are developed	Strategies are available	Validated strategy documents	
	A8: Developing innovative cross-border products specific to the intraregional clientele	Innovative cross-border products are developed	Number of cross-border products developed	Promotional materials	
	A9 : Conducting studies on the average cost of a holiday in each Member State	Studies are available	Number of studies conducted	Studies report	
	A10: Developing multiple destination tours (interstate)	Multiple destination tours are created	Number and type of tours	Promotional materials	
	A11: Establishing tourist product labelling systems	Tourist product labelling systems are in place	Number of labelled products; types of labels;	Type of certificates	

PROGRAMME 3: PROFESSIONALISATION OF STAKEHOLDERS

Specific objectives	Priority actions	Expected outcomes	Outcome indicators	Sources of verification	Risk Assumptions
SO 4: Strengthening stakeholders' capacity	A 12: Developing and implementing a regional strategy for training and capacity building of public and private stakeholders	A regional strategy for training and capacity building of stakeholders is available	Number of NTAs trained ; number of private operators trained ; number of participants ; nature of training courses	Strategy document ; training report	Persistent insecurity in the region
	A 13: Developing and implementing a regional strategy for training and capacity building of communities and local governments	A Community strategy for training and capacity building of communities and local governments is available	Number of local governments trained; number of community stakeholders trained; nature of training courses	Strategy document ; training report	
	A 14: Developing and implementing a regional strategy for training trainers and capacity building of tourism and hospitality training schools and centres	A regional strategy for training trainers and capacity building of tourism and hospitality training schools and centres is available	Number of trainers trained; number of centres and schools that benefited from the capacity building initiative	Strategy document ; training report	
	A 15: Harmonizing curricula and appraisal systems of tourism and hospitality training schools	Harmonized curricula and appraisal systems are available	Number of countries having adopted the curricula	Curricula ; appraisal reports	
	A 16: Developing a directory of training courses in tourism and hospitality management offered in the ECOWAS region	A directory of training courses offered is available	Number of training centres/schools ; type of training	Directory document	
	A17: Promoting tertiary-level training programmes in tourism and hospitality training schools (Bachelor's-Master's-Doctorate Programmes)	First Degree, Master's and Doctorate training programmes are available	Number of schools/training centres concerned	Certificates delivered	
	A18: Facilitating distance learning in tourism and hospitality management	distance learning is promoted	Number of distance learning centres	Agreements	

Specific objectives	Priority actions	Expected outcomes	Outcome indicators	Sources of verification	Risk Assumptions
SO 4: Strengthening stakeholders' capacity	A19: Creating regional reference training centres in tourism and hospitality management	Regional reference centres are created and operational	Number of operational centres	Documents Creating them	Persistent insecurity in the area
	A20: Training and sensitizing tourism stakeholders on the development of environmentally and culturally friendly forms of tourism	Tourism stakeholders are trained in the development of environmentally and culturally friendly forms of tourism	Number of tourism stakeholders trained;	Training reports	
	A21: Supporting research programmes on tourism issues	Research programmes are conducted	Number of programmes supported; nature of support; research themes addressed	Research reports	

PROGRAMME 4:PROMOTION OF TOURISM OFFER

Specific objectives	Priority actions	Expected outcomes	Outcome indicators	Sources of verification	Risk Assumptions
SO5: Strengthen the presence of ECOWAS destination on outbound tourism markets	A22: Creating inter-states' Eductours and Media Road trip	Some Eductours and Media road trips are organized	Eductour booklets, press packs, publications	Reports, media coverage	Persistent insecurity in the area
	A23: Developing partnerships with major tour operators	Partnerships are forged	Number of partners	Agreements; reports	
	A24: Strengthening joint participation in tourist events on outbound tourism markets	Participation in tourist events on the outbound markets is strengthen		Reports ; press packs	
	A25: Creating a website showcasing the regional tourism offer	The website is created and dynamic	Website audience; website ranking	Online visit statistics	
SO 6: Pool tourism promotion resources	A26: Creating a regional tourism promotion agency	The agency is created and operational	Increase in tourist flows	Statutes, documents creating it	Persistent insecurity in the area
	A27: Increasing financial resources allocated for tourism promotion.	Financial resources are increased	Budgets actually allocated for promotional activities	Progress reports;	
SO7: Promote intraregional tourism`	A28: Promoting cultural, sports and tourism events accessible to ECOWAS nationals	Cultural, tourist and sporting products are developed	Number and nature of new events	Reports	Persistent insecurity in the area
	A29: Developing an ECOWAS tourism event promotion diary	A tourism event promotion diary is available	Existence of the diary	Diary; acceptance records/report	
	A30: Promoting ECOWAS destination in Member States' international airports	ECOWAS destination is promoted in airports	ECOWAS exhibition stands are set up in airports	Airport Authorities	

PROGRAMME 5: DEVELOPMENT OF REGULATORY FRAMEWORK, STANDARDS AND CONTROL SYSTEMS

Specific objectives	Priority actions	Expected outcomes	Outcome indicators	Sources of verification	Risk Assumptions
SO 8: Harmonize the legal and institutional environment of the sector	A31: Updating and harmonizing classification standards for facilities of the sector	Updated classification standards for facilities in the sector are adopted; tourism facilities are classified based on updated standards	Updated standards; number of classified facilities	Document adopting them; classification report	Political will
	A32: Developing regulatory standards for restaurants and tourist products and activities	Regulatory standards for restaurants and all tourist products and activities are available	Adopted regulatory criteria and standards	Regulations	
	A33: Harmonizing legislations and regulations governing the ECOWAS tourism sector	legislations and regulations governing the ECOWAS tourism sector are harmonized	Domesticated legislations and regulations in the Member States	Laws, and regulations	
	A34: Developing and implementing a hotel offer requalification program	An hotel offer requalification program is available	Mechanism for requalifying hotel facilities that do not comply with the new regulation	Programme document, adoption report	
	A35: Disseminating the WTO global tourism code of ethics and the African Charter on Sustainable Tourism	Disseminating the WTO global tourism code of ethics and the African Charter on Sustainable Tourism are disseminated in ECOWAS member countries	Number of dissemination activities carried out	Progress reports	
	A36: Introducing in the terms of reference of tourism and hotel facilities the implementation of a staff continuous training system	A continuous training system is integrated into the terms of reference of tourist and hotel facilities	Regulations	terms of references	
	A37: Providing for incentives for the development of tourism in the various investment codes	Incentives are provided for in investment codes	Adopted documents	New incentives provided for in the various codes	

SO 9: Put in place a reliable tourism statistics system	A38: Putting in place a regional system for statistical data collection and processing and prospective analysis on tourism	A regional system for statistical data collection and processing and prospective analysis on tourism is in place	Establishment legal documents, location of the headquarters, Available staff	Computer application and tools, study reports, publications
	A39: Supporting the development of tourism satellite accounts in ECOWAS Member States	Tourism satellite accounts are developed	Produced statistics	Computer application and tools, statistics in terms of consultations

3.2. IMPLEMENTATION STRATEGY

The implementation of the action plan will be based on strategic and operational programming that identifies resources to be mobilized as well as supervision, monitoring & evaluation mechanisms.

3.2.1. Strategic Programming

In strategic terms, actions will be gradually broken down into three-year action plans with specific implementation instruments.

3.2.2. Three-Year Operational Programming

Three-year rolling action plans will be implemented so as to maintain some logic and dynamics among all stakeholders. Thus, the annual breakdown of actions will be carried out progressively to take in account the pace and absorptive capacities of stakeholders.

The operationalization of the policy cannot be done without key prerequisites, namely enhanced sites access and development on the one hand, and the setting up of a promotion tool, on the other. This stage is essential because it is the foundation for the implementation of the policy.

In the short-term, efforts should be focused on the establishment of a regional agency for tourism promotion, capacity building of NTAs, support for professional organizations and the inclusion of incentives for the sector in the investment code.

In the medium and long-term, the implementation of the policy will focus on heritage protection, tourism offerdevelopment, promotion, training of stakeholders, consolidation of achievements, control and monitoring –evaluation.

3.3. COSTS OF PROGRAMMES AND ACTIONS

Items	Unit Cost	Quantity	Amount in US \$	Budget allocation		
				ECOWAS5%	M. States45%	FTP50%
PROGRAMME 1:TOURISM HERITAGE PROTECTION						
SpecificObjective 1:Protect nature-based tourism						
Inventorying and classifying tourist sites (\$ 40, 000 x 15 States)	40,000	15	600,000	30,000	270,000	300,000
Defining a regulatory framework for the sustainable development and use of tourist sites	100,000	1	100,000	5,000	45,000	50,000
Supporting local governments to be responsible for tourist site protection	20,000	15	300,000	15,000	135,000	150,000
Total Specific Objective 1			1,000,000	50,000	450,000	500,000
TOTAL PROGRAMME 1			1,000,000	50,000	450,000	500,000
PROGRAMME 2:DEVELOPING TOURISM HERITAGE						
Specific Objective 2 :Develop tourism offer						

Items	Unit Cost	Quantity	Amount in US \$	Budget allocation		
				ECOWAS5%	M. States45%	FTP50%
Developing innovative tourism products	0	0		0	0	0
Enhancing tourist site accessibility and signposting	100,000	15	1,500,000	75,000	675,000	750,000
Tourist sites management	10,000,000	15	150,000,000	7,500,000	67,500,000	75,000,000
Total Specific Objective 2			151,500,000	7,575,000	68,175,000	75,750,000
Specific Objective 3: Showcase local and regional products						
Supporting national tourism development strategies in Member States	10,000	15	150,000	7,500	67,500	75,000
Developing innovative cross-border products specific to the intraregional clientele	10,000	15	150,000	7,500	67,500	75,000
Conducting studies on the average cost of a holiday in each Member State	10,000	15	150,000	7,500	67,500	75,000
Developing multiple destination tours (inter-States)	-	-	-	-	-	-
Establishing tourist product labelling systems	200,000	1	200,000	10,000	-	190,000
Total Specific Objective 3			650,000	32,500	202,500	415,000
TOTAL PROGRAMME 2			152,150,000	7,607,500	68,377,500	76,165,000

Items	Unit Cost	Quantity	Amount in US \$	Budget allocation		
				ECOWAS5%	M. States45%	FTP50%
PROGRAMME 3: PROFESSIONNALISATION OF STAKEHOLDERS						
Specific Objective 4 :Strengthening stakeholders' capacity						
Developinga regional strategy for training an capacity building of public and private stakeholders	100,000	1	100,000	5,000	-	95,000
Implementing a regional strategy for training an capacity building of public and private stakeholders	20,000	15	300,000	15,000	135,000	150,000
Developing a regional strategy for training and capacity building of communities and local governments	100,000	1	100,000	5,000	-	95,000
Implementing a regional strategy for training and capacity building of communities and local governments	20,000	15	300,000	15,000	135,000	150,000
Developing a regional strategy for training trainers and capacity building of tourism and hospitality management training schools and centres	100,000	1	100,000	5,000	-	95,000
Implementing a regional strategy for training trainers and capacity building of tourism and hospitality management training schools and centres	20,000	15	300,000	15,000	135,000	150,000

Items	Unit Cost	Quantity	Amount in US \$	Budget allocation		
				ECOWAS5%	M. States45%	FTP50%
Harmonizing curricula and appraisal systems of tourism and hospitality management training schools	100,000	1	100,000	5,000	-	95,000
Developing a directory of training courses in tourism and hospitality management offered in the ECOWAS Region	100,000	1	100,000	5,000	-	95,000
Promoting tertiary-level training programmes in tourism and hospitality training schools (Bachelor's-Master's-Doctorate)	50,000	1	50,000	2,500	22,500	25,000
Facilitating distance learning in tourism and hospitality management	-	0	-	-	-	-
Creating regional reference training centres in tourism and hospitality management	20,000,000	1	20,000,000	1,000,000	-	19,000,000
Training and sensitizing tourism stakeholders on the development of some forms of environmentally and cultural values friendlytourism	20,000	15	300,000	15,000	135,000	150,000
Supporting research programmes on tourism issues in the ECOWAS region	10,000	3	30,000	30,000	-	-
Total Specific Objective 4			23,180,000	1,187,500	1,237,500	20,755,000
TOTAL PROGRAMME 3			23,180,000	1,187,500	1,237,500	20,755,000

PROGRAMME 4 :TOURISM OFFER PROMOTION						
Specific Objective5 :Strengthen the presence of ECOWAS destination on outbound tourism market						
Organizing inter-states' Eductours and Media Road trip	126,667	3	380,001	19,000	182,400	182,400
Forging partnerships with major tour operators	-	-	-	-	-	-
Strengthening joint participation in tourism events on outbound markets (3 fairs/year/10 years)	120,000	30	3,600,000	180,000	1,620,000	1,800,000
Creating a website showcasing regional tourism offer	60,000	1	60,000	30,000	-	30,000
Total Specific Objective5			4,040,001	229,000	1,802,400	2,012,400
Specific Objective6 :Pool tourism promotion resources						
Creating a regional tourism promotion agency	2,535,000	1	2,535,000	126,750	-	2,408,250
Increasing financial resources allocated for tourism promotion	-	-	-	-	-	-
Total Specific Objective6			2,535,000	126,750	-	2,408,250
Specific Objective7:Promote intraregional tourism						
Promoting cultural, sports and tourism events accessible to ECOWAS nationals	-	-	-	-	-	-

Developing an ECOWAS tourism event promotion diary	40,000	1	40,000	2,000	-	38,000
Promoting ECOWAS destination in Member States' international airports	10,000	15	150,000	7,500	67,500	75,000
Total Specific Objective7			190,000	9,500	67,500	113,000
TOTAL PROGRAMME 4			6,765,001	365,250	1,869,900	4,533,650
PROGRAMME 5:DEVELOPMENT OF THE REGULATORY FRAMEWORK, STANDARDS AND CONTROL SYSTEMS						
Specific Objective8: Harmonize the legal and institutional environment of the sector						
Updating and harmonizing hotel classification standards in the sector	570,000	1	570,000	28,500	-	541,500
Developing regulatory standards for restaurants and tourist products and activities	600,000	1	600,000	30,000	-	570,000
Harmonizing legislations and regulations governing the ECOWAS tourism sector	-	-	-	-	-	-
Implementing the hotel offer requalification programme	20,000	1	20,000	1,000	9,000	10,000
Disseminating the WTO global tourism code of ethics and the African Charter on Sustainable Tourism	20,000	1	20,000	1,000	9,000	10,000

Introducing in the terms of references of tourist and hotel facilities the implementation of a system of staff continuous training	-	-	-	-	-	-
Providing for incentives for tourism development in the various investments codes	-	-	-	-	-	-
Total Specific Objective8			1,210,000	60,500	18,000	1,131,500
Specific Objective 9: Put in place a reliable tourism statistics system						
Putting in place a regional system for statistical data collection and processing and prospective analysis on tourism	183,200	5	916,000	45,800	-	870,200
Supporting the development of tourism satellite account in each Member State	500,000	1	500,000	25,000	25,000	450,000
Total Specific Objective9			1,416,000	70,800	25,000	1,320,200
TOTAL PROGRAMME 5			2,626,000	131,300	43,000	2,451,700
TOTAL			185,721,001	9,341,550	71,977,900	104,405,350
GRAND TOTAL						371,445,802
MISCELLANEOUS AND CONTIGENCIES (10%)						37,144,580
GRAND TOTAL WITH MISCELLANEOUS AND CONTIGENCIES						408,590,382

3.4. FUNDINGSOURCES

The mobilization of financial resources required for the implementation of the plan will be carried out at the following levels:

- ❖ ECOWAS Member States ;
- ❖ Multilateral cooperation;
- ❖ Bilateral cooperation;
- ❖ Decentralized cooperation ;
- ❖ Non-governmental organizations;
- ❖ International and regional financial institutions.

3.5. PROVISIONAL PROGRAMMING OF THE PLAN

PROGRAMME 1: TOURISM HERITAGE PROTECTION

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS	IMPLEMENTATION TIMETABLE										
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	
SO1: Protect nature-based tourism	A1	Inventorying and classifying tourist sites											
	A2	Defining a regulatory framework on sustainable development and use of tourist sites											
	A3	Supporting local governments to be responsible for tourist site protection											

PROGRAMME 2: TOURISM HERITAGE DEVELOPMENT
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SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS	IMPLEMENTATION TIMETABLE											
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10		
SO 2: Develop tourism offer	A4	Developing innovative tourism products												
	A5	Enhancing tourist site accessibility and signposting												
	A6	Managing tourist sites												
SO3 : Showcase local and regional products	A7	Supporting national tourism development strategies in member States												
	A8	Developing innovative cross-border products specific to the intraregional clientele												
	A9 :	Conducting studies on the average cost of a holiday in each Member State												
	A10	Developing multiple destinations tours (interstate)												
	A11	Establishing tourism product labelling systems												

PROGRAMME 3: PROFESSIONALISATION OF STAKEHOLDERS

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS	IMPLEMENTATION TIMETABLE									
			Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
SO 4: Strengthen stakeholders' capacity	A12	Developing and implementing a regional strategy for training and capacity building of public and private stakeholders			■	■	■	■				
	A13	Developing and implementing a regional strategy for training and capacity building of communities and local governments			■	■	■	■				
	A14	Developing a regional strategy for capacity building of schools and training centres in tourism and hospitality			■	■	■	■				
	A15	Harmonizing curricula and appraisal systems of tourism and hospitality training schools						■	■			
	A16	Preparing a directory of training courses offered in the ECOWAS region				■	■					
	A17	Promoting tertiary-level training courses in hospitality training schools (Bachelor's, Master's and Doctorate programme)								■	■	■
	A18	Facilitating distance learning education in tourism and hospitality									■	■
	A19	Creating regional reference training centres in tourism and hospitality									■	■
	A20	Training tourism stakeholders in the development of some forms of ecotourism			■	■	■	■	■	■		
	A21	Supporting research programmes on tourism issues in the ECOWAS region				■	■	■	■	■		

PROGRAMME 4: PROMOTION OF TOURISM OFFER
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SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
SO5 : Strengthen the presence of ECOWAS destination on outbound tourism markets	A22	Creating inter-states' Eductours and Media Road trips										
	A23	Forging partnerships with major tour operators										
	A24	Strengthening joint participation in tourist events on outbound markets										
	A25	Creating a website showcasing regional tourism										
	A26	Creating a regional tourism promotion agency										
SO6 : Pool tourism promotion resources	A27	Increasing financial resources allocated for tourism promotion.										
	A28	Creating cultural, sports and tourist events accessible to ECOWAS nationals										
SO7 : Promote intraregional tourism	A29	Developing a diary on tourist events in the ECOWAS region										
	A30	Promoting ECOWAS destination in Member States' international airports										

PROGRAMME 5: DEVELOPMENT OF THE REGULATORY FRAMEWORK, STANDARDS AND CONTROL SYSTEMS

SPECIFIC OBJECTIVES	N°	PRIORITY ACTIONS	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10
SO8 : Harmonise the legal and institutional environment of the sector	A31	Updating and harmonizing classification standards for facilities in the sector										
	A32	Developing regulatory standards for restaurants and tourist products and activities										
	A33	Harmonizing legislations and regulations governing the ECOWAS tourism sector										
	A34	Implementing the hotel offer requalification programme										
	A35	Disseminating the WTO global tourism code of ethics and the African Charter on Sustainable Tourism										
	A36	Introducing in the terms of reference of tourist and hotel facilities the implementation of a staff continuous training system										
	A37	Providing incentives for tourism development in the various investment codes										
SO9 : Put in place a reliable tourism statistics system	A38	Putting in place a regional system for statistical data collection and processing and prospective analysis on tourism										
	A39	Supporting the development of tourism satellite account in each Member State										

3.6. MONITORING & EVALUATION MECHANISM

Implementing the Action Plan necessitates putting in place coordination, monitoring and evaluation bodies to take into account the regional dimension of the exercise through the Regional Coordination Unit (RCU) and national dimensions with fifteen (15) Country Operational Units (COUs). The ECOTOUR 19-29 Ministerial Framework (EMF) shall be decision-making body at the top of the monitoring and evaluation mechanism. Modalities governing the establishment and operation of these bodies will be laid down in a legal act to be adopted by the ECOWAS Authority of Heads of State and Government.

3.6.1. ECOTOUR 19-29 Ministerial Committee (EMC)

The ECOTOUR 19-29 Ministerial Framework shall be the decision-making body of the monitoring mechanism. It shall meet once a year to endorse, adopt and guide actions to be taken to implement the ECOTOUR 19-29 programmes. It shall comprise ministers of tourism of the fifteen (15) ECOWAS Member States.

Missions	<ul style="list-style-type: none"> ❖ Validate the annual programme of activities; ❖ Validate draft partnership and funding agreements ❖ Propose financial resource mobilization strategies necessary for implementation of the Plan; ❖ Evaluate the overall implementation status of the ECOTOUR 19-29 Programme on the basis of periodic reports to be submitted to it by the Regional Coordination Unit for consideration; ❖ Endorse proposed ECOTOUR 19-29 revisions resulting from the evaluation of the Programme implementation; ❖ Find appropriate solutions to the issues inherent in the Programme implementation; ❖ Report to the ECOWAS Heads of State and Government on the progress made on the Policy ❖ Create enabling institutional conditions for the implementation of the Plan; ❖ Validate the RCU annual progress report; ❖ Make recommendations on the policy implementation.
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3.6.2. Regional Coordination Unit (RCU)

It shall serve as the technical body in charge of the design, steering and reporting for the ECOTOUR 19-29 Programme. It shall coordinate with UEMOA, technical and financial partners, representatives of the regional private stakeholders' body.

It shall be headed by the ECOWAS Director in charge of Tourism.

Missions	<ul style="list-style-type: none"> ❖ Coordinate administrative and technical activities; ❖ Prepare the annual programme of activities; ❖ Organize the annual review meeting with the COUs prior to holding the Tourism Ministers' annual meeting; ❖ Organize the Tourism Ministers' annual meeting; ❖ Supervise the COU activities; ❖ Conduct the annual evaluation on the activities ❖ Draft the annual progress report; ❖ Present the progress report to the EMC.
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3.6.3. Country Operational Unit (COU)

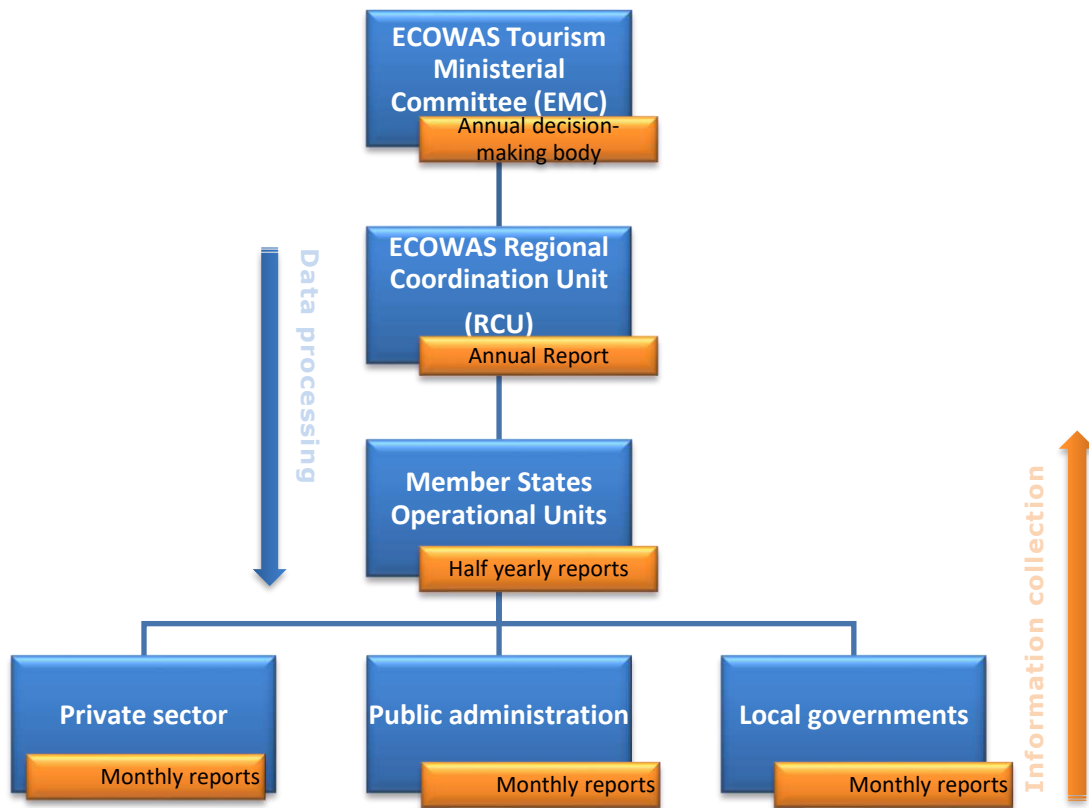
Country Operational Units (COUs) shall serve as operational bodies for the ECOTOUR 19-29 Programme. Each country's activities shall be coordinated by the Directorate General of Tourism (DGT) or its equivalent. COUs shall comprise the following three (03) components:

- Tourism public administration (government) and related sectors in Member States
- Private sector (professional associations and federations);
- Local communities (associations, village-level committees, etc.); and
- Local governments.

COUs shall be chaired by the expert appointed by the National Tourism Administration.

Missions	<ul style="list-style-type: none"> ❖ Ensure administrative and technical coordination; ❖ Ensure communication with stakeholders; ❖ Organize consultative meetings with national stakeholders; ❖ Supervise field activities; ❖ Draft COU meeting reports; ❖ Facilitate supervision and evaluation missions; ❖ Draft annual progress reports.
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Monitoring and Evaluation Mechanism of the ECOWAS ECOTOUR 19-29 Programme

CONCLUSION

Attaining sustainable tourism development in the ECOWAS region requires taking into consideration the major challenges facing the sector. These challenges are commensurate with tourism's cross-cutting nature characterized by strong interaction with all economic sectors.

Key factors, levers and foundations for any development, peace, stability and security are prerequisites for a fruitful and promising sector like tourism. Urgent and sustainable solutions must be found to the numerous political jolts, extremist and terrorist threat, rebellions and upsurge in organized crime, to ensure the well-being of the Community and its visitors.

It is also worth noting that the improved road transport infrastructure quality and quantity and the construction of feeder roads to major tourist sites are of cross-cutting priority. It is also necessary to consider the high costs and poor air transport services which could be resolved through the ECOWAS Member States' concerted inter-departmental strategy.

As these heavy investments are carried out, efforts made will help the various destinations gain momentum and the ECOWAS DESTINATION emerge.

The enhanced arrivals of regional and international tourists will have a positive impact on the sector's socio-economic and financial indicators, generate millions of jobs and reinforce the private sector to enable it fully play its leading role at local level.

Furthermore, the sustainable use of tourism potentials, consisting of natural, cultural and heritage resources, involves the implementation of resilient resources protection and preservation measures. Taking due account of local communities and local governments in the Regional Tourism Policy and its ECOTOUR 19-29 Action Plan, is part of this inclusive and participatory approach. In that regard, their involvement in developing resources into tourism products by creating wealth for the local economies, as well as the tourism value chain, is a relevant alternative towards ensuring sustainable use of resources for the present and future generations.

