External Evaluation of UNCTAD Project Account-Strengthening SMEs competitiveness in the tourism sector of six African developing countries of the ECOWAS sub region *

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Executive Summary

The purpose of this evaluation is to examine the performance of UNCTAD's project on "Strengthening SMEs competitiveness in the tourism sector of six African developing countries of the ECOWAS sub-region". The project has been implemented in six African countries (Mauritania, Burkina Faso, Guinea, Benin, Mali and Senegal) over a period of three years between April 2009 and December 2011, for a total value of US$ 489,000.

This evaluation examines the project performance in accordance with its logical framework, and focuses on assessing the relevance, effectiveness, efficiency, sustainability, and impact of the project, among other issues. The evaluation team used a combined approach to carry out the evaluation: desk review of published and written reports, survey questionnaire and interviews. The intended audience for this evaluation report includes UNCTAD's management, the project team, the Capacity Development Office/ Development Account of DESA, beneficiary country stakeholders, UNCTAD's member states, and other stakeholders and interested parties.

Broadly, this evaluation found that the relevance of this project for the beneficiary countries is clear, as tourism is one of the main exports of the 50 least developed countries (LDCs), but at the same time, leakages (repatriation of profits) in this sector total up to 85 per cent in some African LDCs. However, the evaluation team is of the opinion that the project's selection of countries responds to various external constraints and is not driven by the thematic logic of intervention, thereby limiting potential effectiveness, as each country has specific expectations, different level of mobilization, capacity, technical knowledge and access to resources. Nonetheless, the majority of respondents to the survey indicated that the workshops conducted under this project were relevant and suitable for their countries' specific needs.

In terms of effectiveness, it can be said that project, via workshops and ateliers, has reached its intended objective of *"Increased understanding of decision-makers about positive externalities of ICT tools for tourism sector "*, but due to lack of human and material resources, the beneficiaries, at the national level, have not been able to take the matter forward. The project correctly included the design of follow up strategies but those were not pursued as beneficiaries encountered negative circumstances, including severe national security challenges. Therefore effectiveness was limited as regards the intended objective of "Increased capacity and skills in innovative ICT-related solutions" and "Increased competitiveness and networking of the tourism stakeholders".

The initiatives of the project have had a positive impact on:
- The understanding of the potential of e-technologies for the development of tourism as an important economic sector to boost local development, increase access to income and contribute to integration in the global market;
- The level of awareness of the need to structure the touristic offer in order to match demand and therefore successfully harness local resources to derive benefit from tourism;

- The level of awareness of the need to adopt an integrated approach to the development of tourism with a multi-sector range of stakeholders and the need to develop public/private partnerships; and
- The fostering of initial networks of relevant partners to move forward in the paths opened by the workshops and the "ateliers".

However the evaluation team considers that the impact of the project remains at the moment limited since:

- The national websites of the 6 countries have not been upgraded to meet some of the basic recommendations of the project. Positioning of the 6 countries as touristic destinations is still weak, and effective e-tourism tools and solutions, in line with project's recommendations are not in place;
- While some data collection took place, the data collector tool is not in place to answer comprehensively the needs of the sub-region;
- Several of the countries lack the stability and security that are necessary pre-requisites to developing the tourism sector and consequently e-tourism solutions. At the same time, the evaluation team recognizes the potential impact of the project to enable, whenever circumstances allow, each country to build on the imparted knowledge and enhance gradually its own touristic offer via e-tourism solutions.

While the project has indeed developed training materials, consistent and reproducible for the benefit of all tourism stakeholders and with the potential to be rolled out elsewhere, and sustainability was further foreseen in action plans that were crafted as part of the required presentations of the 6 countries at the regional round table, the level of funding of this project, which was adequately and prudently managed, did not allow to go beyond what is a "short term" expected outcome of raised awareness in the beneficiary countries of the issues at hand.

On the basis of the findings and conclusions, the evaluation makes the following recommendations:

1) That sprinkling of resources is avoided through for instance: (i) closer cooperation within UNCTAD on various areas of work supported by the Development Account, (ii) recognizing that the scope of each project should be reconsidered in light of the level of funding allocated as the resulting trickling of resources diminishes the possibility of significant impact, and (iii) discussions with the Development Account Office to seek stronger result-based programming by: (a) allowing a proposal to follow up on an earlier one, provided it moves beyond mere sensitization into more technical and practical approaches; or (b) to combine two proposals, with an adequate sequencing, thus doubling the budget;
2) That UNCTAD moves beyond the awareness raising stage initiated through the project, to a more concrete level of achievement;
3) In line with its core mandate, UNCTAD needs to support LDCs in their ICT development, as bridging the digital divide is a recognized cross-cutting issue for attainment of MDGs;
4) The modules that were used for the workshops are of good quality and provide a sound basis for further utilization. This pedagogical material should be further developed and used by UNCTAD in other contexts.

1. The Evaluation Study and its Context

1.1 Purpose and Scope of the Evaluation

The purpose of this evaluation is to examine the performance of UNCTAD's project on "Strengthening SMEs competitiveness in the tourism sector of six African developing countries of the ECOWAS sub-region".

This evaluation will assess the performance of the project using the internationally recognized DAC evaluation criteria of relevance, efficiency, effectiveness, impact, and sustainability and other cross cutting issues such as poverty reduction, environment, and generally, links with the MDGs. The evaluation will also pay attention to conformity with the implementation of the Accra Accord and the decisions of the Trade and Development Board.

The evaluation was commissioned by UNCTAD's Evaluation and Monitoring Unit (EMU) in accordance with the requirements of the Development Account, which funded the direct costs of the project and this evaluation.

This evaluation is undertaken *ex-post*, approximately 9 months after closure, as the actual project activities were finished in December 2011. The main deliverable is an evaluation report that draws conclusions, identifies lessons learned from the implementation of this project and issues recommendations.

1.2 Context of the Project within UNCTAD

The project is meant to support the following overarching objective of UNCTAD: "to strengthen capacities in developing countries in the fields of trade, investment and trade supporting services through human resources development, networking and sustainable use of information technology".

More specifically, the project comes as a complement of UNCTAD's commitment towards developing and less developed countries. Under each of the general headings of the mandate of UNCTAD, is the specific translation of this main commitment as applied within the project:

- **helping fight poverty**
  For many developing countries, and particularly the LDCs, tourism offers a significant potential for **poverty reduction**, **economic growth** and **development**. It is often their primary source of hard currency and is also one of the largest sources of employment. Tourism and related activities represents 4.2 % of employment in Guinea in 2010, against 7.3% in Senegal. Direct tourism activities offer only 2.2% of total employment in Guinea, and amount to a total of 55 000 jobs (*Presentation of Guinea at Bamako Round table organized in the context of this project in July 2012*)

- **meet MDGs through trade as engine of development**
  Beyond close links between the goals contained in the Millennium Declaration and the development potential of ICTs, which is explicitly related to Target 18 of Goal 8

of the MDGs, ICT can also support the achievement of many other MDGs. Most of the information relating to tourism opportunities is generated and maintained by developed country service providers and naturally reflects their interests. Most of the tourism sales are made through those overseas tourism providers, increasingly via ICT supported systems. The share of benefits from tourism that should accrue to local entrepreneurs and communities can increase substantially by reducing repatriation of profits, which currently reaches 55% on average.

- **develop human capacity to take full advantage of opportunities in the global economy and technological advances**

Access to information and marketing networks is difficult or impossible for LDCs or developing countries, yet only e-commerce provides an appropriate response. With its endless possibilities and its low cost, e-commerce is a key factor of competitiveness for small tourism enterprises.

- **and strengthen South-South exchange through a regional approach**

Developing countries can adjust their tourism services to suit their own development strategies and become better integrated in the world economy. However there are many common issues and solutions where, if working together, LDCs could diminish the costs and achieve a leverage effect. UNCTAD could develop e-solutions that would then become available in other contexts to meet similar needs (in Asia or Latin America for instance). The project could capitalize on shared learning experience that could be replicated elsewhere.

1.3 Programming and Financing

The **E-Tourism Initiative** was launched at the eleventh UNCTAD quadrennial ministerial conference in São Paulo, Brazil and is complemented by UNCTAD's task force on sustainable tourism for development. This task force was created in 2004 by the UNCTAD SG at that time to synergize UNCTAD tourism-related activities, and was chaired by the Director of the Division for Africa, LDCs and Special Programmes.

The project that is the object of this evaluation is funded under the 6th Tranche of the UN Development Account. The project has been implemented in six African countries (Mauritania, Burkina Faso, Guinea, Benin, Mali and Senegal) over a period of three years between April 2009 and December 2011, for a total value of US$ 489,000.

The Development Account provides extra-budgetary funding to UNCTAD via calls for proposals according to a template that is developed by the administrators of the Development Account, and that includes a mandatory final external evaluation that is the object of this report.

Since its establishment in 1999 by the General Assembly, the Development Account (DA) - Section 34 of the UN Budget - has become increasingly important in funding capacity development projects in UNCTAD. Ten entities of the UN secretariat, including UNCTAD, are implementing projects and compete with each other to get funding. Projects are carried out under tranches, and each project is limited to a period of three to four years. UNCTAD has a

share of about 18 per cent of total expenditures under each tranche. For the 6th tranche, this amounted to about 2 million dollars. In addition, residual balances from previous tranches are regularly redistributed as additional allocations. Management of the Development Account is set out in relevant General Assembly resolutions.

Technical assistance conducted by UNCTAD must be funded via extra-budgetary resources, of which Development Account funds represent an important and stable or increasing portion. Each of the projects funded by the Development Account must respond both to the requirements of the specific tranche's call for proposal (ToRs and templates) of the UN Development Account and to the specific requirements of and mandate for technical assistance of UNCTAD.

The project review and approval process, managed by the Development Account office, is designed for project proposals to compete with each other in meeting the criteria prescribed by the General Assembly, such as relevance, effectiveness, and potential for impact.

UNCTAD usually gives the opportunity to its five substantive Divisions to present 2 or 3 draft concept notes/proposals under each tranche, according to their own priority areas of work.

The proposals are submitted to and reviewed by a Steering Group facilitated by the Development Account Office, which plays a key role in selecting the project proposals which will get funding. According to DA rules, each project should have a rough value between US$ 500.000 and US$ 600.000. General practice appears to be that each substantive division moves forward one proposal under each tranche.

1.4 Logic of intervention

As per UN guidelines, in the framework of the pursuit of efficiency and effectiveness of assistance projects and programmes, and along recognized principles of result-based management, this project was developed with a logical framework that specifies various levels of objectives.

According to the logical framework of this project, its **Overall objective** is to contribute to economic development at a regional, national and local level, by strengthening a shared economic opportunity. The project was intended to respond to the following issues of development that are equally shared at the national level, while contributing to an enhanced regional development:
- The low coverage of the tourism value chain (leakages);
- Ineffective destination networking and e- business policies;
- Low level of cooperation and clustering between public and private stakeholders

The Specific Objective of the project is "To contribute to local empowerment, inclusion and competitiveness of tourism stakeholders, through capacity-building and development activities, by innovative ICT-driven networking and models for the management and sharing of knowledge". In particular, the project defines its three main **expected accomplishments** as follows:

- **Expected Accomplishment 1:** Increased understanding of decision-makers about positive externalities of ICT tools for tourism sector
- **Expected Accomplishment 2:** Increased capacity and skills in innovative ICT-related solutions
- **Expected Accomplishment 3:** Increased competitiveness and networking of the tourism stakeholders

The effectiveness of this project will be assessed against these stated planned outcomes.

1.5 Methodology of the Evaluation, Information Sources and Methodological Issues

This evaluation was structured along the following steps:
- Study of relevant materials available,
- Collection and analysis of evidence,
- Telephone interviews with direct beneficiaries and other relevant stakeholders in the field. The telephone interviews were guided by questionnaires (see annex 1) that aimed to capture some cross cutting aspects and in particular, to assess the level of sustainability of the project,
- Interviews with relevant UNCTAD staff; kick off meeting took place in Geneva on Tuesday Sept 11 2012.

During meetings with the expert who designed the project and implemented the key activities, the evaluation team was given access to a comprehensive repository of project-relevant reports and documents, copied onto a DVD for ease of reference. The kick-off meeting was essential as the evaluation does not foresee field visits. The purpose of the kick-off meeting was to:
- Collect key documents and agree on the detailed scope of the evaluation;
- Enable distance contact with direct staff, participants and stakeholders of the project in the 6 beneficiary countries: identify targets (names and positions) and provide updated contact data (phone calls, Skype interviews, etc…) all the more so since feedback from direct beneficiaries was explicitly placed as a key focus for the evaluation during the launch meeting with UNCTAD's evaluation office;
- Facilitate meetings with relevant task manager(s) involved in the implementation of the project at management level and in direct implementation of missions if available;
- Facilitate contact with relevant staff to analyze feedback, follow-ups, lessons learned and generally capitalization from the project in relation to IT solutions, tourism as a factor of development and UNCTAD further programming/roll out in this area,
- Fine-tune the overall calendar of the evaluation (submission of draft, review process, issuance of comments, finalization).

1.5.1 Research methodology and Sources

Primary research

Two surveys[1] were designed to better assess the relevance, effectiveness, efficiency, impact and sustainability of the project:

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[1] Both surveys can be found in French on-line at:

- A "general" on-line survey was sent to 141 participants from the different workshops held in Senegal, Mali, Guinea, Benin and Mauritania[2]. The survey was first sent on the 24th of September and sent again twice. A total of 29 answers were received, which represents a 20.6% response rate.
- A "specific" on-line survey was sent to 12 focal points; unfortunately we did not receive any answers by e-mail. Phone interviews were undertaken to bridge that gap.

Of the 29 participants who filled the questionnaire:
- 21% of them attended workshops in Mauritania; 7% in Burkina Faso; 21% in Guinea; 17% in Benin; 14% in Mali; 14% in Senegal.
- 24% were from their respective national Ministries of Tourism, 24% were from their respective national promotion organizations for tourism; 21% were from the private sector involved in tourism; 10% were from their respective national professional associations involved in tourism; and 21% replied as "others".
- 48 % were directors, 41% were executives and 3% were employees.

Secondary research

The project team shared with the evaluators the extensive and well organized set of reports that covers the full cycle of the project:
- Concept note
- Full project proposal
- 6 workshop reports
- 6 ateliers reports
- 6 country presentations and 6 country reports at the final round table
- UNCTAD presentation at round table
- UEMOA presentation at round table
- Rapport e-tourism and English summary
- Technical presentation files on IT tools (data collector and DMS)

The evaluator also reviewed a set of relevant literature on this topic, and the full list is presented in Annex 2.

1.6 Evaluation criteria

The evaluation will follow the criteria defined in the ToR:

(a) Relevance
- Whether the project design and choice of activities/deliverables have properly reflected and adequately met the needs of the beneficiaries, taking into account UNCTAD's mandates, and alignment with the objectives of the Development Account;

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https://docs.google.com/spreadsheet/viewform?fromEmail=true&formkey=dGJTcDV0S2lsVkx1MEZLRFk4VnJFOFE6MQ
and
https://docs.google.com/spreadsheet/viewform?fromEmail=true&formkey=dHRpVWowQWxXekdFcElrQlNNenU3eEE6MQ

[2] Unfortunately, email addresses of participants in Burkina Faso were not made available to us. However, we interviewed some of them by phone.

- Whether UNCTAD was a suitable provider of the project activities/deliverables; in particular in view of its expertise, and assistance received by the countries from other development partners;
- Whether the activities and outputs of the programme were consistent with the intended impacts and effects as expressed in the initial project document;

(b) Effectiveness
- Whether the activities have achieved planned objectives and produced the intended beneficial results;
- Whether there are initial evidences of impact (intended or unintended) or of likeliness of impact to occur, as envisaged by the project;
- Whether the scope of the activities has been adequate in view of the existing resources and expertise;
- Whether there were major factors influencing the achievement or non-achievement of the objectives?

(c) Efficiency
- Whether the activities have used the most efficient means in delivering the activities, for example, through the use of local resources or of modern communication tools, when appropriate;
- Whether project schedules were met or activities implemented within reasonable, established time parameters.

(d) Sustainability
- Whether the activities have been designed and implemented in such a way to ensure the sustainability of results after completing the project, for instance, whether beneficiary countries were actively involved in the initiation, design and implementation of the project;
- Whether there is initial evidence that the benefits of the project will, or are likely to continue in the future;
- What are the specific factors that influence positively or negatively the sustainability of the results obtained by the project?

The project was implemented with similar activities conducted in each of the six target countries. However, the documentation available does not support a disaggregated analysis of the project's performance in each country. Each criterion will be thus assessed for the project in general, with specific mention of cases when they offer significant variation.

2. Performance at each result level

2.1 Result I -"Increased understanding of decision-makers about positive externalities of ICT tools for tourism sector."

The main activities in pursuit of this result were: mostly the workshops (5 days) and, to a lesser extent, the "ateliers" (3 days) that were implemented with funding from the DA in the 6 identified target countries. The workshops were organized around 4 pedagogical modules and an introduction to open source software. The four modules are:

- Module 1: "*TIC et tourisme*" (ICT and Tourism)
- Module 2: "*Partenariats Public-Privé*" (Public Private Partnerships)
- Module 3: "E-*marketing : éléments de Web 2.0*" (E-marketing : Web 2.0 components)
- Module 4*: "Aperçu des différents modèles de gestions et d'applications TIC"* (overview of various models and software for management of the sector)

According to the final report of the project, in quantitative terms, the achievements of the project towards this result is that "176 representatives of private and public sector have participated in e-tourism seminars. They have demonstrated their understanding of the ICT potential for tourism during the various tests and evaluations made. In addition the participants have also proven their ability to use the acquired knowledge to analyze the possible ways of development of national tourism (tourism product design, promotion and distribution)".

Result 1 was also targeted by the final round table that took place in Bamako and included a presentation by UEMOA. The round table discussions demonstrated that the project had:
- Contributed to enhance consensus on the opportunities offered by ICT in developing the tourism sector:
    - Evaluators verified that participants from all 6 countries thank the project for building their understanding of how: (i) tourism is a key engine for development; (ii) e-solutions are necessary to build up tourism; (iii) Public Private Partnerships are necessary to underline effective tourism build up; and (iv) e-solutions have a structuring effect on the sector.
- Provided incentives for stronger PPP for efficient management of tourism,
- Initiated networking and sharing of experience at the regional level, which translated in a joint request for further support from the UEMOA[3]. This request was carried forth by Mali, backed by all 6 target countries.

Based on the responses from the e-questionnaire, the evaluator found that Module 1 did achieve its goal of sensitization to the opportunities of ICT solutions to improve management of the tourism industry in each country, and also contributed to increased income generation in the tourism destination (as opposed to the country of the visitor).

The workshops provided adequate opportunities for decision-makers at the institutional level to take full account of the needs of the private sector stakeholders so as to address issues related to bureaucratic difficulties, and generally the legal framework surrounding tourism (visa application process, security and control of movements, public service infrastructures, required investments, etc...).

Notably, one national coordinator stressed how interesting it was to see how 6 countries could interpret differently the same modules and therefore design differing approaches to the same issues. For instance, Mali has concentrated on designing an official web portal;

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[3] UEMOA was identified as a regional entity with the scope to move forward where the project left. UEMOA has endorsed the global target of the project to build up tourism as engine of development and this is reflected in its presentation at the round table in Bamako that concluded the activities of the project.

Guinea has opted to delegate to key trusted operators and limits private sector inputs; and Benin hopes to go beyond a mere portal and insists more on Destination Management System (DMS).

The evaluation team also considers that the composition of the workshop participants presented a balanced proportion of public and private sector players from the tourism sector and appropriate attention was given to gender considerations[4].

Module 3 and 4 have offered the opportunity for the development of a model of a knowledge management system (KMS) and development of training materials, consistent and reproducible for the benefit of all tourism stakeholders.

It can be observed that the development of a model of a knowledge management system applied to tourism was pursued by UNCTAD prior to the funding of the project. In fact the Data Collector and the "Electronic Tourism Platform" (ETP), which are core to module 4 of the workshops and the bulk of training provided at the "ateliers", were developed internally by staff of UNCTAD prior to the project.

Several respondents to the e-questionnaire have commented that the material presented in those modules was dense, and could not be grasped easily in such a condensed format. Respondents at the same time generally acknowledged that they were provided with extensive documentation that enabled further reference and deepening of appropriation.

Some however felt that the training provided was too technical and far exceeded their capacities, especially as they felt they did not have access to an adequate IT infrastructure, which effectively prevented them from taking forward the tools and techniques promoted by the project.

2.2 Result II - "Increased capacity and skills in innovative ICT-related solutions"

The main activities in pursuit of this result were: Modules 3 and 4 of the workshops (5 days) and mostly "ateliers" (3 days) that were implemented in the 6 identified target countries.

In terms of skills-building proper, the workshops were mostly an initiation and sensitization to the opportunities offered by new technologies and the ICT platform that UNCTAD could provide. The shorter "ateliers" that were added later to the work program of the project aimed to go further in practical training for use of IT supported solutions that were presented at the workshops.

The evaluator notes that the project showed flexibility and cost effectiveness as it managed to add these "ateliers" to better respond to the demand of the participants of the workshops, through savings created by cost efficient travel expenses. Several respondents

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[4] The ratio of women in the « ateliers » seems to have been lower, a fact easily understandable given the more technical, computer oriented nature of the « ateliers ». This also explains why the ateliers, which catered to more computer oriented stakeholders, are more directly conducive of result 2.

to the e-questionnaire acknowledge that the manuals and guidelines left by the project allow further study and deepening of the imparted training.

Officials of the sector and private sector participants all praise the quality of the content of the workshop modules 3 and 4. Most regret that the technical content was complex, which would have required more time to fully absorb. Several mentioned that the case of Quebec, and of its Destination Management System that took 12 years to develop was oversized compared to the capacities and needs of the participants.

The 2 main tools that were presented at the workshops were
> **(1) Data collector**
> The purpose of the tool is to collect all relevant data for a comprehensive tourism mapping (transports, beds and boards, cultural events, car rentals, telecommunications, climate, etc…);
> **(2) Electronic Tourism Platform (ETP)**
> The purpose of the tool is help organizations manage tourism, promote and sell their services to tourists. It is a first element of a Destination Management System (DMS), which is a longer term, fully integrated strategic approach to developing tourism and managing the sector at national level.

The Data Collector and ETP are complementary, with the Data Collector acting as the data base providing evidence to develop the more strategic tool of ETP. Both tools, in compliance with fair and development oriented practices, are based on open source software[5], and one of the purposes of the training sessions provided by the project was to stress the opportunity for the participants to structure their tourism sector according to their national interests/specific resources and to customize the tools to best suit their needs.

2.3 Result III - "Increased competitiveness and networking of the tourism stakeholders"

This result was targeted through ensuring an appropriate composition of the audience at each workshop, and through the round table.

It can be considered, based on the analysis of the attendance sheets of the workshops, ateliers, and round table, and on the feedback provided in the feedback sheets that:
> 1) Globally the balance achieved in each of the 6 national seminars was compliant to various criteria (public/private sector, gender, capital city/the provinces) identified as relevant for a development project targeting least developed countries in the framework of the pursuit of aid effectiveness and attainment of the MDGs. This has resulted in very heterogeneous groups, whose members range from Ministers of Tourism to local NGO representatives.
> The number of participants in each country workshop ranges from 22 to 39, with an overwhelming presence of State representatives in Guinea (79%) and a very limited one in Mauritania, where the private sector constituted most of participants.

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[5] Free and open-source software (F/OSS, FOSS) are meant to grant users the right to use, copy, study, change, and improve design through the availability of source code. To base IT developments on Foss instead of on rapidly obsolescent and locked software is of strategic importance for LDCs. See UNCTAD's Information Economy Report 2012, chapter 4-The role of free and open source software.

UNCTAD does not have country representatives and relies on local authorities and UN organizations that are locally active to select participants. It is not clear that the participants are necessarily the most relevant target for the workshops and the ateliers.

2) The national workshops did bring together stakeholders that are not accustomed to work together and the project provided welcome facilitation to better understand how to structure and use PPPs.

3) The questionnaire feedback provides evidence, albeit limited, that the project supported enhanced websites for both official and private stakeholders, and better referencing of the destination on search engines. However the various sites that the evaluation team visited do not allow specific attribution of changes to this project[6].

3 Assessment through the DAC criteria

3.1 Relevance and quality of design

The project objectives are consistent with UNCTAD's core mandate and several of its policies and selected strategies within the biennial programme budget for the period 2008-2009:
a) Capacity building for development; trade, investment, trade supporting services and trade related technical assistance; MDG goal 8 of global partnerships and support for a "fair and level field" in the global and knowledge economy;
b) The UNCTAD XI Partnerships on ICT for Development launched in Sao Paulo, Brazil in 2004, to increase the tourism contribution to sustainable development. The project fits in the partnership by linking sustainable tourism and ICTs for development;
c) Plan of Action of World Summit on the Information Systems (WSIS) for the bridging of the global digital divide, through the building of capacity;
d) Accra Accord adopted by UNCTAD XII, held in Accra (Ghana) in April 2008 that stresses the need for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment, and sustainable development.

The project was developed, building from the observation that tourism is one of the main exports of the 50 least developed countries (LDCs). But at the same time, leakages (repatriation of profits) in this sector total up to 85 per cent in some African LDCs, more than 80 per cent in the Caribbean, 70 per cent in Thailand and 40 per cent in India[7].

Despite the rise of tourism in South Africa, Morocco, Egypt, Tunisia, Kenya and Senegal, Africa attracted only 4 per cent of all international tourists and accounted for less than 3 per cent of world tourism receipts in 2003 (UNCTAD numbers adapted from UNWTO; see *Information Economy Report 2005* p.152). Moreover, as shown in Chart 1 below, in 2011, the UEMOA region attracted only 4% of touristic flow to Africa.

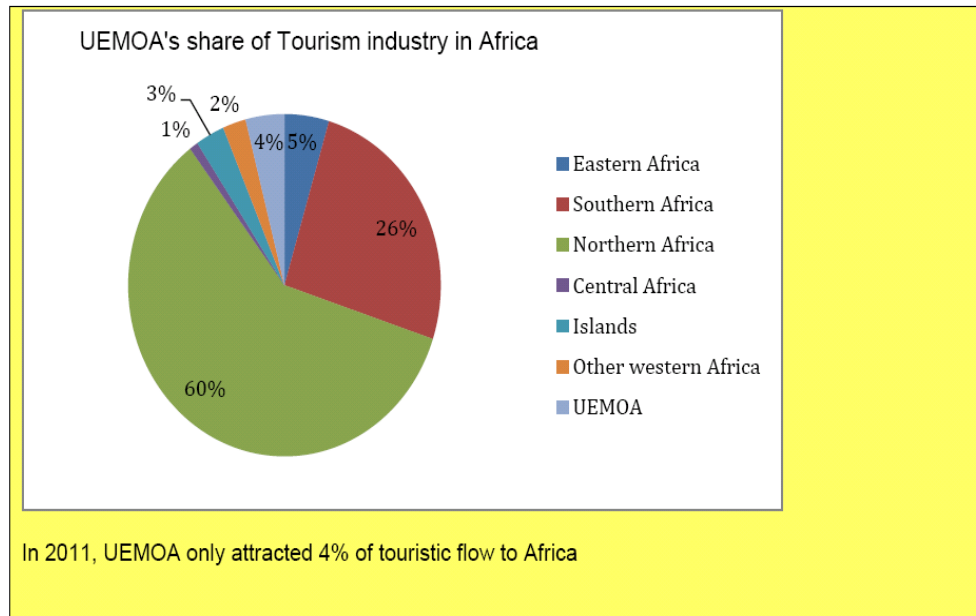Tourism is a prominent economic sector in some LDCs, ranking first, second or third among all export sectors in 19 LDCs, and is a less prominent but fast-growing sector for another 10

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[6] There are – on the official OMATHO site for instance - direct references to the project outputs but the site is basically a shell under construction.
[7] Statement from UNCTAD Project Portal (http://www.unctad.info/en/TC).

LDCs. However, their overall share in international tourism is small, accounting for less than 1 per cent of international tourism receipts with a total of 6.4 million international tourism arrivals in 2003.

Chart 1. The UEMOA region's share of tourists in Africa

UEMOA's share of Tourism industry in Africa

- Eastern Africa
- Southern Africa
- Northern Africa
- Central Africa
- Islands
- Other western Africa
- UEMOA

In 2011, UEMOA only attracted 4% of touristic flow to Africa

UNCTAD developed the e-Tourism Initiative[8] with the aim of helping developing countries, and particularly the LDCs, to make the most of their tourism potential through:

- minimizing leakages;
- promoting sustainable growth and poverty alleviation;
- empowering local small and medium-sized enterprises (SMEs) to derive more benefit from their activities in the sector; and
- cutting down on the intermediaries that tend to capture a large portion of the benefits of the activities in the sector.

The justifications for the choice of the 6 countries targeted by the project are:

- Development account funds are allocated to proposals that have a regional approach;
- Mauritania, Burkina Faso, Guinea, Benin, Mali and Senegal are francophone countries;
- Proposals for DA funding require activities mostly targeting capacity building/capacity development/empowerment.

The proposal therefore was structured around a three step approach:

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[8] The project directly stems from the 2001 E-Commerce and Development Report (ECDR) which analyzed ecommerce and tourism with a view to exploring how the tourism industry was starting to benefit from information technologies and the Internet, as well as the effects on developing countries' competitiveness in tourism markets.

- Sensitization to the potential of ICT for maximizing the benefits of the tourism sector (expected result I);
- Capacity and skills related to innovative IT supported solutions (expected result II);
- Networking and strengthening of the necessary cooperation between the public and private sector (expected result III).

There are strong differences between the target countries in the dynamics and trends of tourism, even though all have identified tourism as a potential economic growth cluster in their development strategy programmes. According to UEMOA news, about 2 million tourists in 2010 have been registered in the organization's country members, of those 70% for Senegal alone[9]; by far the largest tourist destination in the sub-region. The second most popular destination is Benin, with roughly 0.2 million visitors[10] in that year.

Furthermore, several states of the sub region are facing severe security and stability conditions that reduce touristic attractiveness of the destinations. For example in Senegal, Casamance's low but persisting levels of insurgency deprive the country of a potentially highly attractive region for tourism. The same is true in Mali, Mauritania and Guinea, and even to some extent in Burkina Faso. Facing those situations, government priorities are often not fully focused on the development of the tourism industry, even when it is designated as a priority, as in the recently drafted DSRP of Guinea for instance. The evaluation team notes that such circumstances outside the influence of the project in each of the countries have negatively impacted the possible outcomes that could have been attained.

Regional structure

The 6 countries do not belong to one single regional structure

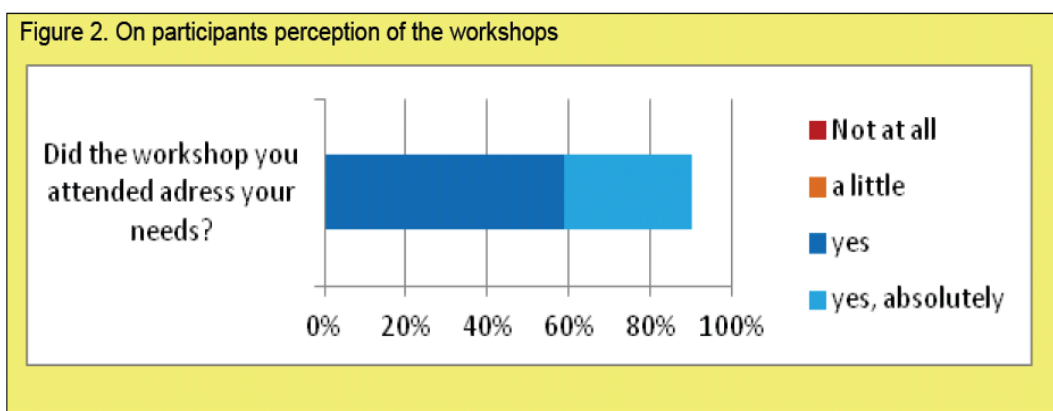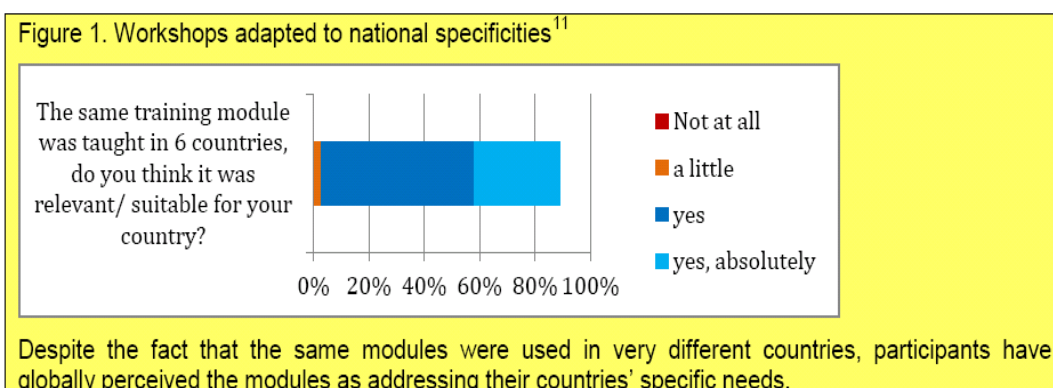| Country	Benin	Burkina F	Guinea	Mali	Mauritania	Senegal
UEMOA	X	X		X		X
ECOWAS	X	X	X	X		X

NB: UEMOA includes also Cote d'Ivoire, Guinea Bissau, Niger and Togo.

ECOWAS includes also Cape Verde, Cote d'Ivoire, Gambia, Ghana, Guinea-Bissau, Liberia, Niger, Nigeria, Sierra Leone, and Togo.

The evaluator observes that the selection of beneficiary countries of the project is not supported by any strongly apparent logic. The grouping of the 6 targeted countries does not appear to respond to an obvious criterion beyond geographical proximity and being francophone. The evaluation team is of the opinion that the project's selection of countries responds to various external constraints and is not driven by the thematic logic of intervention, thereby limiting potential effectiveness, as each country has specific expectations, different level of mobilization, capacity, technical knowledge and access to resources.

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[9] News on front page of www.uemoa.int, consulted online on the 29th of October 2012.
[10] As a comparison, 1.1 million tourists were registered in Kenya the same year, and 9 million in Morocco.

Nonetheless, as shown in Figures 1 and 2 below, the majority of respondents to the survey indicated that the workshops conducted under this project were relevant and suitable for their countries' specific needs.

Figure 1. Workshops adapted to national specificities[11]

The same training module was taught in 6 countries, do you think it was relevant/ suitable for your country?

■ Not at all
■ a little
■ yes
■ yes, absolutely

Despite the fact that the same modules were used in very different countries, participants have globally perceived the modules as addressing their countries' specific needs.

Figure 2. On participants perception of the workshops

Did the workshop you attended adress your needs?

■ Not at all
■ a little
■ yes
■ yes, absolutely

3.2 Efficiency

From a quantitative viewpoint, the project core activities are:
- Holding of 6 national workshops,
- Holding of 6 follow up technical ateliers,
- A training consultancy to Mali, and support to Benin
- A regional round table in cooperation with UEMOA.

A total of 176 representatives of private and public sector have participated in 6 workshops of 5 days each. The audience comprised participants from the following categories:

Categories	Public	Private	Professional association	NGO
Numbers	103	70	2	1

The content of the 6 workshops is roughly identical, even if slight adaptations were devised during implementation to reflect practical needs and improve delivery. Each workshop is structured around 4 modules. The evaluation team noted that in the original project proposal, only these 6 workshops were foreseen. But efficiency measures (in particular forfeiting the right to business class travel for long haul flights and travelling economy class)

allowed the project team to supplement the 6 planned workshops with 6 additional technical "ateliers" where 120 representatives (the main local actors and people with stronger technical orientation such as website managers or software engineers) in total could participate. The 120 participants of the second batch of interventions, the technical ateliers, comprised 74 public and 46 private sector representatives.

The project further provided consultancy services to deliver training to 5 people in Mali, all from the public sector, as a complement to the technical atelier. Support was also provided to the National coordinator in Benin. Finally the project organized a High-level West-African Roundtable on e-Tourism in Bamako on 19-21 July 2011 that gathered 14 high level representatives from the 6 countries. The project therefore reached out and provided trainings of various intensities to 301 people.

Efficiency was correctly pursued through savings in implementation that allowed outreach to be extended. The intensity of the intervention (geographical spread, length of workshops, number of participants, complexity of the material presented, quality of materials delivered) compares favorably, based on the experience of the evaluators, with other similar interventions[11].

At the time the project was initiated, the Tourism initiative was an inter-divisional effort that ensured communication among the various divisions, pooled efforts and supported synergies towards sustainable development, bridging technological divide, and supporting regional development[12]. However, since that time, as far as could be verified by the evaluators, the tourism group within UNCTAD does not meet anymore. Even though the project is mostly a training project, and it initially cooperated closely with the TrainforTrade programme (one of UNCTAD's main training programmes), it is not using the TrainforTrade methodology and is not embedded in other UNCTAD training programmes[13]. The evaluation team is of the opinion that these are missed opportunities for enhancing the efficiency of the project's activities.

3.3 Effectiveness
It is clear that US$489,000 over two to three years is quite a small budget in comparison to the needs and importance of tourism for the 6 target countries. However it can be argued

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[11] Benchmarking can only be approximate, based on the cost of sensitization/initial training programmes in a grouping of countries, with a comparable number of participants over the same duration. The cost of UNCTAD's e-tourism project is quite within range in those regards.

[12] The Project was initially hosted in the Division on Technology and Logistics (DTL). DTL was the initiator of the UNCTAD Task Force on Sustainable Development. DTL serves as the Secretariat of the Task Force whereas the Task Force was officially anchored in the Division for Africa, LDCs and Special Programmes, under the chairmanship of its Director.

[13] The e-tourism project and the TrainforTrade programme cooperated initially, in particular to design strategies and ensure synergy of interventions; but due to staff turnover, the current staff of TrainforTrade interviewed had little institutional memory of such links. Such cooperation, however, is demonstrated by a national TrainforTrade seminar that was held in Benin (September 2009, Possotomé) where module 3 presented main ICT tools to promote and commercialize destinations via the internet, which forms the core of the DA e-tourism project.

that this DA project money is seed money, and based on the findings of this evaluation, has contributed to significantly raising awareness of:

- The value of constructing a destination profile and marketing the destination for enhanced income generation through increased tourism;
- The potential role of ICT in promoting tourism and developing the sector;
- The importance of harnessing the private sector input in building up tourism as an engine of development, thereby providing a positive case to develop and structure public/private partnerships.

These elements suggest that Expected Accomplishment 1 of the project was reached. On the other hand, geopolitical circumstances and developments in the field since the project was designed have impacted negatively several of the countries targeted by the project and have prevented effective development of the tourism sector, and therefore attendant e-tourism development. For example, Mali is suffering from a rather high intensity conflict, with Timbuktu, its most touristic site, clearly in danger and described as a conflict zone. The website of the Mali Tourism Office (OMATHO) offers a presentation and a description of its mandate that reflects some of the trends promoted by the project, but all other sections are empty and "under construction". Similarly, even though Mauritania is far from being in the same state of fragility as Mali, vast amounts of lands in the country are not perceived as safe for tourism activities. The *Lonely Planet* guide, which is the first Google answer for Tourism in Mauritania, starts with a stern travel warning[14]. The same could be said of Guinea, where UNCTAD also faced problems when activities had to be postponed because of a coup.

Figure 3. On participants' perception about e-tourism as a priority to enhance development
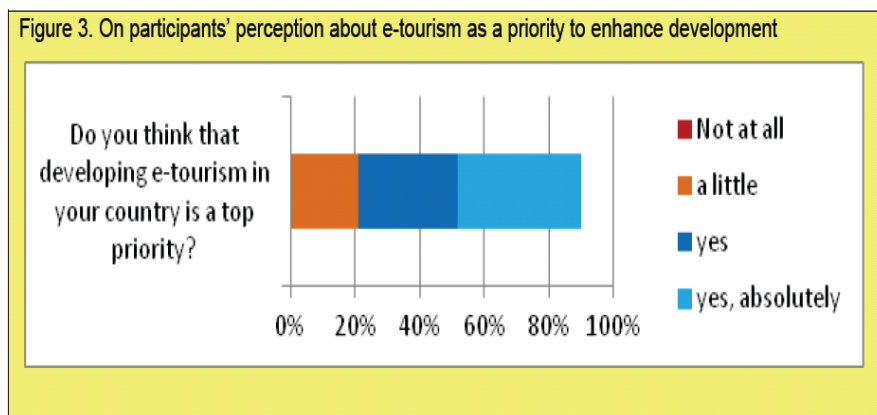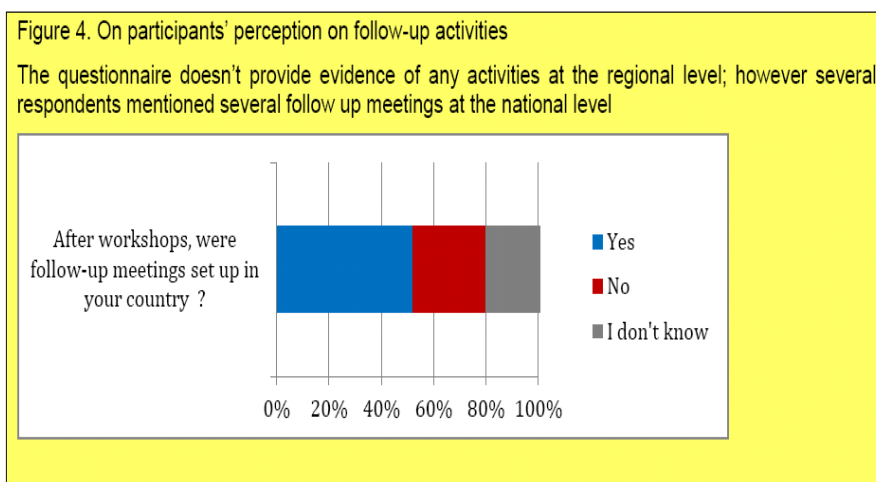
The figure above supports the proposition that the project is a relevant response to a need that is recognized by the beneficiaries. It also illustrates however the varying levels of mobilization and ownership of the various groups, and explains to an extent a limited effectiveness of the project.

The final report of the project states that participants "jointly developed an action plan for the future, focusing on cooperation between the private and public sectors, including the development and implementation of information and communication technologies". Robustly documented, this would provide an important positive indicator of effectiveness

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[14] The UK Foreign and Commonwealth Office recommends against all travel to some areas and against all nonessential travel to the rest of Mauritania, Read more:
http://www.lonelyplanet.com/mauritania#ixzz282M081GG

and sustainability of the project. However, evaluators have not found hard evidence that such action plan as was elaborated in the last modules of the seminars was acted upon.

Figure 4. On participants' perception on follow-up activities

The questionnaire doesn't provide evidence of any activities at the regional level; however several respondents mentioned several follow up meetings at the national level

Reference has also been made to attempts to harness support, in particular from the UEMOA, for further funding towards the tourism sector, in order to move forward in the directions (joint inventory of resources via the data collector software, building up of the destination and optimized use of IT solutions) opened by the project. But nine months after the closure of the project, no evidence of such follow-up activities was identified by the evaluators. There is mention that UEMOA has announced that it will get in touch with World Tourism Organization (UNWTO) to set up a sub-regional development strategy. But the team could find no concrete evidence of action in this direction[15].

In fact, there was some internal restructuring at UNCTAD so that the staff that conceived the project (and wrote the Development Account proposal for funding) changed assignment shortly after the funds were assigned. Because the project rested on IT research and development that had taken place before securing the development account funding, that same staff did implement the project, and provided key expertise in the delivery of the workshop and technical "ateliers". However, such changes in assignment and the scope of responsibility of the concerned staff member can reduce the ability to follow through on the project as originally envisioned, including by limiting contacts with many counterparts.

Telephone interviews have confirmed that in several cases (notably Mali and Benin) the project has sparked a real will to promote e-tourism, but available resources do not allow these needs to be met. Mali has estimated the development of a DMS to be around 150 000 euros. But the budget needed will only – at best – be available in 2013. Latest developments in the international context certainly reduce the priority to tourism. Guinea recognizes the limits to its capacity to use the data collector: its presentation to the round table states: "outside the main hotels of the Capital, few are the operators that have operational computer equipment".

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[15] The evaluation team was informed, after circulating the final report in draft form, that a meeting between UEMOA and UNCTAD was planned and probably took place in Geneva on November 27th. It is anticipated that the meeting would explore ways forwards in the implementation of the UEMOA tourism policy and e-tourism activities in the sub region, which are in line with project objectives. See UEMOA website.

In terms of effectiveness, therefore, it can be said that project, via workshops and ateliers, has reached its intended objective of *"Increased understanding of decision-makers about positive externalities of ICT tools for tourism sector "*, but due to lack of human and material resources, the beneficiaries, at national level, have not been able to take the matter forward. The project correctly included design of follow up strategies but those were not pursued as beneficiaries encountered negative circumstances, including severe national security challenges. Therefore effectiveness was limited as regards intended objective of "Increased capacity and skills in innovative ICT-related solutions" and "Increased competitiveness and networking of the tourism stakeholders".

The project developed a three step approach[16], where implementation of this project formed step 1, and effectiveness was linked to completion of steps 2 and 3. In the 6 target countries, at the moment, step 2 and 3 are not achieved. Interest is expressed, and reflects positively on Expected Accomplishment 1 of the project.

3.4 Impact

The final report of the project claims that "The participants have jointly developed an action plan for the future, focusing on cooperation between the private and public sectors, including the development and implementation of information and communication technologies. This action plan was developed based on discussions and analysis made during the seminars. A key element of the desired strategy is to develop a Destination Management System (DMS)". While several of those action plans are appended to the individual workshop country reports, the evaluation team considers that those action plans remain quite aspirational.

The final report also mentions that at the sub-regional round table that took place in Bamako in July 2011 those action plans and the relevant business models associating public and private actors of the sector were further discussed. However the report also mentions "the most innovative model that met the required specifications was rejected by the public administration of that country".

Nonetheless, the summary of the responses to the questionnaire as presented in the 2 tables below, reflects a positive outcome of the project on the professional approach of the direct beneficiaries, in particular as regards IT positioning.

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[16] See three step diagram in UNCTAD presentation at Bamako round table p.18, presented in Annex 3. Step 2: facilitate data collection in the framework of the Data collector. Step 3: design and implement at national level an integrated strategy for IT supported Management of the destination.

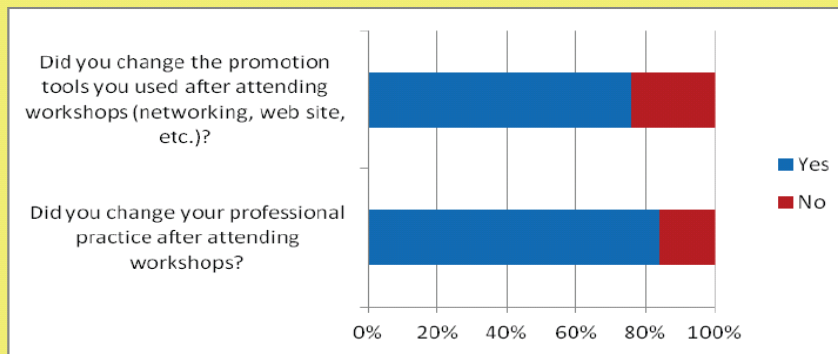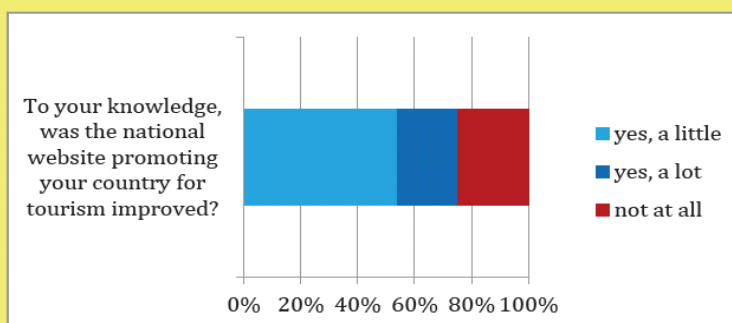**Figure 5. Project's outcome for e-tourism**

Did you change the promotion tools you used after attending workshops (networking, web site, etc.)?

Did you change your professional practice after attending workshops?

Legend: Yes (blue), No (red)

Figure 6. Project's outcome on upgrading of national touristic brand image

To your knowledge, was the national website promoting your country for tourism improved?

Legend: yes, a little; yes, a lot; not at all

However the evaluation team considers that the impact of the project remains at the moment limited since:

- The national sites of the 6 countries have not been upgraded to meet some of the basic recommendations of the project. Referencing on most search engines is still weak. Positioning of the 6 countries as touristic destinations is still weak, and effective e-tourism tools and solutions, in line with project's recommendations are not in place;
- While some data collection took place, the data collector tool is not in place to answer comprehensively the needs of the sub-region;
- Several of the countries lack the stability and security that are necessary pre-requisites to developing the tourism sector and consequently e-tourism solutions. At the same time, the evaluation team recognizes the potential impact of the project to enable, whenever circumstances allow, each country to build on the imparted knowledge and enhance gradually its own touristic offer via e-tourism solutions.

It is the opinion of the evaluation team that the initial steps achieved by the project need to be acted upon fairly rapidly so as not to lose the momentum. The framework of UEMOA, as foreseen in the project, offers positive perspectives for potential impact. Attention must be given to avoid overlaps, duplication or contradictory orientations with UNWTO.

3.5 Sustainability

Sustainability of the project was foreseen at various levels. Within UNCTAD, sustainability was targeted through the development of training materials, consistent and reproducible for the benefit of all tourism stakeholders. That technical sustainability is achieved with:

- Modules for workshop of recognized quality by the overwhelming majority of participants. Support material for each module is assessed as relevant, clear, and pedagogically efficient by the participants. The training modules are also easily replicable;
- The concepts (E-Tourism platform) and software (data collector, destination management system) on which the training modules are developed are replicable.

In the 6 countries, sustainability was pursued via "comités de suivi" and the presentations of the various countries at the final round table in Bamako, Mali, in July 2011 present the status of those committees and their main orientations. The box below synthesizes the situation as presented at Bamako in 2011 and provides evidence on how the project prepared for follow-up at the national level. The box presents for each country the "ad hoc" task force that was set up, its legal basis when applicable, and its main focus when available.

E-tourism Follow up Committees
- Guinea: Arrêté/A3216 /MTHA/SGG/2010 du 3 aout 2010.
- Mali: Décision n°2011- 018 du 15 avril 2011. Foreseen national budget commitment.
- Mauritania: "comité de suivi" with public and private partners.
- Senegal: Think tank to organise a "comité de suivi".
- Burkina: Core group (8) followed by a "comité de suivi" of 30 members, focused on ICTs for a public and private portal, based on commercial solutions for secure e-commerce.
- Benin: Identification of a focal point with assistance from UNCTAD, proposition for a Follow-up Committee that was not signed at the time of the Round Table; main objective is a DMS.

Based on the questionnaires and the phone interviews, it can be observed that:

- The « comités de suivi » or "ad hoc task forces" have been set up or are planned in most countries, but few have kept up the momentum as presented at the Bamako conference;
- All representatives from the 6 countries that were contacted by the evaluators expressed regrets that there was no further involvement of UNCTAD beyond the round table. Many also hoped for an UEMOA support that does not seem forthcoming;
- Mention was made of an initiative via the UNWTO that would move forward the objectives of the UNCTAD project. But there seems to be little concrete action in that direction, except for data collection, which is more or less undertaken via UNWTO systems and nomenclature. This is not fully in line with the data collector approach of the project;
- Tourism and e-tourism solutions are still an expressed priority in the 6 target countries, but the current geopolitical context reduces or eliminates capacity to develop tourism in at least 3 of the 6 countries;
- Material resources to follow up on the project have not been identified, or when they have (as in Benin), it is postponed to 2013.

4.   Conclusions and Recommendations

4.1 Conclusions

Feedback from the participants to the initiatives of the project indicates a positive impact on:

- The understanding of the potential of e-technologies for the development of tourism as an important economic sector to boost local development, increase access to income and contribute to integration in the global market;
- The level of awareness of the need to structure the touristic offer in order to match demand and therefore successfully harness local resources to derive benefit from tourism;
- The level of awareness of the need to adopt an integrated approach to the development of tourism (environment, facilities, marketing and promotion, sales, reliability of the offers, transparent risk management) with a multi sector range of stakeholders (transports, health, security, access to financial support, telecommunications) and the need to develop public/private partnerships;
- The fostering of initial networks of relevant partners to move forward in the paths opened by the workshops and the "ateliers".

The project reports allow the evaluation team to observe that each workshop and/or seminar was delivered on a strictly national level, closely structured along the same model. The project does not therefore have a truly regional nature. No follow up activities of the project at the regional level have been reported, despite the launch of an UEMOA tourism initiative.

There is no other justification to the grouping of countries targeted by the project, except for the fact that they are francophone. This is quite apparent when the final regional round table (Bamako, 19-21 July 2011) lists as an expected outcome, an "Assessment of e-tourism peculiarities and commonalities between targeted countries" and "Plan of action for increased e-tourism cooperation at national and sub-regional level"[17].

Several constraints in each of the beneficiary countries limit tourism development including the lack of business associations and efficient public structures. The legal and administrative framework (fiscal policy, bureaucracy and access to credit for instance) prevents or limits competitive private sector development and necessary investments. In addition, essential infrastructures in the countries require further development (water, electricity, transports, telecommunications, health, construction).

While the project has indeed developed training materials, consistent and reproducible for the benefit of all tourism stakeholders and with the potential to be rolled out elsewhere, the level of funding, which was adequately and prudently managed, did not allow to go beyond what is a "short term" expected outcome of raised awareness in the beneficiary countries of the issues at hand.

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[17] http://archive.unctad.org/Templates/Meeting.asp?intItemID=2068&m=22014&info=&lang=2

Sustainability was foreseen in action plans that were crafted as part of the required presentations of the 6 countries at the regional round table. However the "comités de suivi" have hardly arrived at concrete steps forward since the round table. Those action plans therefore as yet remain unimplemented.

Development of websites and portals is reported but there is no coordinated regional approach, and each country defines its own agenda and addresses its specific issues, within the framework of reduced material resources and possibly limited vision. However, it is not clear that these modest developments would not have taken place anyhow, in the framework of the current expanding e-business in the target countries.

4.2 Recommendations

Internal modalities of allocation of funds from the Development Account within UNCTAD and between the various divisions need to be reviewed to ensure:
1) That sprinkling of resources is avoided:
- When a project is allocated about a quarter of a million dollars to be spread over 2-3 years and includes coverage to 6 countries, the resulting trickling of resources diminishes the possibility of significant impact;
- Synergies between divisions/sections need to be identified and operationalized; when an initiative has a training content, for instance, the training element should be developed in close cooperation with other training specialists of UNCTAD, thereby strengthening the institution as a whole instead of each project operating as a closed unit and calling on external consultants when in-house resources are available;
- The theme of e-tourism should be embedded in a comprehensive UNCTAD integrated result-management strategy coordinated with stakeholders and development actors on the 2 pillars of IT and of tourism for development. It is necessary, to avoid sprinkling and to achieve impact, to move beyond sensitization and instead, accompany target countries all the way to implementation of e-tools and solutions;
- Discussions might be initiated with the Development Account authority to seek stronger result-based programming by: (i) allowing a proposal to follow up on an earlier one, provided it moves beyond mere sensitization into more technical and practical approaches (as shown in the box below); or (ii) to combine two proposals, with an adequate sequencing, thus doubling the budget.

Example of possible clustering of proposals
1) Proposal 1: e-tourism solutions: sensitization, strategic planning etc…
2) Proposal 2: IT solutions: issues and constraints (FOSS etc..); linkage with other sectors, secured payment systems, insurance, guarantees, recurring costs, linkage with statistical capacity, investment needs, training needs.

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2) That UNCTAD moves beyond awareness raising stage initiated through the project, to a more concrete level of achievement:
- Whenever a technical assistance project is launched with UN Development Account funds, there should be a structured plan to build on the achievements of the project

via permanent activities of UNCTAD after the project ends, with follow up/intensification/roll out activities conducted by staff, on a pre-identified budget;

- Given the recognized relevance of Tourism as an engine of development, and the key importance of e-technologies to develop the sector, the UNCTAD tourism initiative must be re-energized. Careful attention must be given to avoiding duplication with UNWTO initiatives and a clear division of work must be achieved to ensure efficiency and effectiveness.

3) In line with its core mandate, UNCTAD needs to support LDCs in their ICT development, as bridging the digital divide is a recognized cross-cutting issue for attainment of MDGs. In this regard:

- Supporting LDCs in accruing benefits from tourism is closely linked to IT solutions that have a structuring effect. Training and technical assistance is needed so that LDCs do not embrace short-term solutions that could later deprive them of the benefits of the sector development. All divisions of UNCTAD might usefully be brought on-board of this key strategic issue, but close coordination is indeed needed with all those involved in issues related to IT and development;
- The objective of reducing transaction costs and the share of intermediaries in e-solutions for tourism, and to empower the countries in the management of their touristic resources is correctly identified in the project, but has not been sufficiently carried through. Effective support to LDCs requires that target countries are not left to make strategic choices without being fully informed.

4) The modules that were used for the workshops are of good quality and provide a sound basis for further utilization. This pedagogical material should be further developed and used by UNCTAD in other contexts. It is also recommended that:

- The case study based on Quebec that was used by the project during the national workshops, even though justified by language constraints, may not be the most adapted for LDCs. It is technically too complicated and requires a level of infrastructures that is beyond the needs of potential beneficiaries. The modules should therefore be adapted on a case by case basis[18].
- Some of the participants of the project could be called upon in the further roll out effort, and share their experience.
- E-learning solutions for the e-tourism modules could be developed within the methodologies of UNCTAD.
- Better identification of most relevant stakeholders of the private sector in a given country needs to be conducted prior to the workshops in order to strengthen participation of most relevant private sector figureheads;
- A closer link could be pursued with statistical apparatus of the beneficiary country, to enhance/adapt the data collector and structure the data collection. This effort would benefit from closer coordination with the UNWTO in the framework of its world report, developing a more specific focus on LDCs and sub regions.

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[18] An interesting possibility is suggested by exploratory contacts with UNESCO, regarding Mauritania, on data collection of heritage resources and development of cultural tourism.

5.   Annexes

Annex 1: Questionnaire

Questionnaire - Evaluation projet "e-tourism" de la CNUCED - temps estimé à 15 minutes

Chère Madame, cher Monsieur, Vous avez participé au séminaire/atelier de la CNUCED sur le "e-tourisme". DMI Associates est mandaté pour conduire le suivi/évaluation de ce projet. Nous vous remercions de cliquer sur le lien ci-dessous pour répondre au questionnaire et partager votre opinion sur tous les aspects de ce projet : la pertinence du contenu, la qualité de la mise en œuvre, les retombées que vous avez pu constater dans le secteur du tourisme et/ou dans votre organisation. Bien entendu, en tant qu'évaluateurs externes à la CNUCED, nous vous assurons la plus totale confidentialité dans l'utilisation de vos commentaires. Si vous le voulez bien, merci aussi de nous communiquer un numéro de téléphone ou un identifiant skype (pour cela remplir la dernière case du questionnaire) et nous vous contacterons des que possible. Merci d'avance de prendre un moment pour nous répondre. Sans votre opinion, notre étude ne reflèterait que le point de vue de ceux qui ont mené le projet, sans prendre en compte les véritables parties prenantes. www.dmiassociates.com

Vous êtes membre:

- ⦿ Du ministère du tourisme
- ○ D'un organisme de promotion du tourisme
- ○ D'une société privée de tourisme
- ○ D'une association professionnelle du secteur du tourisme
- ○ Autre : [   ]

Vous avez suivi les modules de formation "e-tourism" en/au:

- ○ Mauritanie
- ○ Burkina Faso
- ○ Guinée
- ○ Bénin
- ○ Mali
- ○ Sénégal

Qui vous a sélectionné pour participer au projet :

- ○ Cnuced
- ○ le Ministère du tourisme
- ○ une organisation professionnelle
- ○ Autre : [   ]

Dans votre organisation/entreprise vous êtes: Veuillez indiquer votre niveau hiérarchique

- ○ Directeur
- ○ Cadre
- ○ Employé

A quelles activités de formations avez-vous assistées?

- ☐ Séminaires de renforcement des capacités : "Les Technologies de l'Information et de la Communication et le Tourisme pour le Développement"
- ☐ Ateliers techniques: "La Plate-forme de Tourisme Electronique (ETP)"
- ☐ Ateliers technique de formation à l'utilisation du Data Collector: "Pour une collecte unifiée et standardisée des données"
- ☐ Formations complémentaires en matière de gestions de contenus et de conception de sites Web.

Quel est à votre avis le problème majeur du secteur du Tourisme dans votre pays ?
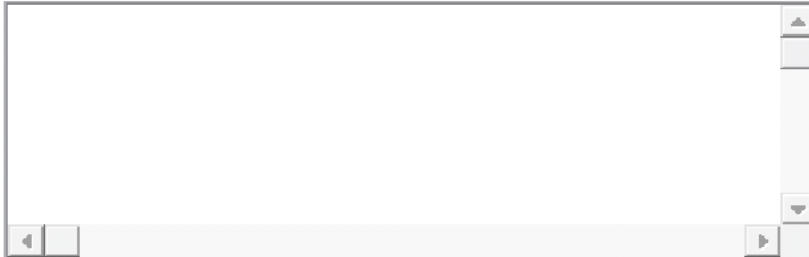
Veuillez préciser si:

	Non, pas du tout	un peu	oui	oui, tout à fait
Dans votre pays, développer l'«e-tourisme» vous parait il une priorité?	○	○	○	○
L'atelier auquel vous avez participé répondait-il vraiment à vos besoins ?	○	○	○	○
Les mêmes modules de formation ont été proposés dans 6 pays	○	○	○	○

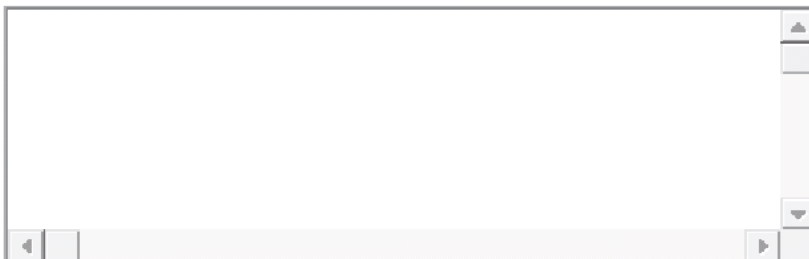|	Non, pas du tout	un peu	oui	oui, tout à fait
(Mauritanie, Mali, Bénin, Burkina, Guinée, Sénégal) de la CEDEAO. Pensez-vous que ce module était adapté à votre pays?				

Quel bénéfice direct avez-vous retiré de l'atelier auquel vous avez participé?

Quelle était la valeur ajoutée à traiter ce sujet à la fois dans 6 pays de la CEDEAO ?

Qu'est-ce que le module auquel vous avez participé vous a apporté dans l'exercice de votre profession?

Depuis la fin du projet, (décembre 2011) avez vous été en contact avec d'autres participants du projet ? Vous pouvez cocher plusieurs cases
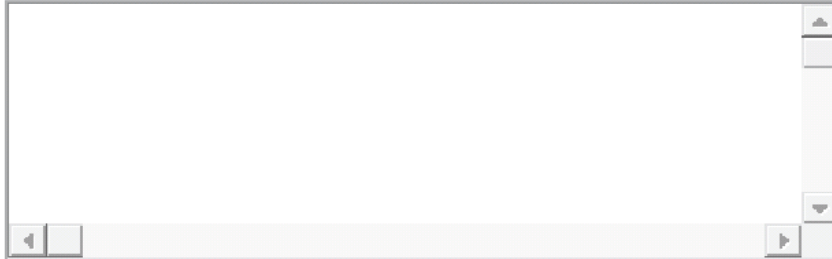
○ oui, à titre professionnel
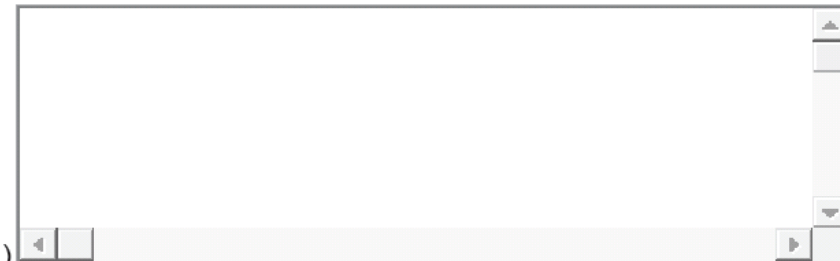
○ oui, à titre personnel

○ non

Si vous avez été en contact à titre professionnel, veuillez préciser pour quoi faire ?

A votre connaissance, quelle suite a été donnée au projet? Veuillez préciser quelles actions, sur quels sujets, à quel niveau hiérarchique et dans quel cadre (de votre entreprise, du secteur, au niveau national ou sous régional)

Pour la suite, quelles actions vous paraitraient les plus utiles pour soutenir/développer le tourisme dans votre pays ? Veuillez préciser quelles actions, sur quels sujets, à quel niveau hiérarchique et dans quel cadre (de votre entreprise, du secteur, au niveau national ou sous régional

)

Si c'était à refaire, que changeriez vous à l'activité du projet à laquelle vous avez participé ? Objectif, contenu, modalités d'exécution, variété des participants, qualité des intervenants, etc

[ ]

A la suite du séminaire, avez-vous changé / modifié votre pratique professionnelle?

☐ oui

☐ non

Si oui, veuillez préciser (Pratique professionnelle)

[ ]

A la suite du séminaire, avez-vous changé / modifié les outils de promotion (site web, réseautage, etc.) que vous utilisez ?

☐ oui

☐ non

Si oui, veuillez préciser (Outils de promotion)

[ ]

A la suite du séminaire, des réunions de suivi ont-elles été organisées dans votre pays ?

☐ oui

☐ non

☐ je ne sais pas

A votre connaissance, le site national présentant la destination touristique de votre pays a-t-il été amélioré depuis le séminaire?

☐ oui, un peu

☐ oui, bcp

☐ non, pas du tout

A votre avis, quelles actions devrait/pourrait jouer désormais la CNUCED en matière de tourisme ?

Votre numéro de téléphone ou identifiant skype [   ]

Etes-vous un correspondant national?

○ oui

[Envoyer]

Annex 2: Documentary base for the analysis

- «Promotion du tourisme : les professionnels exigent plus de moyens » (article from Mamadou Sy, published in Le Soleil, 7th August 2007)
- Report of the expert meeting on ICT and tourism for development, consulted at http://unctad.org/en/Docs/c3em25d3_en.pdf
- Tourism and development, concept and issues. David J. Telfer
- Developing Tourism in Africa: Issues for Policy Consideration, Peter U.C. Dieke
- Review of management and administration in the United Nations conference on trade and development (UNCTAD), 2012
- Information economy report 2005 p 149 and sqq
- How large is tourism impact on the West Africa economy? An econometric investigation, Gbadebo Olusegun, Dept. Economics and Development Studies, Covenant University, Ota, Nigeria, 2008
- Tourism, culture and development in West Africa Programme, UNESCO 2004.
- Analysis of the impact of tourism on the West African Economy: A panel data approach, Cyril Segun Ige, Covenant University, Gbadebo Olusegun Odularu Covenant University, 2008
- Enquête sur l'offre touristique à Cotonou, 2007, see http://ddata.over-blog.com/xxxyyy/2/58/01/57/presentation-enquete.pdf
- Burkinabe official tourism website at http://www.planete-burkina.com/transports_prix_burkina_faso.php
- Guinea tourism official website at http://ontguinee.free.fr
- Site malien du tourisme : http://www.le-mali.com/omatho/
- Note générale sur le Tourisme en Mauritanie à l'occasion du cinquantenaire de l'indépendance, Hamady BA, ONT, see www.cinquantenaire.mr/NR/rdonlyres/5BAF8BF4-AAA9-4BA3-A253-A192FF5CC21C/5431/NOTEGENERALE.pdf)
- Report on le tourisme au Sénégal , World Bank, February 2004
- "Tourism: Senegal », Africa Research Bulletin: Economic, Financial and Technical Series, vol. 44, n° 3, mai 2007

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ETAPES VERS UNE E- STRATEGIE REUSSIE

Vers les phases 2 et 3….

Phase 2... Faciliter la finalisation de la collecte de données ... **Phase 3...** et concevoir un projet national de mise en œuvre

E-commerce

Système de Gestion de la Destination intégré

Visibilité de la destination

Centralisation de l'information

Renforcement des capacités

Coopération rapprochée entre les secteurs

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