

GSTA – PD

Whole-System-in-a-Garden (AKA WSR)

Strategic Planning Workshop Report

The second step of the SCALE process is the Whole-System-in-the-Room (WSR) strategic planning workshop in which diverse stakeholders come together to establish common goals and elaborate collaborative work plans. This report is about the WSR conducted in Bandiagara, Dogon Country, on December 10-12 for the Global Sustainable Tourism Alliance – Pays Dogon project. The whole system was gathered in the garden of a local camping facility outside of Bandiagara (making it a Whole-System-in-the-Garden!) under the theme, *Improving Livelihoods in the Dogon Country through Sustainable Tourism*.

Notes are provided in the first couple of pages to provide workshop results at a glance. One can continue reading the rest of the report to have more details about the workshop exercises and subsequent results. The report is divided as follows:

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I. Workshop at a Glance

- 88 participants
- 10 stakeholder groups:
 - Local Administrations
 - Local Government
 - Regional Government
 - International Partners
 - Associations
 - NGOs
 - Village leaders
 - Tour Guides/Tour Operators
 - Hotel owners/restaurants/artisans
 - Media

- 10 common goals agreed upon by all participants, all very closely linked to issues presented in the GSTA-PD Assessment Report. Conservation of the Environment was the overwhelming winner in terms of how many groups promoted that as their common goal. Everyone agreed to pursue, in the next ten years, the following common goals:
 - Conservation of the Environment
 - Improvement of communications among the different tourism actors
 - Promotion, diversification and enhancement of the value of tourist products
 - Creation of an entity to coordinate activities within the sector
 - Development and Renovation of tourism sites and monuments
 - Improvement of legislation concerning tourism and better application
 - Conservation of the Cultural and Natural Patrimony
 - Improvement of livelihoods
 - Improvement of infrastructure in Dogon Country (roads, tracks, hotels, lodging, etc.)
 - Increased Professional Training

- Stakeholder groups elaborated and presented short-term and medium-term collaborative action plans (3 months and 3 years). These plans will now help the GSTA-PD outline exactly what the project will address in the coming three-year effort. The stakeholder action plans will, in effect, be the base of the actions of the GSTA-PD implementation phase. Some of the actions included, but are not limited to:
 - Local Administrations: improve communications with tourism actors, elaborate a plan of action to create an entity that will work on sector coordination, and begin to restore tourism sites.
 - Local Government (technical services): open the radio station in Sangha, initial visit to tourism sites to assess needs for clean-up and restoration, organize festivals, training of artisans, and inauguration of a museum in Soroli.
 - Regional Government (technical services): building roads to improve tourism access, partner with NGOs to provide professional trainings: languages for guides, literacy for women, etc., and work on biodiversity conservation issues.
 - International Partners: guide trainings, have PCVs start working on projects in their sites to preserve sites and conserve natural resources, improve coordination among actors, help in the creation of internet sites and launch the GSTA-PD to address many of the concerns addressed at WSR.
 - Associations: Medicinal and Aromatic plant gardens, have a general assembly meeting with Hogon in Ende to address environmental degradation issues, and support coordination by holding meetings for multiple tourism actors around issues like traditional medicine.
 - NGOs: mobilize NGO actors in coming months to restore tourism sites and work on roads with OMATHO and commune leaders, work on biodiversity issues concerning hippos and birds
 - Village leaders: address the need to activate the Sangha artisan market, work with cultural mission to restore sites, and promote new tourism products at upcoming festivals.

- Tour Guides/Tour Operators: collaborate with Red Cross and others on upcoming trainings, meet with OMATHO to elaborate a training plan and solve issue about guide certification cards, assist in improving lodging standards, etc.
 - Hotel Managers: professional training with OMATHO, start to work on application of laws, financing clean-up campaigns, create a website for hotels
 - Media: increasing programs for professional development and programs for tourists, support awareness about the NTIC (national center for research and communication), and publish quarterly bulletins.
- Many WSR participants expressed their appreciation for the WSR and the process used and thanks to USAID for this activity.
 - There was good collaboration with two other US agencies: Peace Corps (11 volunteers present, helping in all aspects of event), US Forest Service (representative attended)
 - 40 interviews were conducted for a Social Network Analysis baseline study (the remaining interviews will be completed in the next two weeks)
 - Visitor and Resident satisfaction baseline surveys were launched (Peace Corps volunteers will complete both in the next six months - 385 interviews for each category)

II. Opening of the Workshop

Opening: The workshop opened with a speech by the local facilitators, Mr. Allaye Karembe, Mr. Boubakary and Ms. Malidou. Mr. Karembe explained that the conference was funded by USAID and is a part of a larger GSTA (Global Sustainable Tourism Alliance) effort. The WSR (whole system in a room) approach would be used throughout the workshop. They introduced the Peace Corps Volunteers as helpers of the event and announced that Patrick Papania and Cristina Nardone would also assist in facilitation.

Opening Speech: The first opening speech was given by Augustine Dembele on behalf of USAID. He greeted all of the participants and introduced Jeanne Hartman, the USAID representative. Mr. Dembele noted that the goal of the project was to improve tourism in Dogon Country, with a focus on spreading the benefits of tourism to all segments of the population while assuring better natural resource management. Mr Dembele announced that Patrick Papania would be leading the project for the Academy for Educational Development (AED), one of several companies that compose the GSTA. The USAID representative remarks that tourism could be very beneficial to the region as long as care is given to preserve and protect the environment. Augustine then opened the workshop officially and gave his best wishes for the success in the coming days.

Key Point of speech: Improving tourism in Dogon Country with a strong emphasis on protecting the environment and local culture

Opening Speech: A second opening speech was given by Seydou Coulibaly, Assistant Program Country Director (APCD) for Peace Corps Mali. Mr. Coulibaly explained that Peace Corps Mali would be an important partner in the GSTA-PD project. Peace Corps Mali already works extensively with the Ministry of Tourism (OMATHO), and would be willing to assist all members of the community in finding ways to improve tourism. The APCD noted that the synergy and communication created by the GSTA-PD would help everyone work together for the common good.

Mr. Karembe, chief workshop facilitator, then explained that the participants would be working together in self-managed sessions over the next three days using exercises provided by AED, part of the SCALE approach to project management. Over the following sixteen hours of exercises, the participants would come up with common goals and create a collective action plan.

The participants broke for lunch and afternoon prayer. When they returned, the facilitators introduced the principles of the WSR. Patrick Papania led an activity in which each participant placed his/her fingers together in order to form a square. Each participant then looked through the square at facilitator Ms. Malidou. When observing Ms. Malidou with her hands outstretched, participants were able to only see only part of her, some seeing only her head, others only her hand. When the participants pulled their hands closer to their faces, they were able to see Ms. Malidou's entire body. Mr. Papania announced that the goal of the workshop is to help the participants see sustainable tourism through the perspective of others; every participant has a role to play in tourism, but everyone is currently working only on a small portion of the entire system. By coming together, all actors can work together towards improving tourism in Dogon Country by establishing common goals and beginning to work more collaboratively.

The facilitators then described the format of the workshop to the participants:

- 1) All ideas are welcome; the objective is to establish common goals, not solve problems; problems will not be solved during the workshop, but they will be noted.
- 2) Presentation of different roles of self-management: moderator, time keeper, note taker, and presenter; these roles will allow each group to manage itself with minimal assistance from the facilitators.
- 3) Different people learn in different ways; we must respect how others learn and the knowledge that they bring.
- 4) Common objective (sustainable tourism) must be achieved through local solutions developed in a global context

III. Focus on the Past

The facilitators introduced the exercise for studying the past and determining what has brought everyone to Bandiagara that day. All participants have a common past which they were asked to identify. Each participant was asked to record past events that influenced their lives and tourism in three different categories:

- 1) Personal events that influenced one's own life
- 2) Global events that affected tourism on the global level
- 3) Local events (in one's own town, region or country) that influenced sustainable tourism

After all of the participants noted the events on three large time lines, they were asked to make three-minute reports that summarized the commonality of each time line. During this exercise, the participants were seated at nine tables in mixed groups. Three groups worked on each category. Each group gave a presentation on its assigned event. The goal of the exercise went beyond “breaking the ice” to demonstrate how everyone at the workshop shared a common past.

Below is a brief account of three of the reports that were made:

1) Local events

1931-35 - Marcel Griaule came to Dogon Country, putting the region on the map; before 1935 there were many missionaries in the area;

1958 – Charles de Gaulle visited the Dogon Plateau with African leaders;

1960 – Mali became independent;

1963 – 1st campement created in Bandiagara; also first rebellion in northern Mali;

1970: SMERT created;

1972 – 1st archeological research in Dogon Country;

1972-73 – famine affected tourist influx;

1988 – Bandiagara cliffs were declared World Heritage Site by UNESCO;

1990 – creation of Sotelma;

1991 – democracy came to Mali and tourism was liberalized;

1999 – first communal election in Bandiagara, eco-tourism project, decentralization of tourism;

2002 – CAN organized in Mali; UN Volunteers in Sangha;

2003 – cyber café created in Bandiagara

2) Global events

There was a consensus among the various groups that the spread of technology and information over the past 50 years has greatly impacted tourism in Dogon Country. Tourism has continued to increase in the region. UNESCO identified the Bandiagara cliffs as a World Heritage site in 1988. Problems identified included damage to local cultures and the increasing effects of climate change and pollution in recent years.

3) Personal experiences

There are several key personal experiences that were shared by all participants. Everyone in the groups that presented had gone to school, and all had a profession of some kind. While bound together by these common experiences, the diversity in the groups allowed them to provide different perspectives on how they became interested in tourism.

After the group presentations, the floor was open for general discussion. Mr. Moctar Ba, the regional director of OMATHO, gave a small speech to open the general discussion. He found that the day’s exercises were useful in that they helped people to reflect on the past and brought the groups closer to finding solutions to help sustainable tourism in Dogon Country. In Mr. Ba’s view, there is a consensus that tourism has definitely benefited certain members of the community and that the flow of information and technology has had far-reaching impacts on tourism. He stressed, however, that serious problems remain; climate change and environmental destruction are already negatively impacting Dogon Country. He noted that natural resource management is essential in developing sustainable tourism in Dogon Country. He believes there is great tourist potential in Mali, but urged everyone to work together to develop sustainable tourism.

Following Ba’s statement, a participant complained that “Dogon Country” is too narrowly defined and should include the city of Douentza. Ba responded that OMATHO will intervene in all areas of Dogon Country (including Douentza) to help tourism.

Ba closed by reiterating that OMATHO is not the only actor involved in tourism. OMATHO will work closely with all tourism actors in providing technical assistance and increasing communication.

IV. Focus on the Present

Presentation by facilitators: Papania led this group brainstorming sessions, which opened Day 2 exercises. He explained that participants would be focusing on present trends in Dogon Country tourism. Trends would not be judged or evaluated; the purpose was only to identify important movement within the tourism sector. This would be a reflection on the present that would help all the participants to create a “mind map” that identified all current trends. The trends that were noted included:

Increases

- Increase in accessibility to Dogon Country thanks to easier modes of transport (motorcycles, cars, etc)
- Increase in crime
- Increase in fake (counterfeit) Dogon art
- Increase in languages spoken (beyond just English and French ; Spanish, Italian, etc)
- Increase in tourist circuits
- Increase in education because of tourism (schools built)
- Increase in research and documents (information) related to tourism
- Increase in entry points into Dogon Country
- Increase in mixed marriages (tourist/Dogon)
- Increase in respect for tourist sites
- Increasing role of guides in development (investing)
- Increase in tourists behaving wrongly/disrespectfully
- Increase in art expositions
- Increase in confusion/misunderstanding between local culture and religion
- Increase in the number of hotels/campements in Dogon Country
- Increase in the desire of the local population to reap more of the benefits of tourism
- Increase in begging (harassment by children, for instance)
- Increase in sale of cultural artifacts
- Increase in the number of tourist guides
- Increase of desertification in Dogon Country (cutting down trees)
- Increase in structures in place for supporting tourism
- Increase in protection for native art (artifacts) and culture (masks)
- Increase in benefits for the guides and others directly involved in tourism
- Increase in the number of tourists
- Increase in political involvement in tourism
- Increase in wasting potable water
- Increase in tourism related employment
- Increase in population revenue
- Increase in number of tourist sites
- Increase in abuse of drugs, alcohol, prostitution
- Increase in “humanitarian tourism”
- Increase in cost of living in tourist sites
- Increase in migration of young people out of Dogon Country (rural migration)

- Increase in number of travel agencies
- Increase in methods of communication

Decreases

- Decrease in respect for traditional culture
- Decrease of professionalism in the tourist sector
- Decrease in savoir-faire (know-how) in traditional medicine
- Decrease in benefits for the population
- Decrease in sanitation and hygiene
- Decrease in quality of artisans and guides
- Decrease in variety of tourist sites / available tourist circuits
- Decrease in parental authority
- Decrease in respect for local architecture
- Decrease in confidence/respect for guides because of authorities
- Decrease in number of developed tourist sites
- Decrease in human resources in Dogon Country
- Decrease in tourism in Dogon Country (tourists going to Burkina instead of Mali)
- Decrease in the quality of Dogon artifacts
- Decrease of traditional lifestyle

After having created a raw list of trends, individuals voted on the six trends that are of most interest to them and where they would most like to focus their energy.

Next, the participants returned to the garden to gather at stakeholder tables. The various stakeholder groups were asked to identify 4-5 trends of most concern to them. Each group identified the trends, listed ways they were addressing these trends and what they were not doing that they would like to be doing. Below is an account of what each stakeholder group reported:

Local governments

The most important trends for local government in tourism today are increases in:

1. Political will in the tourist sector (government educating tourists and local population about protecting the environment)
2. Deforestation
3. Begging
4. Pollution (especially plastic waste)
5. Theft of art objects

Local governments believe that tourism should be included in an overall action plan of development. All actors must participate in decisions. An “IEC” (Information / Education / Communication) action plan should be created to address negative trends and impacts of tourism.

Media

The most important trends for the media group in tourism today are:

1. Less communication: guides and the local population communicate less (especially through less use of the radio)
2. More plastic waste thrown on the ground
3. Increased desertification
4. Increase in desire to protect cultural heritage
5. Increase in the number of hotels/campements
6. Better technology (esp. internet) that can potentially facilitate communication

The media believes that increased collaboration among tourism actors is vital. The radio can be used to better inform the population about important issues. Training for guides is needed to increase professionalism. Universal access of radio and internet is important. All participants must work together.

International Partners:

The most important trends for international partners in tourism today are:

1. Degradation of the environment
2. Economic impact of tourism is increasing
3. Synergy among the different partners
4. Professionalism among guides/hotel owners

When there is synergy among the different actors, there is satisfaction and increased benefits from tourism for the population. When clients are satisfied, there are more benefits from tourism and the environment is better protected; when the environment is protected all of the population is happier.

What can international partners do to help?

- a) Conserving the environment: plant trees; create nurseries; educate the population; educate students about the importance of environmental protection; organize local meetings to discuss issues; provide better tourist information (especially eco-tourism guides)
- b) Economic impact of tourism: improve diversification of local products; provide assistance to community museums; teach the population about management techniques in order to solve its own problems
- c) Synergy: organize meetings to help create public-private partnerships; lobby for certain policies and better communication
- d) Professionalism: train tourism actors (hotels, artisans, guides, OMATHO)

What do international partners envision for the future?

International partners presented the follow solutions: educate guides about the importance of protecting the environment; reinforce synergy among the different actors; better coordination among international partners; clearly define criteria for “success” and evaluate whether or not goals are being met; improve transparency and good governance; provide technical assistance for local organizations; and improve infrastructure.

Regional Government (technical services)

The most important trends for the regional government group in tourism today are:

1. Decrease of parental authority; less young people receiving an education
2. Increase of tourist sites/roads leads to increased tourism but also environmental degradation
3. Deforestation
4. Abuse of alcohol and other drugs, especially among young guides

Solutions: Educate the relevant actors; construct and rebuild tourist roads and sites; fight against substance abuse.

Associations

The most important trends for local associations in tourism today are:

1. Increase in begging
2. Decrease in know-how in the realm of traditional medicine
3. Destruction of the environment

Solutions: Educate children about begging; educate young people about the importance of environmental protection; create botanical gardens to promote traditional medicine; create village committees that will work to stop deforestation

Local Government (technical services)

The most important trends for the local government group in tourism today are:

1. Organization and exploration of tourist sites
2. Cleanliness and proper management of sites
3. Organization of the hotel/guide sectors
4. Management of natural resources
5. Reinforcing the capacity of local actors to improve their own situation

What are the local services doing right now to address these trends?

Trend 1: post information about sites (arrows, tourist information); organize cultural festivals; use tourist funds (from groups such as Vision du Monde) to help directly benefit the population

Trend 2: construct dry latrines; improve roads; restore cultural sites; clean up trash; create tourist infrastructure (community campements, museums, etc)

Trend 3: educate hotel owners about quality of service and hygiene

Trend 4: eco-tourism guidebooks; plant trees; celebrate “Bio-Diversity Day”; educate the community; train “nature guides”; improve communication

Trend 5: classes taught at the Mission Culturelle; hotel owners and guides attend trainings; artisan trainings; meetings among groups organized by the Mission Culturelle

Future plans: Local government (technical services) group hopes to: restore and renovate sites and monuments; place trash depositories in villages; clean up tourist sites; and better protect the environment.

Population

The most important trends for the population group in tourism today are:

1. Increased organization of tourist visits
2. Restoration of tourist sites
3. Involvement of the population in managing tourist visits

Solutions: Mobilize local authorities so that they are more involved in tourist visits to sites

Hotel owners, restaurants and artisans

The most important trends for hotel owners in tourism today are:

1. Increasing degradation of tourist sites
2. Increasing incompetence and impoliteness of certain hotel owners toward guides and clients
3. Mali is too expensive (Burkina Faso and neighboring countries are much cheaper)
4. Many tourists come without a guide; there is a lack of respect for local customs among certain tourists
5. Increasing organization of tourist visits by non-professional or unofficial guides; creates problems for official guides

Solutions: Guides should continue to undergo training. Since a guide is often a tourist's window into Mali, proper guide behavior is essential. Professionalism should be emphasized; tourists should be given the same, accurate information at all tourist sites; tourist sites should be better marketed; more jobs should be created in tourism; and government should continue to play an important role in tourism management.

NGOs

The most important trends for NGOs in tourism today are:

1. Increase in deforestation
2. Increase in claims by the local population for increased benefits from tourism
3. Decrease in cleanliness at tourist sites
4. Decrease in professionalism in the tourism sector
5. Increase of tourist paths and access to tourist sites

What are NGOs doing right now to address these problems?

Trend 1: fight against erosion and deforestation

Trend 2: help create development plans in various communes; create museums; promote rural tourism

Trend 3: training for hotels and campements; pick up trash (especially plastic waste)

Trend 4: bring actors together to show how they can be more effective and professional

Trend 5: help to create tourist paths and roads

What do NGOs want to do that they are not doing now?

Create a garden of medicinal plants; rebuild forests that are in danger of disappearing; create tourism offices in all communities; promote more rural tourism; create inter-communal museums; renovate tourist sites; and teach recycling.

In summary, several trends were repeated by different groups. Deforestation, the environment, sanitation, and communication were issues that kept reappearing.

V. Focus on the Future

The facilitators explained that in the next exercise each group of mixed stakeholder representatives would imagine that it was in the year 2017. The groups would then then imagine how life had changed over the past ten years, and expressed their vision of the future in a creative manner.

Group 1 Scenario: Group 1 interviewed people from different community groups in an imaginary future setting. Some people complained that tourism had only brought hell because most young people had left the village to live in the city. Others saw that tourism had brought increased investment in infrastructure and schools. The local population was able to reap the benefits thanks to smarter development policies. Most people were happy that tourism had greatly benefited their community.

Group 2 Scenario: Group 2 imagined a Dogon Country village in the year 2017. The village was very clean; there were trash cans in every street, roads were paved, and trash depots had been constructed. Tourism was able to greatly reduce the impact of pollution.

Group 3 Scenario: In Group 3's imaginary city, a beautiful garden with traditional medicinal plants had become a large tourist attraction. People can reserve hotels directly through the internet. Cars and trains are now clean and powered by solar energy. Trash is now recycled and not thrown in the roads.

Group 4 Scenario: In Sangha in 2017, there is an international airport where tourists arrive directly. There is a bank that accepts credit cards, and tourists can reserve hotels directly on the internet. There are police to ensure tourist security, and all guides are officially registered with ID cards. The road to Bandiagara is paved, ensuring easy access to Dogon Country. Good organization of tourism and better governance in Sangha led to these improvements in tourism.

Group 5 Scenario: Group 5 imagined the creation of a 5-star international hotel in Dogon Country. There are paved roads, a pool, and ample parking available. Group 5 also read a poem about how tourism helps the region.

Group 6 Scenario: Group 6 envisioned an imaginary radio show called "The Voice of the Plateau" in which different members of the community were asked about the impact of tourism in the year 2017. The chief of the village was upset by the loss of traditional culture and lack of respect of children. The radio director was happy about improved transportation

infrastructure and communication in Dogon Country. Tourist sites have undergone renovations, and better coordination among tourism actors has resulted in increased benefits from tourism. The artisanal representative was pleased that all artisans were now trained and that the price of artwork was now uniform in all of Dogon Country.

Group 7 Scenario: Guide union helps tourists quickly find a guide upon arrival. The tourist can find all need information on the internet. Tourists are able to eat local food at campements.

Group 8 Scenario: Tourists are able to reserve hotels directly on the internet. Guides educate tourists about appropriate cultural practices (bringing kola nuts to the chief of the village, for instance) and organize visits where tourists can speak directly with the chief. The chief in this scenario was happy that tourism had helped develop the village; roads and infrastructure have been improved, although a lack of potable water is still a problem.

Group 9 Scenario: In this scenario, the village has changed but children were educated about local traditions and customs. As a result, local tradition is alive and well. Women have fewer children thanks to the availability of birth control. The environment is better protected because open space has been preserved. Tourists meet their guides before coming to Dogon Country so they have a better idea what to expect upon arrival. Local materials are used in construction, helping to create jobs and keep money in the local economy.

VI. Common Goals

On Tuesday evening, mixed groups came together to identify their common goals in Dogon Country tourism. Each group formulated goals. Wednesday morning, everyone discussed the various goals and created categories to better organize those goals. These categories became the common goals of everyone in the system, and they are as follows:

Improve communication among different tourism actors

- Develop of methods of communication
- Better inform elected officials and government about tourism issues
- Improve accessibility of communication in relation to tourism
- Produce the infrastructure needed to improve communication
- Improve tourist experience with better services (banks, internet, etc)
- Increase revenues from tourism with improved communication and transport options
- Teach the population about important issues and create reports on the state of tourist sites in villages

Promote, diversify, and enhance the value of goods sold to tourists

- Create and enhance the value of tourist goods (local food products, artisanal goods, etc)

Create an entity for collaboration among the different participants (actors) in tourism

- Synergy among the various actors: all tourism actors will reach out to one another and participate

- Establish a communications framework that is effective and long lasting
- Draw up a communal tourism action plan
- Better organize local tourism

Develop and Renovate Tourist Sites and Monuments

- Restore and renovate monuments and tourist sites
- Highlight less-known sites and monuments

Improve legislation concerning tourism and improve application of the law

Preserve the Environment

- Develop and manage tourist sites to promote a clean environment
- Plant trees
- Improve hygiene and sanitation in tourist zones
- Create village environmental and sanitation committees to manage these issues
- Place trash cans in strategic locations in villages
- Preserve and manage the environment
- Create and develop dumping grounds for trash (landfills)
- Collect waste and trash in villages
- Recycle toxic waste
- Create a plant nursery

Conserve the natural and cultural heritage of Dogon Country

- Conservation of Dogon Culture
- Preserve and protect social and cultural traditions

Improve standard of living for the local population

- Create jobs
- Improve the health of the local population through increased sanitation and hygiene
- Encourage tourism that benefits the local population
- Support initiatives by the local population (provide training, technical assistance, etc)

Improve Infrastructure (Tourist paths, roads, hotels)

- Pave roads throughout the region
- Improve infrastructure throughout the region
- Increase the quality of infrastructure
- Increase accessibility to the region (buses and roads)
- Improve hotels and campements

Improve Professional Training

- Promote sustainable and lasting tourism by increasing professionalism in all sectors
- Train guides in ecology, geology, history, and culture; emphasis on flora and fauna

- Create a professional training centre for tourism actors
- Create village committees to deal with important issues
- Educate and train tourism professionals, the local population, and tourists themselves
- Educate tourism actors on how to better organize and collaborate amongst themselves
- Increase the involvement of women in tourism

Areas of Disagreement:

- Creation of a tourist information office
- Training in writing and foreign languages for guides and artisans

VII. Collaborative Action Plans

After creating the common goals, each stakeholder group came up with a short and medium-term action plans. They were presented by each group as follows:

Hotel owners, restaurants and artisans

- Training: ask OMATHO to do training for the guides and for the hotel staff.
- Lobby local authorities in order for the laws to be applied more firmly
- Hygiene: start with our own structures and then go meet local authorities to improve cleanliness of towns and villages
- Obtain transparency over the tourist taxes
- Create a common website for hotels of Bandiagara

NGOs

Short term actions:

- Pre-diagnosis of the Regional tourism plan with OMATHO and the Regional Council (being undertaken now).
- Mobilization of actors (January to March 2008)
- Restoration of the *Ginna du Hogon* in Endé, with the villages of Kanibouzon, AIVM, Mission Culturelle (being undertaken now)
- Identification of actors in the villages of Worko, Wadouba & Debaye with OMATHO, l' AIVM, from January to March 2008.
- Roads and tracks, with the Direction nationale du génie rurale. KFW + PRBP. January to March 2008
- Inventory of current practices in construction, with Mission Culturelle, Craterre, and artisans. January 2008.

Long term actions:

- Organizational of rural tourism
- Preserving hippos and wild ducks near Baye, in Sourou region, through ecotourism.
- Build roads and tracks
- Work on the regional tourism development plan

Local Government (technical services)

Short term actions:

- Site visits related to hygiene and sanitation, with the Mayor, the tourism actors, OMATHO, and Tourisme Sangha project.
- Launching Radio FM de Sangha, *with the sous-prefecture, the mayor and villages.*
- Building dry toilets and places to deposit trash, with the villages chiefs, Bilou Toguna, technical services of sanitation.
- Opening of the museum in Soroli, with the local authorities, population, local administrations, etc.
- Organization of a festival in December in Sangha
- Inventory of all tourism accommodation in Pays Dogon
- Training artisans with the Direction régionale de l'artisanat and FAFPA.

Long term actions:

- Education of population and tourism actors, with the regional technical services, NGOs, villages.
- Construction of tourism infrastructures with the private sector, associations, and local authorities.
- Diffusion of legal texts about sanitation, with the private sector, local authorities, associations and technical assistance.
- Restoration and rehabilitation of sites and monuments, with donors and local authorities.
- Creation of a tourism office with tourism actors, population, associations.
- The indicators will be found at a later stage.

Regional Government (technical services)

Short term actions:

- Training, including foreign languages and women alphabetization, with ABS, PTF, ONGs, etc.
- Plant trees

Long term actions :

- Improvement of livelihoods with the rehabilitation of dams and tracks with *PRBP, from 2008 to 2012.*
- Site management of Pouna-pen and Borko.
- Preserve the elephants in Gourma with the biodiversity project from AFD, and preserve the migratory birds within the delta's forests with IUCN.

Guides and Travel agencies

- Provide first aid training:
With la croix rouge malienne. First meeting to take place on Sunday 16th of December at 3pm. To be completed by September 2008.
- Improve communication with tourism administrations:
Send letter to OMATHO in order to know when the next certification tests are going to take place. Will send a letter on Thursday 20th of December.
- Fund road works in Banani:
The road to Banani is in a very bad shape, try to collect money (2.8 million CFA) in order to repair the road. First meeting Sunday 16th of December.

- Improve the quality of tourism camps: Help small businesses through advices and access to clients. Try to find funding for them.

Associations

Short term actions:

- Create a coordination committee with OMATHO, the media, local authorities, from January to March 2008.
- Preservation of the environment in Endé. Hold a general assembly with the Hogon, and sanction tree cutting.

Long term activities:

- Valorization of traditional medicine in Bandiagara
- Rehabilitation and promotion of ancestral valors
- Restoration of biological diversity in Pays Dogon (medicinal plants), protection of existing species.

Medias

Short term actions:

- Promotion of tourism activities and education through radio shows.
- Improve communication between the different players.

Long term actions:

- Training.
- Improve internet access wherever possible.
- Publication of trimestrial newsletters about tourism in Pays Dogon.

Local administrations

Short term actions:

- Improve communication: information of the general administration and elected representative.
- Create synergies between actors and elaborate an action plan.
- March 2008.

Long term actions:

- Management and restoration of tourism sites and monuments. Perform inventory of all tourism sites in Pays Dogon, with Mission Culturelle, DRCN, local authorities, starting 2009.

Population

Short term actions:

- Management and restoration of tourism sites in BANDIAGARA.
- Organize visits of Abidou Tall palace and photos expos from January to March 2008
- In Soroli, create a museum with la mission culturelle, with high school students
- In Sangha : restore Guina, and market with UNESCO.
- Bankass area: Restoration of villages and restoration of ancient sites, including Mission Culturelle and villagers.

Long term actions:

- Improvement of tourism infrastructures (hotels and tracks in Sangha- Banani)
- Restoration of ancient sites.
- In Tely: finish works in Kani with the population and Mission Culturelle.
- In Soroli, community campements and private campements (UNESCO and Dourou)
- Promotion of tourism products through the festivals in Sangha and Bandiagara.

International Partners

Short term actions:

- IFC/ WORLD BANK: Exchange ideas with other partners
- Peace Corps: Organize meetings with OMATHO in order to establish a work plan with local partners. Volunteers will perform two surveys (visitor and resident) with 800 people to be interviewed. Ecotourism training for volunteers in Bandiagara (March April 2008)
- DED: support of Mission Culturelle.
- US Forest Service: Training of guides (biodiversity), improvement of tourist and guide behaviour. Production of promotional material.
- Tanadane: cultural exchange and feasibility studies, define projects that volunteers should undertake.

Long term actions:

- IFC/WORLD BANK: Improve transparency over tourist taxes, with the Ministry of Finances and Ministry of Tourism.
- DED: support community museums. Strengthen better collaboration between different actors.
- US Forest Service: Hiking / Road building/ Create tracks for observation of birds.
- Tanadane: Create links between Malians and Americans, bring volunteers here.
- Peace Corps: Communication, teach how to use the internet, training, promotion of tourism products, improve livelihoods. Work more with the private sector. Replanting. Develop activities in order to promote tourism in the Gourma region (elephants). Language training. Sanitation.

VIII. Closing

Papania concluded the meeting by reminding the participants how the action plans will help everyone identify the needs of the community in order to come up with potential interventions. He briefly explained the GSTA-PD. He told the participants that the project is small financially but it will have a big impact due to increased communication and collaboration among all stakeholders. He noted that the GSTA-PD project will not be created in Washington or Bamako, but here, according to the collaborative actions engaged in by local actors. Money will not solve the challenges of sustainable tourism, but success can be reached through better communication and collaboration between the different groups. Papania challenged the participants to unite behind their goals. He claimed that in three years, if everyone all united in the goals they articulated, there will be a big impact in sustainable tourism in Dogon Country.