

Tourism in the West Region of Cameroon

Diagnosis report



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INTRODUCTION

The Cameroonian government attaches great importance to tourism, given the measures taken in the interest of this sector: creation of its ministry, appointment of a minister of state in charge of tourism, expansion of the ministerial, tourism and leisure portfolio.

However, despite the Cameroonian government's ambition, the operational management of this sector and the low income rate are the origin of many criticisms on the management of this sector both in Cameroon and in other CEMAC countries. According to the WTO, Central Africa is the last tourist destination. Cameroon, which is CEMAC's leading tourist destination, occupies the 126th position in the world out of 136 countries, following to the classification given by the World Economic Forum of Tourist Destinations in 2017.

To further exploit the economic benefits of this competitive sector with high added value, a couple of measures and actions should be adopted by the State and its various participants.

To understand tourism in Cameroon, we will first examine the legislative framework and organization of the sub-sector on an institutional basis. Moreover, tourism demand and supply analysis alongside a distribution of strategic collaborators will guarantee a clear diagnosis of the tourism situation in the West. The results obtained from the diagnosis and the tourism demand trend will ease understanding from the clients perspective which is a rather complex phenomenon. A number of steps would be followed in order to make useful decisions for sustainable tourist development in the territory, which will improve economic development, creation of new sources of income and employment and subsequently improve the standards of living of the population

1. INSTITUTIONAL AND STANDARD FRAMEWORK OF TOURISM IN CAMEROON

1.1. Legal Framework.

The tourist sector in Cameroon is governed by a series of law some of which are given particular attention by the stakeholders in the tourist sector at the regional level. These are Law 2016/6 of 18 April 2016 (A), the 2004 Laws on decentralisation (B), Decree No 2011/5/PM of 13 January 2011 on the transfer of certain powers on tourism to communes(C) and international conventions on tourism(D)

1.1.1. Law No. 90/6 of 18 April 2016

Law No 2016/6 of 18 April 2016 is considered the main law that governs tourist activities in Cameroon. This law has reinforced the provisions of the old Law No 98/6 of 14 April 1998 as well as its Decree No. 99/443 of 25 March 1999 on the same issue.

Apart from defining the conditions governing the functioning of tourism in Cameroon, the new 2016 Law clearly distinguishes between tourism and leisure. This distinction is among the new principles adopted by this new law. As opposed to the old law, whereby tourist accommodations offered leisure, lodging and catering services, Article 3 of the new Law restricts hotels from offering leisure services like night clubs. This service is hence considered a secondary activity of the hotel and subsequently needs a clear authorisation for leisure activities.

1.1.2. Law No. 2004/17 of 22 July 2004 on the orientation of decentralization;

Article 1 paragraph 2 of the Constitution of 15 January 1996 declares Cameroon as a United Decentralised state. Following the provisions of this Constitution, Law No. 2004/17 of 22 July 2004 laid more emphasis on the States decision to transfer certain powers to the collective decentralised communities.

Following the law on the orientation of decentralisation, which also emanated from the Constitution, other legal provisions clearly stated the given powers, and **Tourism** is among the important powers given to **territorial** communities

Indeed, Articles 18 and 24 of Law No 2004/19 lay down rules applicable to Regions and Articles 15 and 16 of Law No 2004/18 of 22 July 2004 lay down rules applicable to councils hereby state that the following powers will be transferred to decentralised territorial communities

- Improvement of communal tourist sites;
- Promotion of tourism at the local or regional level;
- Promotion of craft works at the regional and local levels;
- The promotion and development of cultural activities;
- The creation, maintenance, and management of communal and regional botanic gardens, parks and public gardens,
- etc.

1.1.3. Decree No 2011/5/PM on the distribution of tourist sites according to communes

In the framework of the implementation of the transfer of tourist powers, Decree No 2011/5/PM of 13 January 2011 remains the most tangible in Cameroon till date. Provisions of this Decree state the distribution criteria of touristic sites according to the communes

Through this decree the concept of classification of tourist site was introduced According to their level of territorial skills, we can distinguish tourist sites of local interest (communal), tourist sites of Regional interest and tourist sites of National interest (MINTOUL)

According to Decree No 2011/5/PM of 13 January 2011 communal touristic sites are those which are classified as local interest, that is any natural landscape or artificial national resource of cultural, aesthetic, historic, scientific, legendary and artistic value and which is used and conserved for tourism purposes in the interest of the commune Based on the Decree, all sites could be considered as tourist sites provided that they be declared as such and that the commune, Region or the State decides to preserve and promote them in the interest of tourism

In Article 5, this Decree states the area of expertise of the decentralised territorial communities regarding the distribution of tourist sites. It stipulates that the communities are qualified to undertake the following measures:

- An overview of resources, boundaries and security of tourist sites
- The construction of roads, runways and hiking tracks around the site
- The construction of basic infrastructures and equipment.
- Internal reporting
- Having equipment meant for hosting and lodging tourists

1.1.4. International conventions on Tourism

On the international scope, Cameroon is a signatory of some conventions which are hence applicable in the national territory. These are:

- The Convention on International Trade in Endangered Species of Wild Fauna and Flora signed in Washington D.C. on 03 March 1973
- Cameroon being a member of the World Tourist Organisation (WTO) is subjected to a number of texts drafted by the organisation which are the Tourism Chart, Tourism code of 26 September 1985 and the Global Code of Ethics for Tourism of 01 October 1999.
- Lastly, Cameroon is a member of the conference of Tourism Ministers and the OIC (Organisation of Islamic Cooperation).

1.2. Institutional framework

On the institutional framework, the Ministry of tourism and leisure plays an important role in the technical supervision of tourism and leisure. MINTOUL relies on consultative organs for decision making which are the National Council on Tourism and National Technical Committee. The regional community operates within the scope of the powers which they were given.

1.2.1. Ministry of Tourism and Leisure

From its creation to its assumption as a Ministry, the tourist administration has made significant development. This development is seen in the following stages

- National Department of Tourism (NDT) created by Decree No 60/146 of 03 August 1960
- Ministry of Information and Tourism created in 1966 which coexisted for 4 years alongside the NDT
- General Commission on Tourism created by Decree No 70/DF/279 of 12 June 1970
- General Delegation for Tourism created by Presidential Decree No 75/469 of 28 June 1975
- Secretary of State for Tourism created by Presidential Decree No 86/146 of 12 December 1986
- General Directorate of Tourist Development created in 1988 as a means of reorganising the government, its existence was short listed
- Ministry of Tourism created by Presidential Decree No 89/676 of 13 April 1989
- Ministry of tourism and leisure created by Presidential Decree 2011/408 of 9 December 2011

Presently, the organisation of the Ministry of Tourism in Cameroon is governed by Decree No 2012/291 of 21 June 2012 In order to carry out its missions, the Ministry of Tourism has, a Special Secretariat, two (02) Technical Advisers, two general inspectors, a central administration, decentralized services and external services. According to this decree, the Ministry of Tourism and Leisure is in charge of the development and implementation of the Government's policy in the field of tourism and leisure. As such, it is responsible for:

- the preparation of draft texts related to tourism, amusement parks and leisure parks;
- the development of strategies and plans for the development of tourism and leisure;
- the promotion of domestic tourism with the relevant administrations;
- Assessment and development of tourist sites;
- Survey and improvement of amusement and leisure parks;
- quality control of services provided in hotels, restaurants and leisure establishments;

- promotion of amusement and leisure parks;
- Defining the standards of hotel, restaurant and leisure institutions;
- The management of tourist institutions, amusement and leisure parks;
- Evaluation of the training given in tourism and hotel management training centres with regards to the Ministry of Employment and Vocational Training
- It provides the link between the Government and national or international associations or private bodies interested in tourism in Cameroon.
- It follows the requirements of the World Tourism Organisation and those of international organisations for cooperation in the field of tourism and leisure in relation with the other respective administrations
- It supervises publicly owned hotel companies and public tourism and hotel training establishments

These various structural changes reflect the public authorities' desire to find the best possible solution to enable the tourism sector to contribute efficiently to Cameroon's economic, social and cultural development.

1.2.2. National Tourism and Leisure Board

Created by Law No. 98/6 of 14 April 1998 and reiterated in Article 26 of the new Law No. 2016/6 of 18 April 2016, the National Tourism and Leisure Board is responsible for:

- Studying and proposing any measure or idea likely to facilitate the entry and stay of tourists in Cameroon as well as their exit and security to the Government
- Giving an opinion on all matters referred to it by the Minister of Tourism
- Giving the government proposals or recommendations on the development of tourism like how to increase investment, the organization, development and partnerships in the area of tourism.

1.2.3. Tourism Advisory commission

Created by the Minister in charge of Tourism with Article 3 of Decree No. 99/443/PM of 25 March 1999 bearing the name of Technical Committee and reiterated in Article 10 of the new Law 2016/6 of 18 April 2016 under the name of "Advisory commission", this Committee of national scope is responsible for

- to examine and give an opinion on issues of construction, extension, opening or operation of an establishment or travel agency
- to rule on requests relating to carrying out of the profession of tourist guide, the development and management of a tourist site, as well as their suspension

There are other issues they could give their opinion such as:

- Development project steering Committee for administrative procedures manual
- the Technical Committee for the preparation of the Tourism Appropriation Account
- the National Consultation Committee for the Development of Ecotourism
- the National Scientific Committee for the implementation of the cultural tourism project "The Slave Route"
- the Implementation Committee for the extension of the computer system for the integrated management of the State personnel and income at the Ministry of Tourism.

1.2.4. Other public administrations involved in tourism

The table below illustrates the list of public administrations whose activities interfere with tourism.

Table 1: Main public administrations and their area of intervention

Name of Administration	Area of intervention
Ministry of Environment and Nature Protection	Management of protected areas
Ministry of Forestry and Wildlife (MINFOF)	Management of forest, wildlife, reserves, hunting and trophy export
Ministry of Culture (MINCULT)	Inventory of the main cultural activities and promotion of national culture
Ministry of Higher Education (MINESUP)	Training and improvement in the area of tourism
Ministry of Secondary Education (MINESEC)	Training and improvement in the area of tourism
Ministry of Economy and Finance (MINEFI)	Tourist tax system, tourism appropriation account, customs and exchange
Ministry of Planning, Development Programming and Regional Development (MINPLAPDAT)	Planning investments and regional development (development of tourist areas)
Ministry of Agriculture and Regional Development(MINADER)	Exportation of staple foods ,Improvement of the living conditions in rural areas
Ministry of Defence (MINDEF)	Security of people and property (tourists)
Ministry of Territorial Administration and Decentralisation (MINATD)	Supervision of local communities which ensure the set up of tourist information offices
General Delegation for National Security (GDNS)	Security of people and property, control of arrivals at border areas, issuing of visas at border areas
Ministry of Small and Medium Enterprises, Social Economy and Crafts (MINPMEESA)	Export of craft works
Ministry of Commerce (MINCOMMERCE)	Commercial activities
Ministry of Industry, Mines and Technological Development (MINIMIDT)	Investment code
Ministry of Health (MINSANTE)	In accordance with Law No. 96/3 of 4 January 1996 concerning the framework in the field of health, the Ministry of Health is in charge of health issues in the territory, the implementation of a preventive medicine policy through hygiene promotion, environmental sanitation, health education and vaccination
Ministry of Transport(MINT)	setting of transport fares, supervision of ADC, charting
Ministry of Communication (MINCOM)	Tourist education of the populations/media campaigns to raise awareness among the population, promotion of tourism
Ministry of External Relations (MINREX)	Issuing of entry visas to Cameroon, providing information about Cameroon to tourists
Ministry of Public Works(MINTP)	Opening up tourist areas and sites
Ministry of State Property and Land Tenure (MINDAF)	State property and land tenure problems

Name of Administration	Area of intervention
Ministry of Scientific Research and Innovation (MINRESI)	Research and extension through its specialized institutes (IRAD, IRZ...)

Source *Investigation at MINTOUL*

This long list sufficiently shows that tourism is a transversal activity whose development requires collaboration between several other administrations and institutions. This shows the important role that the National Tourism Board must play.

1.2.5. Tourist Offices

Following the decentralization of tourism powers, the law has given local authorities the possibility of creating tourist offices in order to carry out the missions of hosting, promoting and developing tourism in their areas of competence.

The municipality of Dschang was the very first municipality to create a tourist office in 1998. From its creation till date, this communal structure has owed its survival to the financial and technical support of the Cameroonian diaspora of Nantes and the commune of Nantes which signed a twinning agreement with the city of Dschang. Welcoming the public and the promotion of tourism are the main missions of this first tourist office.

Limbe urban community also created a tourism bureau in 2013, which acts as a tourism office. This tourist office has mainly benefited from the financial support of IRCOD, which is in turn financed by the municipalities of Alsace in France. It is mainly in charge of welcoming the public.

West Region Tourist Office in Cameroon is the first tourist cluster of its kind in Cameroon and Central Africa. Unlike the first two, this tourist office is responsible for hosting the public, promoting tourism and improving tourist offer. Assisted by the 40 municipalities of the West Region, it is based on a tripartite governance system, made up of representatives of the Municipalities Association of the West, the Association of Traditional Rulers of the West and the tourist private sector in the West. This office has the reputation of producing a tourism promotion catalogue and participating in several tourism fairs in Cameroon and Europe. In 2014/2015, ORTOC organized the first "Assises Régionales du Tourisme de l'Ouest", which led to the development and approval of the Regional Master Plan for Tourism in West Cameroon.

It should also be noted that ORTOC's main activities have been mainly financed by external support (European Union, diaspora, World Bank, etc.). This raises once again the issue of local funding of tourist offices. In this perspective, the Mayors are still calling on the State to transfer resources to the municipalities. Steps are currently being taken with the Ministries of Tourism and Economy, as well as with FEICOM, to find ways and means of ensuring local means of finances for these clusters for the benefit of local development.

1.2.6. International Cooperation.

1.2.6.1. Cameroon collaborates with several international institutions, including the World Tourism Organization, the Commonwealth, GIZ, SNV, etc.

The World Tourism Organization (WTO), created on 2 January 1975, is a specialized body of the United Nations system in charge of tourism.

Its fundamental objective is to promote and develop tourism in order to contribute to economic development, international cooperation, peace, prosperity and universal respect and respect of fundamental human rights and freedoms without distinction as to race, sex, language or religion.

Cameroon, as an effective member of UNWTO since its creation, has regularly benefited from its sectoral support missions. It supported Cameroon mainly within the framework of the STEP (Sustainable Tourism as a tool for Eliminating Poverty) programme.

German cooperation through GIZ has provided considerable support for the inventory of tourist sites. In the year 2000s, she contributed to the preparation of the strategy document for the development of tourism in Cameroon. The same applies to the National Strategy for the Development of Ecotourism in 2003.

Cooperation with Netherlands Development Organisation (SNV) is effective through its financial and technical assistance for feasibility studies and the steps taken for the implementation of the development project of the Ebogo tourist site. In March 2000, a study on the tourism situation and ecotourism potential in the North Province, as part of the Biodiversity programme was carried out (Cameroon - savannah component - SNV element/Eco - Development)

Also, Cameroon has signed cooperation agreements with the Moroccan and Tunisian governments. A twinning agreement was also signed between the CEMAC National School of Hotel and Tourism (formerly ENAHT) and the Higher Institute of Tourist studies of SIDI DHRIF in Tunisia.

But the current situation of tourism in Cameroon is marked by the effectiveness of decentralization of tourism powers which is subject to ambiguity. For most mayors in Cameroon, the decentralization of tourism competence is not effective insofar as the transfer of competences has not been accompanied by the transfer of resources as provided for by the regulations. According to them, due to the lack of resources, local authorities cannot yet claim to make tourism an anchor project that can create new sources of wealth and employment. The latter particularly rely on the provisions of Law No. 2004/17 on the orientation of decentralization, which, in Article 7, stipulates that "any transfer of competence to a territorial authority is accompanied by the concomitant transfer of resources by the State to the latter and necessary means for the implementation of this competence".

Tourism being a new activity governed by the municipalities does not have enough technical services at the disposal of the municipal executive for the development of a growing tourism economy.

In response to these concerns, the President of the Republic declared in his speech at the end of 2017 that significant progress will be made to ensure the effectiveness of decentralization. Anything that could possibly give municipalities and regions more resources for the promotion and development of tourism.

The organization of the tourism sector in Cameroon at the national level affects Regional and local performances. The West region of Cameroon is not an exception to this rule. However, the contribution of the diaspora and the determination of locally elected officials have succeeded in making the West Region a particularly suitable territory in terms of tourism.

In the framework of the development of the SDRDDT West, we believe that there is sufficient evidence to justify the integration of the tourism sub-sector among the priority sectors. Consequently, in as much as a doctor cannot cure a patient without consulting him, the same goes for tourist collaborators who cannot propose a tourism strategy without studying the territory. We therefore suggest a tourism diagnostic study by reviewing the following aspects.

- Inventory of supply
- Inventory of demand
- Identification of key participants
- SWOT table
- Summary of diagnostic

2. INVENTORY OF SUPPLY IN THE WEST REGION

According to the classification given by West Region Tourist Office in Cameroon (ORTOC), tourist supply in the West Region can be subdivided into three themes, namely:

- theme 1: Chiefs, museums and festivals
- theme 2: Mountains, Nature & Landscapes
- theme 3: Handicraft & relief

2.1. Chiefs, museums and festivals

One of the characteristics of the Region is the existence of powerful traditional chiefdoms. Before colonization, these kingdoms were sovereign small states. Despite the fact that today in Cameroon, chiefdoms are considered part of the country, they remain active and have a rich culture and an outstanding heritage.

The West Region of Cameroon has the highest number of museums, 15, in the country. Since 2008, with the Programme Route des chefferies several museums have been constructed in the Upper Chiefdoms. The table below provides details about these sites, which are the most visited in the Region. However, it should be noted that before the PRDC, the Royal Bamoun Museum already existed.

Table 2: List of museums in the West.

N°	Museum	Theme of the exhibition	Date of creation	Municipality
1	Bamoun Royal Museum	Bamoun rulers	1912	Foumban
2	Baham Musuem	Art, Memory and Power	2003	Baham
3	Bamendjou museum	A chiefdom, creators	2009	Bamendjou
4	Bandjoun Museum	Forgery, art and power	2009	Bandjoun
5	Bamendjinda Museum	Art, history and slavery	2009	Mbouda
6	Museum of Civilization	Cameroon's civilizations	2010	Dschang
7	Bangoua Museum	Art, hunting and traditions	2011	Bangangté
8	Batoufam museum	Powerful Architecture	2012	Bayangam
9	Bamoungoum Museum	The Calabashes of the chiefdoms	2016	Bafoussam 3
10	Bafou museum	Art, tradition and Totemism	2016	Nkong-Zem
11	Bapa Museum	Man and the environment	2017	Bangou
12	Bamesso museum	Burials in the Bamileke community	2017	Mbouda

Sources: PRDC Activity report, 2017

All these museums are open to the public, and the exhibition's scenography is a plus for a tourist who does not want to limit himself solely to the aesthetic aspect, but who also wants to understand the meaning, the significance of things and the Bamiléké cosmogony.

The following details should be noted:

- Apart from the Museum of Civilisation, all museums are built in the chiefdoms;
- the difference of the Museum of Civilisation lies in the fact that the objects that furnish the exhibition are objects mainly from the chiefdoms of the West. It is therefore not the Museum of the "Dschang Civilisations", but a "Museum of Civilisation" with its headquarters in Dschang. On the other hand, the other chiefdoms own most of the objects that make up the scenography of their museums.
- the exhibition of the museums of the Bamiléké area is divided into two parts: the first part deals with Bamiléké art and traditions. This first part is almost identical in all the museums. The second part of the exhibition is devoted to a specific theme in each museum;
- these museums face multiple financial problems that affect their operations. Indeed, mainly set up with aids from external finances (European Union, World Bank, Diaspora) and made available to the chiefdoms, these museums must solely pay the reception staff, preservation and mediation costs, as well as the current costs (water, electricity, maintenance, security). As for the territorial competent municipalities which the chiefdoms are looking up to, the transfer of cultural competence has not yet been accompanied by a transfer of resources that would enable the municipalities to support the running of these museums. Thus, the Bamougoum, Bafou, Bamesso and Bangoua museums have been closed till date for lack of staff.

Some examples

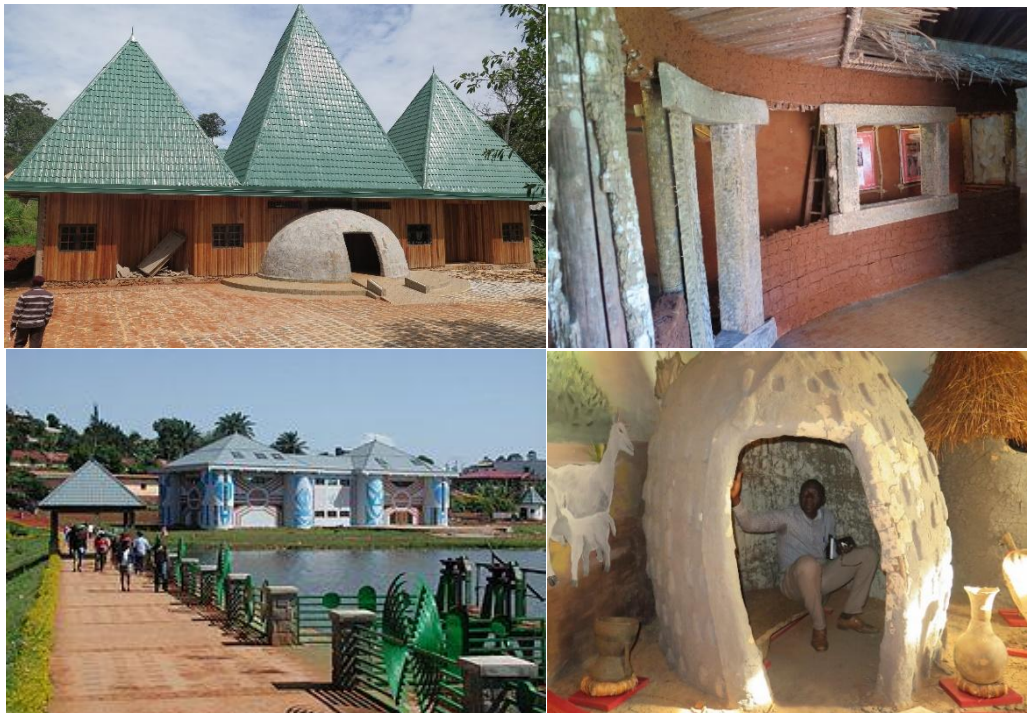


Photo 1 : From left to right: Bapa chiefdom, Museum of Civilization



Photo 2 :

Due to the architecture, the layout of the huts and the important local materials used, the esplanade of some chiefdoms is the first place visited by the tourists. That is the case with

- Bandjoun and Bafoussam chiefdoms with their large traditional huts
- Baham and Bamougoum chiefdoms, with the original layout of their huts at the entrance
- Batoufam chiefdom, with its unique architecture and its several interior courtyards
- Foto chiefdom, with its beautiful palace and its alignment of women's huts
- the Bamoun Sultanate with the original architecture of the Royal Palace.

Some pictures of the architecture of chiefdoms in the West

Photo 3 : From left to right: Traditional huts, Bamoun Palace, Batoufam, Fondjomekwet, Baham and Bandjoun chieftaincies



In these great chiefdoms established centuries ago, kings and their people regularly organize traditional ceremonies celebrating the link they have with their beliefs. Very colourful and always secretive to a certain extent they help to strengthen the link between the world of the ancestors and present life. In sum, it is difficult to imagine a tourist trip to the West that is not characterised by one of these aspects of the cultural life that has made the Region famous. These festivals are organized in different chiefdoms, within a time period which varies from one chiefdom to another. The table below provides a lists of the festivals regularly organised in the West Region

Table 3: Lists of festivals regularly organised in the West Region.

Festival	Period	Area	Area of interest
Kebouh Festival	Yearly (April and May)	Bangou	Banana Dance
Medumba Festival	Biannual (July)	Bangangté	Medumba culture
Nguon Festival	Biannual (November)	Foumban	The king before his people
Achu festival	Yearly (November)	Bamendjinda	Pounded Achu
Ngwouo Gwouo Sa Festival	Biannual (January)	Bansoa	Preserving the culture
Gah'chou Festival	Yearly (November-December)	Batchingou	Return to our origin
Ngou Nguong Festival	Yearly (November-January)	Baleng	Preserving the culture
Nyang Nyang Festival	Biannual (November - March)	Bafoussam	Initiation of the youths
Nzouh Festival	Biannual (November)	Bazou	Dance by the king and dignitaries
Chepan Festival	After every four years (January)	Bamendjou	Holy year
Metoueh Festival	Biannual (May)	Baleveng	Cleansing of the village
Pe Mungoum Festival	Biannual (May)	Bamoungoum	Initiation of the male child
Nkack Festival	Biannual (May – August)	Batoufam	Ancestral rites
Lie La Tatomdja Festival	Biannual (November)	Baham	Baham culture
Nekang Festival	Biannual (January)	Baleng	Initiation of the youths
Kang Festival	Biannual (December)	Bapa	Traditional values
Lemou Festival	Biannual (November)	Bafou	Preserving the culture
Ndwet Toh Festival	Biannual (March)	Foto	Preserving the culture
Nsem Tadjom Festival	Biannual (November)	Bandjoun	Preserving the culture
Macabo Festival	Yearly (November)	Bangoua	Bangoua unity

Among the festivals organized in the West Region, the Nguon, Lemou and Nsem Tadjom remain the most popular and spectacular cultural events.

Funerals in Bamiléké culture also have their particularity. They are more important in number; but also festive and popular. It is estimated that there are more than 5000 funerals per tourist season. According to traditional chiefs, they are the best way to keep a link between the world of the living and that of their ancestors. During the dry season (November and March), the population lives at the rhythm of these traditional events characterised by masks, costumes, dances and traditional rites rich which are very colorful.

Photo 4 : from 1 to 6 : Chepan festival (Bamendjou), Nguon (Foumban), Lemou (Bafou), Nsem Todjom (Bandjoun), Nyang-Nyang (Bafoussam)

Some examples of festivals and other cultural ceremonies in the West



2.2. Mountains, Nature and Relief

The West Region of Cameroon is also characterized by its relief with hilly horizons and a series of ancient volcanoes. Which earned her the name "Western Highlands". Her green and fertile soils have made it the storehouse of Cameroon and neighbouring countries. In the West, tourists set off to discover Highlands where the landscapes follow one another and do not resemble each other, crossing the Bamboutos, Mbapit, Batié, Neyang, Foreké-Dschang and Bana Mountains, observing the large coffee, cocoa, Santchou tea and Djuttitsa plantations. The beautiful Mamy Wata, Mouankeu, Ekom-Kam and Météché waterfalls, lake Baleng and Bamendjing, Demvoh and Fovu caves and many other touristic treasures. The table below provides information on the ecotourism potential of the West in terms of natural sites.

Table 4: (List of natural tourist sites in the West (sites included in a public reception process))

Sites	Localisation		Reason for expenditure
	Division	Commune	
Bamboutos Montain	Bamboutos	Mbouda, Babadjou, Batcham	guidance
Bamendjing Lake		Galim	guidance
Bapit Montain	Noun	Foumbot	Access and guidance
Petpenoun Lake		Kouoptamo	Access, accommodation, meals, relaxation, guidance
Mouankeu Waterfall	Haut-Nkam	Bafang	guidance
Ekou-Kam Waterfall		Banwa	Access and guidance
Mamy Wata Waterfall	Menoua	Fongo-Tongo	Access and guidance
Demvoh Cave		Fongo-Tongo	Access and guidance
Djuttitsa tea		Nkong-Zem	Access and guidance
Santchou Cocoa and coffee plantations		Santchou	guidance
Dschang Municipal Lake		Dschang	Excursions and water crafts
Dschang cliff		Dschang	guidance
Baleng Lake	Mifi	Bafoussam 2	guidance
Metché Waterfall		Bafoussam 3	guidance
Fovu cave	Highlands	Baham	guidance
Col Batié		Batié	guidance

The West Region has more than a hundred beautiful landscape sites spread across its eight divisions. However, according to the West Region Tourist Office, the Region has only about fifteen sites that are part of the welcome process of tourist audiences.

Apart from a few exceptions (Dschang Nautical Base, Djuttitsa tea plantations, etc.), the touristic interest of these sites lies essentially in the possibility of practising tourism of simple vision; which consists in admiring the beauty of the landscapes. According to the tourist office, the average amount of time for a visit to a tourist site is a maximum of one hour. As soon as they arrive at the sites, visitors admire the landscapes for a period of 30 to 45 minutes; before starting to get bored.

Despite the beauty of the landscapes and favourable climatic conditions (20°C on average), the tourist supply in the West in terms of natural sites remains affected by three major problems: the lack of connectivity with urban centres, the poor quality of access roads and the absence of logistics to welcome visitors.

Photo 5 : from 1 to 6, from top to bottom and from left to right: : Lake Baleng, Dschang Nautical Base, Ekom-Nkam Falls, Demvoh Cave, Mount Bamboutos, Mt Bapit Crater, Kayak on the Noun
Some examples of natural tourists sites



2.3. Handicraft & relief

The identity of the Bamoun and Bamiléké areas is also characterised by a rich handicraft industry and thousand-year-old know-how. In the workshops, visitors can discover sculpture, pottery, rattan, basketry, raffia bamboo, beading or even ironwork.

The Dschang handicraft centre is a crossroad of the region's craft industries. It presents objects from the 8 Divisions, supplemented by those from the 4 ends of the country: sculpture, pottery, basketry, beading, leather goods, etc.

The Fouban handicraft village is exclusive to the foundry. Tourists are fascinated by bronze objects, hats woven in traditional patterns and many other wooden objects.

In Bangoulap, the Jean-Félicien Gacha cultural centre is famous for its beading and ironwork workshops. In the Foto village in Dschang, visitors can discover the weaver Tananzeu, the famous sculptor "TATO", the forge of Lefang. Many thematic excursions are organised to meet these craftsmen, who are always very happy to share their experience and know-how.

This fertile land bears a lot of products rich in flavour and traditions. Tourists have the opportunity to participate in the extraction of raffia wine, the harvesting of mountain honey or the chocolate and beer making stage.

In Baham, it is possible to visit the workshops where the famous "Ndop" fabric, which is characteristic of the peoples of the Western Highlands, is made. SIPO and Baleng Farm excel in the production of dairy products. The latter produce yoghurt, cheese, jams and chocolate. Monastic craftsmanship is the work of the monks of Koutaba and the sisters of Babété. The latter produce beer, jam, yoghurt, honey, etc. The arts and crafts and local products of the West are certainly diversified. However, the growth of this sector is hampered by the lack of real points of sale at strategic points in the customer circuit.

Photo 6 : From left to right: Weaver in Baham, cacao at Santchou, coffee at Santchou, Tea from Djuttitsa, Batoufam handicraft, honey from Koutaba monastery iron work in Dschang.

Some examples



2.4. Tourist attendance capacity

Tourist attendance capacity in the West could be assessed in terms of accommodations, restaurants, leisure institutions, tourism agencies and tourist information centre. The table below not only answers to the questions below, but also provides elements of comparison of tourist attendance capacity in the West as compared to other regions in Cameroon

Table 5: Hotel chart in the West Region in 2014, 2015 and 2016

Year	3*		2*		1*		Total classified number			Total non-classified number			General Total		
	Ets	ch.	Ets	ch.	Ets	ch.	Ets	Ch.	Lits	Ets	Ch.	Lits	Ets	Ch	Lits
2014	5	242	20	695	32	482	57	1419	1436	47	682	682	104	2,101	2,118
2015	3	202	2	91	29	396	34	689	1507	74	836	1040	108	1,525	2,189
2016	6	247	43	1069	64	1105	113	2421	2677	33	608	615	146	3,029	3,292

Source: Statistical tourism yearbook of MINTOUL, 2016

According to the Regional Tourist Office in West Cameroon (ORTOC), the Region has 396 accommodation establishments, 125 of which are classified and 271 of which are not classified in accordance with Table 6 below. While working with the official database published by MINTOUL, we however want to show from Table 6 below the shortcomings in the statistical data management strategy. Actually, while Yaoundé recognizes 146 hotels in the West, data collected in the field has 396 hotel establishments in the West Region, that is 158 hotels in the Mifi, Noun and Menoua divisions alone.

Table 6: Regional distribution of tourist accommodation in the West in 2016 according to ORTOC

	West Region's accommodation capacity by division						Leisure institutions
Divisions	Hotels				Restaurants		Apart from the Dschang nautical base, leisure facilities are mainly nightclubs
	3 Stars	2 Stars	1 Star	Not-classified	Authorised	Illegal institutions	
MIFI	3	15	44	66	12	23	
MENOUA	2	3	9	36	0	11	
NOUN	0	2	9	56	0	21	
KOUNG-KHI	0	2	7	15	0	0	
HAUT-NKAM	2	6	1	17	0	4	
NDE	0	5	2	26	0	0	
BAMBOUTOS	1	0	7	32	0	5	
HIGHLANDS	0	0	5	23	0	0	
Total	8	33	84	271	12	64	
Overall Total	396				76		

Sources: ORTOC 2017 report and field survey/ NC=Not Classified

Table 5 above shows that between 2014 and 2015 the number of hotels in the West Region stagnated around 100 hotels, before increasing by almost 50% to 146 hotels in 2016.

The exploitation of the MINTOUL tourism statistical yearbook for 2016 shows that out of a total of 2252 hotels in the 10 Regions of Cameroon, the West Region is 6th, after the Littoral Region (which is first with 611 hotels), followed by the Centre Region (345 hotels) and the South Region (297 hotels).

Tourist accommodation are of several categories, including classic hotels, guest houses and furnished residences. Among the non-classified accommodation facilities, we can distinguish 5 alternative accommodation facilities. These are mainly guest houses and furnished residences, the most popular are located in Batoufam and Bafou (Tockem). We could also include 15 new hotels under construction.

In fact, as part of the preparations for the next African Cup of Nations, work has been launched to build 3, 4 and 5-star hotels in the Region, capable of hosting distinguished guests and high-level conferences. These include the Zingana Hotel (3 stars) in Bafoussam, Tagidor Garden Resort (5 stars) and the Bangou Hotel Complex (almost completed). These hotels are considered to house the staffs of the African Football Confederation (CAF) and two national teams respectively. In addition, there are the Entho (4 stars) and Beaulieu (4 stars) hotels, still under construction in Bafoussam, which could accommodate teams. The Dschang Climate Centre (3 stars), which is part of the city's architectural heritage, will be upgraded to 4 stars. It will be occupied by CAF officials. Created in 1942, the Dschang climate centre was the first holiday village in Central Africa. It served as an acclimatisation and resting point for French settlers and soldiers from Central Africa. Part of the reputation of the town of Dschang comes from this climatic centre located

Tourism of the West, it is closed on weekends and public holidays. Therefore, cannot be considered as a real tourist information office.

By ministerial order of 29 August 2017, the Minister in charge of Tourism recently appointed the managers of the tourist information booth at Bamougoum Airport (a newly created position) But, till date, the offices have not yet been set up. Steps are being taken with the authorities in charge of managing the airports of Cameroon to make the premises available.

On the basis of all the above in terms of tourist attractions (museums, chiefdoms, festivals, mountains, waterfalls, caves, etc.) and tourist accommodation capacity (hotels, restaurants, tourist agencies, leisure establishments, tourist information office, we could say that the tourist attractions of the West Region are quite diversified, making the Region a potential tourist destination.

On the Cameroonian art craft scene, the West Region has its letters of nobility with especially wood carving and the Bamoun foundry.

The landscape sites are characteristics of a Green Region, benefiting from the most favourable climatic conditions in tropical areas. Hence the term grassfields given to this Region by the colonial masters. While strolling through spectacular waterfalls, beautiful caves and farms, visitors will notice the predominant presence of mountains, the most beautiful being the Bamboutos and Kogham Mountains. This is how the Region earned the name "Western Highlands" Region.

Similar to all tourist regions in the world, the West Region of Cameroon builds its promotion strategy on a dominant principle called strategic positioning. While the far north will boast of its animal parks, the Littoral will highlight her seaside resort and the West Region will emphasize on cultural tourism as its strategic positioning. The cultural supply is particularly marked by the chiefdoms around which by-products such as huts revolve), funerals, festivals and many other beautiful cultural ceremonies, costumes, dances and symbols, witnesses of a millennium cultural heritage.

3. ANALYSIS OF WEST TOURISM DEMAND

Analysing the tourist demand of a territory means focusing on the tourist, considered as the main component of the sector. Because, it is said that a product is only really appreciated by the customer for whom it is manufactured. The analysis of tourist's behaviour in the territory makes it possible to understand the rate and economic influence of tourism. Further studies will aim at identifying the positive and negative aspects and taking appropriate decisions in order to increase or reduce these effects depending on the situation. This study will be generally based on a set of relevant criteria. Following an investigation carried out in the field and mainly in the eight divisions of the West Region and comparing them with official data from the MINTOUL, the data collected enabled us to analyse the territory's tourist demand around 5 relevant criteria, namely:

- **Tourist attendance at the sites**
- The type of visitors
- Tourism performance ratios
- tourism consumption
- seasonality and standings

3.1. Tourist attendance at the sites

According to "Jumia Travel" ranking, the capital of the West Region is among the first 5 tourist towns in Cameroon if we consider the number of information requests with the aim of booking for tourist stay. After Douala (34%), Yaoundé (23%), Kribi (17%), Limbé (16%), Bafoussam is at the bottom with a 6% information request rate.

While the first 4 cities are characterised by business tourism and the seaside resort, the tourist offer of Bafoussam and the surrounding cities is characterized by strong cultural heritage. Tourists are attracted by the unique architecture of traditional chiefdoms, museums, festivals and other funeral ceremonies.

Of all these sites, only visitors to certain museums are subject to statistical monitoring. In 2014, the Region registered 27,036 visitors to Museums in the West. In recent years, tourist visits of these sites has declined considerably, as shown by the data in the table below.

Tableau 8 : Museum attendance in the West from 2013 to 2017

List of Museums	Annual attendance statistics from 2013 to 2017					Schoolchildren & students
	2013	2014	2015	2016	2017	
Museum of Civilizations	7,518	5,500	5444	6715	6309	-
Bamendjinda Museum	1,147	6324	2523	162	1010	2000 pupils in 2015
Bandjoun Museum	2,183	2315				-
Bamendjou museum	2,867	1973				-
Bangoua museum	27	1086	102	390	1010	230 Youths (2016) and 850 youths (2017)
Batoufam museum	422	986	3302	2695	2791	Significant flow of youths
Bamoungoum museum	162	214				-
Baham museum	656	138	187	6682	225	-
Bamoun Royal Museum	8360	8500	5082	5032	5564	-
Museum's Attendance (sub-total I)	23342	27036	16640	21676	16909	-
Attendance of Natural Sites (sub-total II)		28,636			20,000	
OVERALL TOTAL		55,672			36,909	

Sources: Data collected from ORTOC

Table 8 above shows the considerable decrease in visits to site over the last 5 years. Indeed, in 2014, the number of visitors to tourist sites was estimated at 55,672. According to tourist guides and travel agencies that reference the West destination, this number of visitors has reduced from 30 to 40% between 2014 and 2017, subsequently leading to only 20,000 visitors.

According to the MINTOUL statistical report for the year 2015, the West Region is ranked 8th Tourist Region in Cameroon (in terms of hotel arrivals), with 121,845 hotel arrivals (or 5.90%); as opposed to 22.75% in the Centre, followed by 19.52% in the Littoral in the same year. However, it should be noted that the North and Extreme North Regions are currently ranked 9th and 10th respectively. However,

before the rise of Boko Haram, the Far North was Cameroon's main tourist destination, due to its magnificent animal parks, which were very popular with international tourists. Nowadays, these safari tourists go to new destinations such as Rwanda, which offers various facilities including the elimination of visa procedures.

The decline in tourist numbers is also observed in the hotel sector, where arrivals and night stays are stagnant between 2013 and 2015.

At the national level, the number of tourist arrivals in accommodation establishments has increased by less than 2%. Between 2013 and 2014, there was an increase of 0.8% as opposed to 2% between 2014 and 2015. The same fact was observed in the West Region between 2013 and 2014. But from 2015 onwards, hotel attendance in the West Region began to reduce to -50% in 2017; as shown in Table 9 below.

3.2. Type of Visitors

The table below shows hotel arrivals in the West Region in 2016 and 2017, distinguishing between non-resident visitors and resident visitors to Cameroon.

Table 9: Arrivals and nights spent in hotels West between 2013 and 2015

Year	Hotel arrivals from 2013 to 2017			Total Nights spent
	Residents	Not- Residents	Total arrived	
2013	104,283	8,826	113,109	132,277
2014	120,144	5,277	125,422	162,606
2015	117,868	3,977	121,845	164,086
2016*	60,967	1,647	62,614	74,934
2017*	48,907	1,446	50,353	57,676

Sources: MINTOUL Statistical Yearbook, 2013 to 2015/ figures for 2016 and 2017 come from the DRTL/O

Analysis of the preceding and following tables shows that tourist attendance in the West are dominated by residents, with a high percentage being Cameroonians representing 96% of arrivals in 2017, or 48,474 arrivals. In total, 50,353 Cameroonians stayed in hotels in the West in 2015 for an overall total of 337,769 for the 2013, 2014 and 2015 year . Foreign Residents (embassy employees, employees of foreign companies, etc.) occupy the second position with 2,923 hotel arrivals in 2015 for a global total of 18,844 within the three years. The table below provides an analytical record of tourism visitation in the West Region by residents and non-residents.

Tableau 10 : Arrivals and type of hotel customers in the West between 2013 and 2015

	Tourist Nationality	Arrivals at hotels in the West				Total in 4 years	Ranking
		2013	2014	2015	2017		
Non-residents	CEMAC	571	10,774	1,980	62	13387	4th
	Other Africans	1,043	4,310	4,977	232	10562	7th
	German	252	8,627	1,040	107	10026	8th
	French	993	11,874	2,392	349	15608	3rd
	British	41	10,782	514	28	11365	5th
	Italian	93	3,240	447	48	3828	17th

	Tourist Nationality	Arrivals at hotels in the West				Total in 4 years	Ranking
		2013	2014	2015	2017		
	Swedish	27	3,775	121	4	3927	16th
	Belgium	166	8,627	381	103	9277	9th
	Swiss	68	4,318	298	34	4718	13th
	Dutch	54	3,240	409	16	3719	18th
	Other Europeans	227	9,704	1,214	110	11255	6th
	Americans	143	2,697	1,516	25	4381	15th
	Canadian	48	2,825	0	40	2913	19th
	Russian	5	4,318	255	7	4585	14th
	Other Asians	215	7,222	95	132	7664	11th
	Middle East	27	4,046	1,504	34	5611	12th
	Others	5	7,763	166	57	7991	10th
	Total	3978	108,142	17,309	1388	130817	-
Residents	Cam residents	116,964	90,033	130,772	48474	386,243	1st
	Foreign residents	905	15,016	2,923	433	19,277	2nd
	Total residents	117,869	105,049	133,695	48,907	405,520	-
Overall Total		121,847	213,191	151,004	50,295	536,337	-

Source: MINTOUL

DRTL/O and ORTOC

Cam = Cameroonian

As shown in Table 10 above, tourist arrivals by non-residents remain dominated by the French, who occupy the first place among non-residents and the third place globally, with 2,392 hotel arrivals in 2015 for an overall total of 15,608 over the four years. They are followed by people from the CEMAC sub-Region, who are 4th with 13,387 arrivals. The British are the last among the Top 5 in the market.

The important position occupied by Cameroonians and Africans (CEMAC) shows that Africans must be among our priority tourist targets. Although the absence of these Africans in tourist sites is rather unfortunate, the desire to open up the borders of Central African countries to CEMAC citizens should help increase the level of tourist attendance.

According to the West Region Tourist Office, the decrease in tourist numbers in the West is also due to two major factors, namely insecurity in the Far North and the absence of new products.

Indeed, since 2009, the West has been marked by the presence of new museums in chiefdoms. This has led to sustained tourist attendance over several years (5 years and above). If the project of Programme Route des Chefferies was accompanied by a list of different complementary products (development of landscape sites, lakes, mountains, etc.), this would have improved on the situation of the region. The fact that museums are similar to each other in the first half of their exhibition and the absence of complementary products has eventually bored tourists who do not find other tourist products as well developed in other fields as is the case in chiefdoms and museums.

In addition, the northern part of Cameroon has long played an important role in tourism. It was called a suction/discharge pump because it attracted foreign tourists who, once in Cameroon, planned to visit

other regions before their return. Since the advent of the Boko Haram sect, this Region has lost its notoriety, thus depriving the other Regions of the induced effects of their tourist attendance.

3.3. Analysis of tourism and hotel performance ratios

The tourism performance of a destination is also measured by its ability to attract a large and growing number of tourists who decide to remain regular customers. Hotel occupancy rates, loyalty levels and average length of stay are among the most frequently observed indicators.

Indeed, analysis of the hotel occupancy rate makes it possible to measure the level of hotel occupancy, relative to its maximum hosting capacity. Analytical observation then enable us ask good questions and learn more about customer trends in terms of tourism offer regarding standards and hotel services.

Table 11 below shows that hotel occupancy rate in the West Region of Cameroon is quite low.

Table 11: Occupancy rate (OR) of hotels in the West from 2013 and 2017

	OR for the West Region	OR at national level
2013	21,6%	28,9%
2014	21,5%	28,9%
2015	20,7%	28,1%

Sources: MINTOUL Tourism Statistics Yearbook, 2016 edition

With a hotel occupancy rate of around 20% as shown in the table above, tourism investments cannot be profitable. In order for hotel investments to benefit while maintaining facilities, the occupancy rate must be above 30%. Because, an OR of 20% a year means that 80% of the rooms remain empty. Whether occupied or not, they encounter constant depreciation. With an OR revolving around 20%, sponsors who have built their hotels on loans are often forced to spend most of their income on paying their debts annually at the detriment of their staff. This promotes the high rate of "Turn Over" encountered in all hotels in the Region

The Region has very few leisure hotels. That is, establishments offering entertainment and accommodation In the past, the Dschang climate centre had a tennis court, a well-maintained swimming pool, a flower park and horses alongside the bungalows. Nowadays, only the "Bana Valley" and "Domaine du Petpenoun" hotels in the Noun offer entertainment that could encourage leisure tourist stays in the West.

Table 12: Average length of stay (ALS) in the West from 2013 to 2017

	Average length of stay in the West			Average length of stay at national level		
	Arrivals	Nights spent	ALS	Arrivals	Nights spent	ALS
2013	113,109	132,277	1.17	2,007,686	3,159,732	1.57
2014	125,422	162,606	1.30	2,023,580	3,274,365	1.62
2015	121,845	164,086	1.35	2,063,481	3,355,476	1.63
2016	62,614	74,934	1.19	-	-	-
2017	50,353	57,676	1.15	-	-	-

Sources: MINTOUL yearbook for 2016 and DRTL/O data

The average length of stay for tourists is quite low in the West Region. Revolving only around 1.1, this ratio shows that tourists are mainly passing through the Region. For tourism to contribute to local development, the duration of tourist stays must increase to two even three days. Indeed, there is a close relationship between the length of stay and tourism spending. By prolonging their stay, visitors and tourists will seek for more commercial services (hotel rooms, meals, car rental services, visit sites, etc.) for the benefit of local service providers. According to the president of the hotel unions (SPIHT), hotel attendance is marked by people from the West Region coming for funerals and other social activities. Most arrive on Saturday morning, attend ceremonies (funerals, memorial services, various meetings) and leave the hotel on Sunday. Those with personal vehicles leave the hotel rooms in the morning and once the ceremonies are over, they return to their city of residence (Douala and Yaoundé). The practice of leisure tourism is still quite marginal, accounting for less than 20% of total hotel attendance.

3.4. Tourism turnover in the West Region

Analysis of tourism consumption could have englobed all branches of the tourism sector. However, during our investigations in the field, we were only able to obtain data concerning the hotel sector. As shown in the table below, these data reflect hotel turnover over a period of 5 years (2013 to 2017).

Table 13: Hotel turn over in the West Region in 2013 and 2017

Year	Distribution of turnover according to service rendered (in thousands of CFA francs)								
	Room Rental	Breakfast	Restaurant	Bar	Laundrying	Miscellaneous amounts	Taxes and duties	Gross revenues	Net revenues
2013	438,815	14,499	59,028	145,555	14,794	79,714	153,347	752,404	599,057
2014	515,352	10,347	7,029	81,196	0	88,245	101,455	803,624	702,169
2015	669,958	13,451	9,138	105,555	0	114,719	121,746	912,820	791,074
2016								908,079	
2017								1,015,120	

Sources: MINTOUL Tourism Statistical Yearbook for 2016

These turnover figures, which vary between CFA francs 750 million and one billion over 5 years, are underestimated by economists. Tourist guides and agencies may recognize that tourism is not doing well in Cameroon as a whole and in the West Region in particular. When drawing up the Regional Master Plan for Tourism in the West in 2014, the figures of previous years were also considered to be underestimated. ORTOC had to re-evaluate hotel turnover in 2013 which were at 3.4 billion, which, according to official figures published by MINTOUL, was only about CFA francs 595 million for the entire West Region. The fact that there are nearly 400 hotel establishments and that MINTOUL only identifies 146 at its level shows that official statistics are not reliable. According to MINTOUL, tourism professionals are not always willing to publish the real tourism figures for tourist arrivals and number of night spent in hotel, let alone turnover figures.

3.5. Seasonality, standards and orientation on the territory

According to the West Region Tourist Office in Cameroon (ORTOC), the West Region of Cameroon has two types of tourist attendance corresponding to two different seasons. The dry season (from November to March) and the rainy season. As cultural activities are organised mainly during the dry season, they

attract a large number of visitors during this season. The Tourism Agency (Jane Tour) and ORTOC have noticed that 90% of tourists choose the West for their funerals, festivals, chiefdoms, museums and crafts. This makes this Region a popular destination for cultural tourism, considered as a strategic position by the main local sponsors. During the rainy season, cultural activities are reduced to the strict minimum. Rural roads are difficult to use. As a result, people tend not to choose the West.

Mifi, Menoua and Bamboutos are the three most visited divisions. However, it should be noted that Bamboutous Division is no longer among the first 3 divisions where visitors spend most of their time. Indeed, the average length of stay in the Noun is 1.24 as opposed to 1.11 in Bamboutos. In 2016, the first 3 positions were occupied by Noun (1.24), Mifi (1.22) and Menoua, who was at the bottom of the ALS of 1.20. Tourists spend most of their time there, and certainly they visit a greater number of tourist sites as shown in the table below. However, Mifi remains the most visited area in 2016, with 33,586 tourists in hotel establishments.

Table 14: Data on tourism attendance in the Divisions of the West

Categories	3*		2*		1*		Not-classified		TOTALS		DM S
Divisions	Sub-div.	Ni	Sub-div.	Ni	Sub-div.	Ni	Sub-div.	Ni	Sub-div.	Ni	
MIFI	1078	1091	10902	15921	11718	13100	9888	11079	33586	41191	1.22
MENOUA	1820	2238	3721	4571	2361	3013	2572	2810	10474	12632	1.20
NOUN	0	0	770	923	1064	1375	1496	1853	3330	4151	1.24
KOUNG-KHI	0	0	622	743	1065	1103	354	354	2041	2200	1.07
NDE	0	0	3189	3538	108	108	1188	1402	4485	5048	1.12
BAMBOUOTS	540	692	0	0	1621	1730	1808	2013	3969	4435	1.11
HIGHLANDS	0	0	0	0	1622	1820	413	413	2035	2233	1.09
HAUT-NKAM	697	812	1266	1433	0	0	731	799	2694	3044	1.12
TOTAL	4135	4833	20470	27129	19559	22249	18450	20723	62614	74934	

Sources: DRTL/O

Arr = Arrivals

Ni = Nights

ALS = Average Length

of Stay

The lack of figures over several years does not allow a fair analysis of the average length of stay over a relevant period. But, based on data from 2016 (see Table 14 above), the predominant use of Mifi can be explained by the fact that Bafoussam favours population movements in its capacity as the capital of the Region. The diversity of economic, administrative and legal affairs in and around Bafoussam can effectively contribute to increasing hotel attendance, without impacting on tourist attendance in other locations. This explains why the Division occupies the second position with an ALS of 1.22.

The figures also reflect a trend from tourists to use low-end hotels. The tourist attendance of unclassified hotels and one-star hotels (both combined) represents 61% of the total tourist attendance in the West. On the other hand, the attendance of 2 and 3 star hotels represents only 29%.

The "Tourism: Horizon 2020" survey led by UNWTO predicts that the growth rate of international tourist arrivals on the African continent will remain above the global average, with an average annual increase between 1995 and 2020 of 5.5%.

By 2020, the volume of international tourist arrivals in Africa is expected to reach 77 million, almost four times higher than the 20 million arrivals recorded in 1995.

This study shows that all sub-Regions will play an important role in the expected growth till 2020. However, Southern Africa (with an annual growth rate of 7.5% between 1995 and 2020) is expected to remain in first place, followed by Eastern Africa (5.2% per year). By 2001, Southern Africa will have 10 million arrivals, five times more than in 1990. West Africa will be in the middle (5%) while Central and North Africa will slow the continent's overall growth. Cameroon (Central African country) is no exception to the rule with regard to the burdens that prevent the development of its tourism. Exactions of the Boko Haram sect and the crisis situation that persists in the English-speaking territory of Cameroon do not contribute to the development of tourism in the West Region.

In 2013, the Route des chefferies programme financed a study mission on the tourism situation in the West Region. The conclusions of this diagnosis pushed local actors to organise themselves into an association and create a Regional Tourism Office with shared governance, integrating Mayors, traditional chiefs and tourism's private sector. In 2014, ORTOC organised the first Regional Tourism Conferences, which led to the preparation of the Regional Tourism Master Plan, the first strategic planning document of its kind in Cameroon and Central Africa.

But, to make tourism a priority sector likely to create a growing economy at the service of regional development, a certain number of measures will have to be taken in time and space, particularly concerning tourism governance, the development of market services and the marketing of tourism in the territory.

4. ANALYSIS OF THE STRATEGIC SPONSORS SYSTEM

Several collaborators are involved in the development of tourism in West Cameroon. Consequently the impacts are of different scopes. However, it should be noted that the objective of making the West a tourist destination is shared by all the participants who distinguish themselves by their personality, their projects, their budget and their expertise.

Our field survey mission highlighted five categories of strategic participants: the government of Cameroon, foreign financial partners, the programme Route des chefferies, the private tourism sector and the West Region Tourist Office (ORTOC).

4.1. Role of the Cameroon government

The Government of Cameroon is promoting tourism in the West Region through the public investment budget. This budget is handled by the Ministry of Tourism and Leisure, which is considered to be the technical body in this area. Thus, in the investment budget of previous years, the State planned to carry out the following projects:

Table 15: Presentation of the State's activities in favour of Tourism in the West Region.

Project	Location		Observations
	Municipality	Divisions	
Tourist development of Mamy Wata Falls	Fongo - Tongo	Menoua	Made in the year 2000s and now in bad shape
Development of the Demvoh cave	Fongo-Tongo	Menoua	Produced in 2007. But, today has a poor access path
Maintenance and upgrading of the equipment of the Dschang Climate Centre	Dschang	Menoua	Funds used But, still degraded and in a state of advanced decay. Need for a complete overhaul
Construction of the MINTOUL Regional Delegation building for the West	Bafoussam 1	Mifi	Building has been in use for two years. But, installations in poor condition, mould problems
Development of the Méitché waterfall	Bafoussam 3	Mifi	Carried out in the year 2000s and currently deteriorating
Creation of an information stand at Bamougoum airport	Bafoussam 3	Mifi	Officially created. But, still ineffective due to lack of premises
Tourist development of the Mouankeu Falls	Bafang	Haut-Nkam	not-constructed
Opening of an access road to Ekom-Kam Falls by Banwa	Banwa	Haut-Nkam	Completed in 2015. But, permanent landslide, requiring reprofiling
Support for the finalization of Taguidor Hotel as part of preparations for the CAN 2019	Bangou	Highlands	Promise of support. But, funds not yet released
Construction of 2 4* hotels as part of the AFCON preparations	Foumban and Bafoussam	Noun and Mifi	Uncompleted
Creation of 5 departmental delegations for Tourism and Leisure	Mbouda, Foumban, Dschang, Bafang, Bangangté	Bamboutos, Noun, Menoua, Haut-Nkam, Ndé	Apart from Dschang where its management is provided by an official appointed by the DRTL/O, the other 4 delegates are appointed by the Minister

Sources: field surveys

The Divisional Delegations of Tourism and Leisure of Menoua and Noun have existed since the 2000s. Those of Ndé, Haut-Nkam and Bamboutos were recently created, after the promulgation of the 2004 laws on decentralization, which establishes the transfer of tourism competence to decentralized territorial authorities; something that should rather hinder the creation of Divisional tourism delegations. Normally, the Departmental Delegates remain simple factors, having an intermediary role between tourism's private sector and the government. Each year, a budget is allocated to these delegations for equipment and/or operations.

It should also be noted that investment in the development of tourist sites is low. Out of a total of more than 100 sites of tourist interest identified in the West, less than 5 have been developed by the State since the creation.

4.2. International organizations

The World Bank, German and Canadian cooperation have contributed to the development of tourism in the West Region.

In 2008, the Canadian Fund for Local Initiatives provided €3,000 to support cultural tourism in Dschang. Responding to the request of the artisan woodcarvers organised in association and under the leadership of the Dschang Tourist Office, the High Commission of Canada in Cameroon wanted to gradually participate, in order to touch all sectors of art in Dschang. This support of €3000 made it possible to carry out extension works on the Dschang craft centre (university entrance) and to improve exhibition.

Following a financing agreement signed on 19 October 2010 with the Cameroon Government, the World Bank has contributed to the development of cultural tourism in the West Region through several projects, namely:

- Creation of 4 museums in the Bafou chiefdoms (exhibition on totemism), Bamougoum (Calabash), Bapa (Man and environment), Bamesso (Funeral)
- Rehabilitation of the receptive and scenography in two other museums, namely: Bangoua Museum (exhibition on hunting), Fouban Museum (Bamoun Kings)
- Support equipment at the Tourist Office with generators, computers and office equipment
- Development of tourist signs from Yaoundé airports to chiefdom museums, including highway signs (Bekoko, Melong, Olembé, Mvan, junctions etc.)

The PADDL/GIZ is a German cooperation programme working in the field of decentralization and local development. Considering ORTOC as a pioneer initiative in Cameroon in terms of decentralization, inter municipality and tourism, this programme provided support for the development of tourism in the West in 2016. Indeed, as part of the preparations for the next African Cup of Nations, PADDL/GIZ provided financial and logistical support estimated at CFAF 5 million. This support enabled ORTOC to carry out pre-feasibility studies for 10 priority tourism projects under the West Region Tourism Master Plan. According to the State that was being asked to provide support, German cooperation should continue to participate, providing support for further studies and site development projects. Also as part of German cooperation, KFW had also given a tentative agreement to the CVUC West in 2016, to assist the West Region in the preservation and development of tourist of animal sites such as the Santchou Wildlife Reserve, the Koutaba Red Monkey Site and the hippopotamuses of the Noun River. After the first support, these donors did not provide the other expected support. According to them, obtaining significant funding depends on an official request or a letter of support from the Ministry itself (MINTOUL.). Steps have been taken with MINTOUL in order to benefit from this support, which would enable donors to unlock significant support for the sustainable development of tourism in the West Region of Cameroon.

4.3. Programme Route des chefferies

The Route des Chefferies (PRDC) is a program to preserve and promote tourism in the region. This program is implemented by the Cameroonian diaspora of Nantes. Operational for the past 20 years, the main activity is the creation of museums in chiefdoms. These museums are better known as "Heritage

Huts" because of the community aspect in the complementary funding. The Chefferies Route Program currently has 14 museums in the upper chiefdoms of the West and North-West Regions.

Table 16: List of museums in the Route de Chefferies network

N°	Museums and opening dates	Theme of the exhibition	Level of intervention of the Route des Chefferies
1	Royal Bamoun Museum (towards 1912)	Bamoun rulers	Exhibition
2	Baham Museum (2003)	Art Memory and Power	Exhibition
3	Bandjoun (2003)	Forgery, art and power	Exhibition
4	Bamendjou (2009)	A chiefdom, creators	Construction and exhibition
5	Bamendjinda (2009)	Art, tradition and slavery	Construction and exhibition
6	Museum of Civilization(2010)	History and Civilizations of Cameroon	Construction and exhibition
7	Museum Bangoua(2011)	Art, tradition and hunting	Construction and exhibition
8	Batoufam Museum (2013)	Powerful Architecture	Exhibition
9	Bamougoum Museum (2017)	The calabashes of the chiefdoms	Construction and exhibition
10	Bafou Museum (2017)	Traditions and totemism	Construction and exhibition
11	Bamesso Museum (2017)	The funeral	Construction and exhibition
12	Bapa Museum (2017)	Man and the environment	Construction and exhibition
13	Bamendankwe Museum (2017)	History and traditions	Construction and exhibition
14	Bafut Museum (2006)	Things//activities in the Palace	Exhibition

NB : The Bamendankwe and Bafut museums are located in the North-West Region.

The intervention of the Route des chefferies program also resulted in the financing of collection inventory work, the search for funding from multi-donors (local community, patrons, the European Union, the World Bank) and the production of scenographic and museum files.

The construction of these museums was made possible thanks to significant international funds (European Union, town of Nantes, World Bank, etc.). Today, the absence of these funds hinders the smooth functioning of these museums, which are the main tourist sites in the Region. Since the work was completed, the Museums of Bangoua, Bamougoum, Bafou, Bamesso and Bamendankwe have remained closed due to a lack of funds for the recruitment of staff and cover current operating expenses.

Given the effectiveness on the transfer of "tourism" and "culture" competences by the State to the Municipalities, the Mayors should provide their support for the functioning of these structures. When asked

about this issue, the latter stated the lack of resources. According to them, the State has transferred competences and is still reluctant to transfer resources. Given the scale of the issue and its effects on investments made, the issue was discussed at the seminar on the capitalisation and sustainability of the World Bank's achievements organised by MINEPAT from 23 to 26 August 2017 in Ebolowa. On this issue, the ad hoc monitoring committee was asked to call on MINEPAT and the other technical ministries to ensure that the resources to be transferred to decentralized local authorities (CTDs) take into account support for structures in the tourism and culture sector.

4.4. Private Sector Tourism in the West Region of Cameroon

The private tourism sector is quite dynamic in the West Region of Cameroon. The participation of this entity concerns mainly the creation of commercial tourism products and services. In 2016, ORTOC recorded a total of 396 hotel establishments in the field (146 according to official sources), 76 restaurants (whereby 15 are approved), 06 approved leisure establishments (including a water sports base), 04 swimming pools open to the public (including two well-maintained), two operational tourist guides, transport agencies. This service offer states the presence of the private tourism sector in the area. However, tourist services are still not very diversified and of a reproachable quality level. Globally, there is a need to improve the quality of tourism services, in terms of training strategic decision-makers (sponsors), training operational participants, improving receptivity and quality commitment. The hotel and transport sectors require significant investment to improve the quality of equipment.

4.5. West Region Tourist Office (ORTOC)

The West Region Tourist Office of Cameroon (ORTOC) was created in 2013 following their request by Mayors of the West. Indeed, following the transfer of the Tourism Competence to the municipalities as part of the decentralisation process, the municipalities of the West Region have decided to pool their resources through inter-municipality. Instead of creating 40 tourist offices with one for each municipality, and taking into consideration that the cultural product is practically the same in all these regions, the West municipalities have decided to create a single tourist office whose main mission concern is the development and promotion of tourism in the West Cameroon.

Aware of the fact that the development of tourism in the Region is of global concern, the Mayors recommended the creation of an associative tourism office with shared governance. This is why traditional chiefdoms and West tourism professionals have been involved in the governance of this structure for inclusive and joint local development.

The organisation of the ORTOC Executive Committee makes this entity a true tourism cluster whose system of participants are a representation of the multitude of strategic participants. It has three representatives from the Association of West Municipalities (CVUC-West), 03 representatives from the traditional chiefdoms of the West and 8 representatives from the private tourism sector.

The first tripartite tourism meeting held in Bafoussam in 2013 was attended by the three main corporations: the Municipalities, the traditional chiefdoms and tourism professionals. Each of these three corporations had assigned its representatives who actively participated in the discussions, on the basis of a study that had just been carried out with the support of the French NGO "Tourisme Sans Frontières". The first tripartite tourism meeting resulted in two strong resolutions, namely:

- The agreement of the three entities to create an inter municipal office of associative tourism with shared governance and governing the 40 municipalities of the West

- This agreement between the three entities contributed to the financing of the functioning of the Tourist Office; each entity having to make an annual contribution of:
 - ✓ 200,000 FCFA/commune;
 - ✓ 50,000 CFAF/traditional chiefdom (upper chiefdom)
 - ✓ and a contribution from professionals according to their size (10,000 CFAF/star for hotels).
 - ✓ MINTOUL had also promised financial support.

Since then, the contributions to the functioning of the Tourist Office have been rather been on time within each of the corporations.

Through the CVUC-West association, the municipalities adopted a joint resolution asking FEICOM to collect their annual contributions of francs 200,000 at the source and to pay directly to the ORTOC. However, only 30 mayors have so far signed this resolution. More so, funds are always delayed. When the Mayors give the order to collect, the FEICOM pays one year later.

At the level of traditional chiefdoms, only 12 chiefdoms have accepted this principle by making their annual contribution of francs 50,000 . However, there is still some irregularity in contributions.

The same applies to professional in tourism , where there is a certain irregularity (47 professionals have accepted the principle of endogenous financing of ORTOC's operations).

With all these major projects, ORTOC was received three times in audience by the Minister of State, Minister of Tourism and Leisure, who even sent a letter of congratulation and encouragement, describing ORTOC as a pioneer structure whose success was to inspire the creation of similar structures in other Regions. But the financial situation described above could jeopardize the survival of this "start up" who is one of the first to have been created from decentralization in Cameroon.

Despite these structural and financial difficulties, ORTOC account for:

- The Organisation of the first Regional Tourism Conferences in 2014/2015, an event that saw the participation of more than 400 people in Bandjoun, plenary conferences, committee work and workshops,
- The elaboration of the Regional Master Plan for West Tourism 2015-2025
- Structuring of private tourism stakeholders and training with the intention to improve the quality of tourism and hotel services in the West
- The publication of a bilingual catalogue for the promotion of tourism in the West Region
- Beginning of studies (in collaboration with PADDL/GIZ) to develop 10 priority tourist sites in the West in preparation for the 2019 CAN. File transferred to MINTOUL and MINEPAT

During the second tripartite tourism meeting held on 30 October 2017 under the leadership of the Governor of the West Region, one of the strong resolutions was to call on strategic sponsors to honour their contributions before the end of the first quarter of each year. This new mobilization of local actors driven by the municipalities should make it possible to finance ORTOC's activities, whose operating and promotion budget is estimated at about CFAF 30 million.

5. SUMMARY OF TOURIST DIAGNOSIS OF THE TERRITORY

The SWOT table below is a summary of the previous analysis. It includes the highlights of the study on the legislative context, on the observation of tourism supply, on the analysis of tourism demand in the

market, as well as on the distribution of the system of key players. As its name suggests, the classification of relevant points distinguishes 4 themes, namely Strengths, Weaknesses, Opportunities and Threats.

The synthesis of the diagnosis is intended to highlight the positive points and preferences of tourists with a view to increase them. But this synthesis also looks at the negative points of the territory and the problems of offer, providing the keys to understanding and correct all the reasons that are likely to prevent tourists from coming and returning to the territory.

Tableau 17 : SWOT: Highlighting Strengths, Weaknesses, Opportunities and Threats

Themes	STRENGTHS	WEAKNESSES
Images of the West Region and strategic positioning	A strong theme: Chiefdoms and their unique development in Africa and Cameroon. By its uniqueness, the chiefdom is considered as a strategic positioning for the area and its development contributes in making a fundamental difference between the West and the other Regions	Poorly preserved and degraded built heritage, which leads some chiefdoms to opt for modernisation to the detriment of preserving their architectural and aesthetic identity. Gradual disappearance of mud bricks, straw roofs, braided bamboo walls, sculpted pillars.
Geographical and climatic situation	A very good climate, rich nature, hilly landscapes, favourable for mountain tourism	The populations do not consider the mountains as a tourist asset. But as a relief that complicates the daily dispatch of Men. The destruction of the Bamboutos Mountains and the Batié Pass does not disturb anyone.
Tourist sites	Strong presence of museums The region includes 12 museums, two of which are world-class (Museum of Bamoun Kings and Museum of civilisations). Diversity of beautiful sites (Mamy Wata Falls, Bapit Crater, Petpenoun Lakes, caves, Bambutos Mountains, Djuttitsa Tea Plantations).	An unsustainable museum management system. Once built with the support of foreign partners, some museums such as Bafou, Bamougoum and Bamesso remain closed for lack of operating resources. Huge failure to develop landscaped sites. Accessibility is absent
Tourist accommodation	An existing hotel network, with nearly 400 hotel establishments. Especially from the middle to the bottom of the range. Quality leisure hotel initiatives: Pepetnoun Club, Bana Valley, Taguedor Hotel Project.	Unstructured and poorly qualified offer. Absence of business hotels and congress centres. Table 6, which reflects the state of things according to ORTOC, shows that the Region has 271 unclassified hotels, representing 70% of accommodation establishments in the West
Other tourist destinations	Creation by MINTOUL of a tourist information office at Bamougoum airport. ORTOC has taken steps that have led to the granting of premises for	Lack of a quality tourist information office. Bafoussam, capital of the Region and the 7 other capital towns of the Division (excluding Dschang) do not have tourist information centres.

	the creation of a central tourist information office in Bafoussam	
Cultural activities	Festivals and funerals organised annually; More than 20 festivals in the West Region. The Nguon, Lemou and Nsem Tadjom festivals in Foumban, Bafou and Bandjoun impress tourist by their level of organization and their reputation.	No mastery of spatial and temporal programming Lack of capitalisation and federation of experiences around a cluster; Festivals and funerals organised separately in families and villages; No conservatory of intangible cultural wealth.
Art handicraft and the terrior's products	The Bamoun foundry has gained an international reputation. The same goes for the contemporary art centre "Bandjoun Station". Bangoulap Beadwork is also positioned; The artistic production is quite diversified: spinning, weaving, Bamboo raffia, sculpture, pottery, painting. Diversity of local products: dairy products (Baleng farm), monastic beer, Sipo chocolate, raffia wine SEVINA, etc.)	Absence of a real artisanal village, with an architectural design adapted to the enhancement of objects and crafts; Lack of an operational training centre for crafts; in particular sculpture and foundry, which are characteristic of the cultural know-how specific to the West Region of Cameroon.
System of strategic participants	The creation of ORTOC and the development of the West Tourism Master Plan show the willingness of the many participants in the territory to work together to make the West a tourist Region	The contribution system put in place is not yet fruitful. The operating budget of the tourist office during the launching period originated mainly from foreign funds (mainly from the European Union).
Political and regulatory context	The 2004 laws on decentralization enshrine the desire of public authorities to transfer competences and resources. According to these texts, "Tourism" and "Culture" competencies are now transferred and conferred to the municipalities.	The transfer of "Tourism" competence within the framework of decentralisation has not always been accompanied by the transfer of significant resources. The non-effectiveness of decentralization in terms of its financial aspect hinders any local initiative in the field of tourism.
Quality approach	Presence of three hotels offering quality services. Zingana, Petpenoun, Bana Valley hotels , strive to satisfy the needs and expectations of a demanding tourist customers requesting for high quality services	Lack of training for the majority of hotel employees (close to 90% of staff are not trained). Few quality hotel training centres adapted for needs. Quality approach and essential training in reception and stay management. Slow catering service due to a lack of knowledge of the tourist's expectations. Utmost cleanliness. Lack of neatness in accommodation and catering products

Tourist attendance	The Royal Bamoun Museum has been in the lead for 5 years and above, with a level of attendance ranging from 8,500 visitors in 2014 to 5,564 visitors in 2017.	With only 16,909 visitors to the museums in 2017 compared to 23,342 five years ago, tourist attendance is declining. Globally, there were 36,909 visitors to West tourist sites in 2017 compared to 55,672 five years ago. Developed tourism offer is limited to museums and chiefdoms. The first museums have not renewed their exhibition and the absence of developed tourist sites does not encourage the tourist customers fidelity.
Tourism performance ratio	Preference for low-end hotels, which represent 80% of hotels in the West. Evidence that developers are investing in the preferred sector of tourists	Very low occupancy rate. With a turnover of only CFAF 1 billion, an OR of around 20% and an average length of stay of less than 1.5 according to official figures, the territory is far from being considered as a tourist destination
Statistics		The statistical data tracking system is quite stagnant. Data concerning turnover, arrivals, nights spent and turnovers are incorrect and poorly controlled by the various administrations in charge (NIS, MINTOUL, Police, etc.). With the differences between official data and field surveys, made it necessary to set up a Regional Tourism Monitoring centre.
	OPPORTUNITIES	THREATS
African Cup of Nations (AFCON 2019)	The next African Cup of Nations (AFCON 2019) is an important opportunity to be seized. The territory will welcome potential visitors who will need the right opportunities to spend their money.	No measures are taken in order to exploit the tourist-economical benefits of AFCON. The chances to exploit the economic benefits of this international sports event are limited even if present
Insecurity in the North and North-West Regions	The climate of insecurity in the North and North-West regions reduces tourists' choice of destinations. This situation could be temporarily beneficial to the West, which offers an alternative to cultural tourism	The proximity of the North-West Region to Bafoussam could result in a majority of the region's cities being among the blacklisted territories by foreign embassies, knowing that among foreigners visiting the West Region, the French are the first.
Foreign donors	Within the framework of the C2D Regional Capitals, Bafoussam was chosen as the town to benefit from AFD's support. In addition, according to	The Government of Cameroon is slow to officially express the request. Priority has been given to social projects under the C2D The EU, which is not satisfied with the

	German cooperation, there are existing funds to finance tourism in the West, which need motivation. But, provided that the request for support comes from the government. The C2D and PRCC window of the French cooperation has been renewed. Tourism projects submitted to these groups could receive substantial support if the request is well formulated.	quality of the management of the funds allocated to the CDPP, is no longer willing to provide support. He also advised his Brussels headquarters not to provide a second support to the PRDC, whose request for support had nevertheless received a good grade.
Tourist marketing of the territory	The hotel Sawa proposes to make its web master available to the tourist office to develop a website to promote the destination. However, ORTOC must mobilize a minimum amount of funding in a short period of time to take advantage of this service offer in the form of skill sponsorship ORTOC participated in the 203, 2014 and 2015 editions of the Solidarissimo exhibition in Colmar. About 5 ORs are in favour of co-organizing an eductour in the West.	After two relaunches, the webmaster of the Sawa hotel risks to subscribe the service offer. ORTOC must react quickly. However, the strategy for financing the minimum amount requested is not always known. The PRDC, which hosted the first ORTOC website, had to accept the closure of the site due to lack of funds. Since 2016, ORTOC has no longer been involved in the solidarism exhibition due to a lack of financial resources. The two foreign ORs that were renounced in the destination no longer do so. They are demanding a diversified tourist offer.
Mountain Tourism	Among the 10 priority projects that were the subject of the pre-feasibility studies, there are three mountain sites: Col Batié, Mont Bamboutos and Mont Bapit. If the project is followed up, this form of tourism, which is in high demand by tourists, could be developed.	The development of the Mts Bamboutos site, integrating power poles, the wind farm and the unregulated housing, could alter the beauty of the site. The same applies to the Mont Bapit site in Foubot, due to the activity of the Pozzolan quarry operators.
Source Markets	Tourist traffic by non-residents remains marked by nationals of the CEMAC sub-Region, which ranks second with 13,387 arrivals, after French people. The opening of borders of the countries of the sub-Region is an opportunity for CEMAC to consolidate its position as the main source market for tourism in Cameroon. The same remark follows the EPA agreements which enshrine the strengthening of the European and particularly French presence in Cameroon (Casino, Carrefour, Super	Equatorial Guinea is threatening to close its borders after the failed coup d'état in December 2017. In addition, with the insecurity that persists in CAR, the country plans to observe some restrictions on the free movement of people; all of which would not encourage the development of tourism in the CEMAC sub-Region.

	U,...). France is the leading source market for Cameroonian tourism, with 2,396 arrivals in the West in 2015.	
	Project to create an authentic craft label for the PRDC. Requires the establishment of an authentic west handicraft label that would highlight authentic Bamoun art and Bamiléké art often drowned by crafts from other areas.	
Turn-over		Hotels in the West Region are characterized by high turnover. With the development of new hotels in the cities of Douala and Yaoundé, it is likely that the Region will lose its staff, who have hardly benefited on several occasions from the training sessions organised by ORTOC and PRDC
Transport infrastructure	Bamougoum airport is likely to welcome tourists who demand high quality roads. It also saves a lot of time.	The highway is characterised by potholes in certain places. The same applies to divisional roads and those in urban centres. Which can drive tourists away. Moreover, barely functional in its interior lines, the CAMAIR-CO is characterised by two aspects: Failure to respect take-off schedules, and impossibility to land at the Mvan air base

6. THE RESULTS OF THE TOURIST DIAGNOSIS OF WEST CAMEROON

The tourism diagnosis of the West Region of Cameroon has highlighted the existence of a real strategic positioning. The traditional chiefdoms which projects a rich culture marked by architecture, the power of the chief, the relationship with nature and the place of women in society and the cult of ancestors. The importance of chiefdoms (126 higher chiefdoms in the West), the proliferation of festivals, funeral celebrations and the Bamiléké and Bamoun crafts contribute to making the West a favourable destination for cultural tourism. However, the built heritage is in a state of advanced deterioration. The trend to modernize housing in general and traditional chiefdom in particular is plunging the West Region into the trend of modernism. The risk of loss of identity is too eminent and the preservation of this rich heritage is a challenge for both public authorities and local strategic decision-makers, not to mention the local populations who constitute the very intelligence of this society.

The diagnosis then shows the undeniable contribution of the diaspora, which, through the Route des chefferies programme and its partners, has succeeded in creating a dozen museums in traditional chiefdoms. Even if half of these museums are unfortunately closed due to a lack of financial resources to cover operating costs, the PRDC's action will still have made it possible to preserve this heritage, which is now inventoried and ready for tourism. The cumulative tourist attendance of the chiefdoms and

museums of the West over the last 5 years is estimated at 99,589 visitors. But this attendance is to be monitored in view of the downward trend. In 2013, 23,342 visitors were registered in museums, compared to only 16,909 in 2017. According to tourism agencies, museums have repeated the same exhibitions since then and the lack of complementary tourism products does not encourage tourists who have already come to the territory to return.

However, the West has other complementary tourist assets. The study showed that the Region is rich in mountains, waterfalls, lakes, rivers, caves, etc. The West is also characterized by a mild and sunny climate. However, the lack of development of sites and access roads does not make it possible to move from a state of simple potential to a state of commercial tourism products.

Private investment in the accommodation and catering sector is considerable, with 396 hotel establishments (actual data) and 45 restaurants. The sector is characterised by the predominance of low-standard accommodations. The 1-star hotels and unclassified hotels all together represent 90% of the total number of hotels in the West, and 61% of the tourist customers is oriented towards this segment of the offer. The absence of 4 and 5 star hotels clearly shows that tourism business is absent. With the CAN 2019, initiatives are being taken in this high-standard sector. But, less than a year before the event, the level of dispatch of the private tourism sector raises concerns about the inadequacy of high standard hotels and the lower quality of hotel services at the date of this sporting event. This sectors also governed by a local staffs, non-competent and inclined on constant “turn over”.

The aspect of welcoming the public was also noted in the diagnosis. Out of a total of 8 Divisions and 40 municipalities, the Region has only one active tourist information office. The other two reception offices are inoperative. The Regional Master Plan for Tourism in the West (SDRTO) drawn up in 2014 had nevertheless recommended the creation of a central reception office in Bafoussam and 7 relay tourist information points in all the main towns of the Division. The tourist sign boards produced as part of the World Bank financing has been poorly dispatched. The watermelon market signs in Bangangté and Douzem (Nkong-Zem commune), to name but a few, rather confuse tourists by indicating a dead end each time. On the same aspect, the study noted the absence of tourist information leaflets for the general public. After the first leaflets funded by the European Union and the diaspora were sold out, the stocks of leaflets for museums and tourist sites were never reprinted again.

The study also looked at the level of tourism marketing in the territory. From this point of view, the study first proved that the hotel occupancy rate has been only around 20% for the past three years. This means that 80% of hotel rooms have been unoccupied for years. Also, from the 62,614 hotel arrivals in 2016, Mifi and Menoua are the 1st and 2nd, with 33,586 tourists and 10,474 tourists respectively. The study then noted the low average length of stay, which is around 1.1. This is proof that the few tourists who arrive in the West (50353 hotel arrivals in 2017) stay there for less than two days. This explains a hotel turnover of only about one billion (official data). Even if ORTOC has revalued these revenues to nearly 3.4 billion, it remains low to make investments in the hotel sub-sector profitable. Finally, the study showed that the absence of a tourism marketing plan for West Cameroon is detrimental to the development of its tourism. Tourism fairs in Cameroon, Africa and Europe are however markets where destinations meet the prescribers of stay that are the tour operators (TO). At a time when Boko Haram and the Anglophone crisis are contributing to discredit certain Regions, the West Region of Cameroon must multiply tourism promotion campaigns and increase the OR in order to increase the level of referencing of the destination in the sales catalogue

If the tourist assets of West Cameroon are unique and diversified, they just have to be well presented so that the tourist feels expected and encourages his tourist expenditure, a factor for the local economy.

The Regional Master Plan for West Tourism drawn up in 2014 and validated in 2015 defined the strategic choices and outlined the main orientations in terms of tourism. The updating of this Territorial Coherence Scheme with regard to trends should enable the tourism stakeholder to establish a real sustainable tourism development strategy, with regard to the insights of the present diagnostic