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REPORT ON THE IMPLEMENTATION OF THE GENERAL PROGRAMME OF WORK

REGIONAL ACTIVITIES (Part II)

Note by the Secretary-General

The Secretary-General informs the Members of the Commission about the progress of the implementation of the General Programme of Work in the region.

I. Activities undertaken in Africa from October 2015 to April 2016

1. Since the 57th Meeting of the UNWTO Commission for Africa, held in Medellin, Colombia on 12 September 2015 in the framework of the 21st UNWTO General Assembly, the Secretariat has organized the following capacity building and events in the region:

4th UNWTO International Conference on Tourism and the Media: Building new partnerships Tunis, Tunisia, 12 and 13 November 2015

2. The 4th UNWTO International Conference on Tourism and the Media was organized jointly with the Ministry of Tourism of Tunisia. This conference offered a platform to discuss communications in times of crisis and to stress the need for professional coverage but also access to information and facilitation of resources from tourism authorities in a timely manner. Tourism authorities should make use of the different channels to reach the media, such as press releases, social media platforms and so one. If they communicate with the tourism agencies, they will reach also the general public and this will be a great plus for the country.

3. The objective of the conference was to improve knowledge and understanding of the African media regarding the tourism sector, as well as its role as key economic driver in the region. The Conference aimed at fostering a new framework of interaction with the media, a number of recommendations were emphasized through the different debates and exchanges. Among those, "be credible, close, on target, available, transparent, realistic, a facilitator, useful to and respectful of the media angle" were underlined. Over 200 participants from 16 African countries including Bangladesh, Cambodia, Canada, France, Italy, Jordan and Malaysia attended the event.

**VII edition of the Tourism Investment Forum for Africa (INVESTOUR)
Madrid, Spain, 21 January 2016**

4. In the framework of the 36th Edition of the International Tourism Fair of Madrid (FITUR) the World Tourism Organization (UNWTO), FITUR and Casa África, Representative of the Spanish Government, jointly organized the seventh edition of the Tourism Investment and Business Forum for Africa (INVESTOUR) that was held on 21 January 2016 in Madrid, Spain.

5. The Forum's main objective is to promote the development of sustainable tourism in Africa, while encouraging exchanges on investment and business opportunities in the region. Each new edition of INVESTOUR has been an opportunity to introduce a certain number of innovations. Initially open to representatives of African national tourism administrations, the Spanish Government and Spanish private-sector actors, the Forum was expanded two years ago by welcoming the participation of Portuguese private-sector actors. For its 6th edition, INVESTOUR was opened to international institutions and companies and for the forthcoming 7th edition INVESTOUR aims at consolidating and increasing the participation of international actors.

6. The first session was structured in two round tables: **CHALLENGES OF INVESTING IN AFRICA** and **AFRICA: THE FUTURE IS NOW**. These two round tables offered the opportunity to exchange views and generate an interactive debate which will yield valuable insights on how to

increase the competitiveness and potential of African tourism at the global and regional levels. The second session was devoted to business-to-business (B2B) meetings. This constitutes a strategic platform that puts African tourism project leaders and potential international partners in direct contact with one another. Over 300 delegates participated from 49 countries of the world. Of the 49 countries represented, 36 were African and other world countries were: Ecuador, France, Honduras, Hungary, Italy, Jordan, Lebanon, Poland, Portugal, Russia, United Kingdom, United States of America and Spain. Fourteen Ministers of Tourism attended the event.

7. In the same period, the Secretariat was represented in different events of interest for the African countries such as the World Travel Market (London, United Kingdom), The International Fair of Madrid (FITUR) and ITB (Berlin, Germany).

8. In the field of **technical cooperation**, several sectoral support missions have been sent to the region and several projects are under implementation at the request of the Members. For the full list of technical cooperation activities, please refer to the annexes of the present document.

9. The Regional Programme for Africa has translated from English into French the following briefing paper: "**Towards Measuring the economic value of wildlife Watching Tourism in Africa**". This will enable the francophone African Countries to have access to key information regarding the subject.

10. The Secretary General as well as other senior officials of the organization undertook several official missions in the Africa region since October 2015 in the following countries: **Ethiopia, Tunisia and Morocco**. During one of these missions a very important event took place at the headquarters of the African Union, in Addis Ababa, Ethiopia on **19 October 2015**. African Tourism Ministers, led by the UNWTO CAF Chairperson and Minister of Tourism and Hospitality Industry of Zimbabwe, H.E. Dr. Eng. Walter Mzembi, together with the Executive Director for Technical Cooperation and Services of the World Tourism Organization (UNWTO), Zhu Shanzhong, met the Chairperson of the African Union (AU), Dr. Nkosazana Dlamini Zuma, to discuss the role of tourism in the AU's 2063 Agenda at the organization's Headquarters. The meeting was attended by the Minister of Culture and Tourism of Ethiopia, Aisha Mohammed Mussa, delegates from Cameroon, Ghana and Zimbabwe. The outcome of the meeting was subsequently shared with the AU Permanent Representatives' Committee for information.

11. Since it was launched in 2011, The Secretary-General presented the Open Letter to eighty-two Heads of State and Government which includes the following 17 African countries: **Algeria, Angola, Burkina Faso, Ethiopia, Ghana, Kenya, Mozambique, Morocco, Rwanda, Seychelles, South Africa, Tunisia, The Islamic Republic of The Gambia, Uganda, The United Republic of Tanzania, Zambia and Zimbabwe**.

12. Since October 2015, delegations from the following Africa countries visited the UNWTO headquarters or held bilateral meetings with UNWTO: Algeria, Benin, Botswana, Burkina Faso, Côte d'Ivoire, Ethiopia, Guinea-Bissau, Kenya, The Islamic Republic of The Gambia, Sudan, and Zambia.

13. On 2nd October 2015, a **working lunch with the African Ambassadors** accredited to Spain was organized at the UNWTO Headquarters. During this lunch the Ambassadors were informed about the implementation of the UNWTO General Programme of Work, as well the

planned activities for 2016. This lunch is set to be annual and the following one will be held in October 2016.

14. In March 2016, The Regional Programme for Africa published the seventh edition of its quarterly Newsletter, another communication channel that shares with members current UNWTO activities in the region. This is also a platform where members are encouraged to share articles on key tourism activities that they are doing in their country.

II. Activities planned from May 2016 to December 2016

15. In the course of the year 2016, the Regional Programme for Africa will put emphasis in ***training activities and events*** aiming at benefiting as many Members as possible. The events planned for the above-mentioned period are the following:

- **UNWTO Regional Workshop for Africa “Keys to Success in Tourism Product Development” Addis Ababa, Ethiopia, 15 to 17 September 2016**

Objective: i) creating a platform for African destinations and all the relevant stakeholders for dialogue to minimize the current constraints and improve the performance of the tourism sector and the economic and the social well-being of the local communities, ii) enabling the participants to explore the key principles of sustainable and competitive tourism product development in Africa.

Target: All member states

- UNWTO Regional Executive training course on Crisis Communication, Khartoum, Sudan 17-21 October 2016**

16. Based on the recommendations of the UNWTO Regional Conference on Enhancing Brand Africa, Fostering Tourism Development, held in Accra, Ghana from 17 to 19 August 2016, a UNWTO Regional Executive Training course on Crisis communication will be organized, in order to fulfil the objective of having a stronger image of Africa, and thus support tourism development in the region as one of its key socio-economic drivers.

Objective: to equip the member states with tools and techniques in communicating messages prior of after a crisis.

Target: All member states.

- Statistical Capacity Building Programme (SCBP) for Africa francophone countries – First Workshop. Algeria 24- 26 October 2016**

Objective: to assist African countries to achieve the main objectives of the UNWTO Agenda 2010 concerning statistical information, and improve the national tourism statistical systems.

Target: francophone African countries.

Technical Assistance Missions/Projects undertaken in the Africa region from September 2015 to December 2016

Country	Missions/Projects	Date	Objective / Activities
Burundi	Identification and Evaluation of Tourism	September 2014 – December 2015	<p>Objectives: Under the Enhanced Integrated Framework, UNWTO, in collaboration with the Ministry of Trade, Industry, Post and Tourism and the National Tourism Organization of Burundi, implemented a project to undertake an exhaustive identification and evaluation of the tourism sites in Burundi with a view to their categorization and prioritization according to national development objective and market trends. The project will also contribute to the development of signage and interpretation boards at key tourism sites and will prepare a draft law of the delimitation and protection of tourism sites in the country.</p> <p>Results achieved:</p> <ul style="list-style-type: none"> • Identification, classification and cadastral delineation of more than 100 tourism sites in Burundi. • Product/market matching for the classified tourism sites and recommendations for the development of tourism circuits. • Formulation of brochures on key tourism attractions of Burundi as well as a brochure on cultural tourism. • Design, production and instalment of interpretation boards (in English and French) of 50 tourism sites. • Design, production and instalment of signage at key tourism sites. • Draft Law for the protection of tourism sites in Burundi.
Cameroon	Ecotourism Development at Kribi	October 2012 – December 2016	<p>Objectives: To enhance quality and local benefits from tourism activities in Kribi through capacity building, sustainable planning and reinforced environmental management of coastal tourist sites, and promotion of SME development in the tourism supply chains.</p> <p>Results achieved: A value chain analysis has been completed and sustainable</p>

			<p>management plans were drafted through a participatory process for the sites of Lobé, Grand Batanga and Londji. A Local Tourism Committee was established and two community groups have been identified to operate tours in Londji and Grand Batanga. The project is also promoting community involvement in environmental protection such as tree planting and cleaning of beaches. The project carried out four ecotourism trainings in basic customer care, food processing and first aid techniques. An ecotourism manual was produced. In total 81 people were trained (20 women and 61 men). A chart of best practices for tourism visits to the Bagyeli Pygmy community was drafted and training of 3 Bagyeli trainers carried out. One more training in language skills and internet was also organized. It is expected that existing and new entrepreneurs engaged in tourism and tourism-related businesses will improve their performance as a result of the capacity building activities and support provided by the project. The project recently started the construction of small tourism facilities to be managed by local groups.</p>
Ethiopia	Implementation of Hotel Classification Scheme	December 2014 – June 2016	<p>Objectives: Through funding from the World Bank, the Ministry of Culture and Tourism of Ethiopia, through the Ethiopia Sustainable Tourism Development Project developed a new Classification and Grading system for the accommodation sector and has requested UNWTO's technical assistance to implement this scheme and thereby launch Ethiopia's first comprehensive hotel classification programme. The overall purpose of the Ethiopia Classification and Grading Star Grading programme is to improve the quality of hotels and accommodations in Ethiopia. The implementation of this programme will a) provide guidance to new accommodation developments in order to develop physical as well as managerial systems which are up to international standards and criteria; b) aim at creating a healthy business competition among the accommodation establishments motivating them to develop higher levels of service quality and facility standards; and, c) provide assurance to the international tourism community on the quality of Ethiopia's accommodation sector thereby making Ethiopia a more competitive destination.</p> <p>Results achieved:</p> <ul style="list-style-type: none"> • Training of 53 national inspectors in the new classification criteria and new evaluation system. • Capacity building for the Ministry of Culture and Tourism in coordinating and implementing the new hotel classification scheme.

			<ul style="list-style-type: none"> • Ancillary training to Government officials responsible for food safety and hygiene, and, accommodation safety and security. • Over 370 hotels assessed in Ethiopia under the new classification system.
The Islamic Republic of The Gambia	Kartong Ecotourism Project	November 2014 – February 2016	<p>Objectives: To develop new and sustainable community-based tourism activities and SME development in line with community ecotourism development goals and create pro-poor employment opportunities.</p> <p>Results achieved:</p> <p>The project carried out renovation and upgrade to the Tesito camp site in Kartong village and produced promotional materials in an effort to facilitate half-day excursions to Kartong with lunch at the Tesito camp site. A programme “Taste of Kartong” was designed, which showcases the lives of Gambian women at work and gives visitors a real taste of the Gambian culture including innovative art works and the delicious Gambian cuisine.</p> <p>Gambia Tours has promised to start selling the Taste of Kartong from this month and the initiative has already started to improve the lives of the community with the creation of two full time jobs (a caretaker and a night watchman) and three part time jobs (a cook and two helpers). The number of beneficiaries is expected to grow when the business attracts more customers.</p>
Ghana	Savannaland Destination Tourism Programme	September 2008 (Phase I) – June 2016 (Phase II)	<p>Objectives: To contribute to enhanced income levels of households in the South Western part of Savannaland through the development, promotion and marketing of the destination.</p> <p>Results achieved:</p> <p>1. Product development and management:</p> <ul style="list-style-type: none"> -Awareness raising with communities: 3 workshops/ 3 days/ 179 participants -Various locations prioritized for product development: <ul style="list-style-type: none"> • Mole: 30Km bush hike; Brugbani Camp; trail from Muguru Camp to spring;

			<ul style="list-style-type: none"> • Sonyo: Information and Receptive Centre; ablution facility; guided walk; • Kulmasa: Information Centre; ablution facility; guided walk; • Larabanga: Information and Receptive Centre; ablution facility; • Tamale: Information Centre; and Bole: Information Centre -Income generating activities identified: handicrafts, agro-business, transport, etc -Training on tourism management and quality services for SMEs (F&B, home-stays, crafts, shops, dance groups) and Community Tourism Management Committees (CTMTs): 8 courses/ 24 days/ 305 participants (203 women) -Post training assessment and business development services identified for follow-up <p>2. Marketing:</p> <ul style="list-style-type: none"> -Marketing strategy completed in April 2010 -Photo bank, signage, poster and website (www.savannatourism.com) produced -Participation at World Tourism Day fair in 2009 and SITHO 2010 (Burkina Faso). <p>3. Destination management:</p> <ul style="list-style-type: none"> -Destination Management Team (DMT) constituted: Economic Planning Officer, Ghana Tourist Board (GTB) Tamale, Mole National Park, West Gonja District Assembly (DA), Sawla Tuna Kalba DA, Bole DA, Northern Region Hotels Association, Rural and Social Foundation, A Rocha Ghana, CBT Representatives, SNV -Destination management training: 4 modules/ 8 days/ 25 CTMC members and DMT
Kenya	Enhanced Market Access for Community-based Tourism Products	September 2008 (Phase I)- June 2016 (Phase II)	<p>Objectives: To strengthen and promote viable community tourism enterprises in South and North Rift and Northern Kenya by instilling business skills to the local community actors, developing benchmarks and standards of community tourism products</p> <p>Results achieved:</p> <p>1. SME development:</p> <ul style="list-style-type: none"> - 36 Tourism SMEs selected and receiving matching grants to improve products and facilities -Training on customer service and business management: 3 courses involving selected SMEs that received grants - Identification of capacity building needs and mentoring on customer service and business management <p>2. Vocational training centre:</p>

			<ul style="list-style-type: none"> -Feasibility study carried out to define most cost efficient and sustainable way to organize vocational training -Business plan drafted and under revision - Final selected option: to provide vocational training in collaboration with existing tourism institutes (Moi University) <p>3. Destination management and marketing:</p> <ul style="list-style-type: none"> -Marketing materials developed by the various SMEs and used in tourism fairs - Marketing strategy prepared and implemented - Laikipia Wild Life Forum (www.laikipia.org) and Mid-Rift Forum (www.greatrifftourism.org) are promoting SMEs
Lesotho	Kome Rural Homestays	October 2012 – June 2017	<p>Objectives: To improve community-based tourism within Pulane community as a way to improve livelihoods through tourism business activities.</p> <p>Results achieved: Training seminars were organized for excursion providers, tour guides, rural homestay providers, and crafters, and a tourist map was developed with hiking, biking, and pony trekking routes, linking the three project areas. The seminar for excursion providers was attended by 11 small entrepreneurs. The seminar aimed to support the participants to start and/or grow an excursion enterprise, by building their capacity to develop excursions and to get access to tourism markets. The seminar provided the participants with valuable insights on how to develop new excursions or improve existing ones, making optimal use of the attractive natural and cultural heritage of the destination. It also gave detailed guidance to the excursion providers on marketing their products to individual tourists and establishing business linkages with foreign tour operators.</p> <p>Likewise, the seminars for tour guides, rural home stay providers and crafters focused on building the capacities to improve the products and services offered to tourists, and to strengthen their marketing skills. The seminars were attended by 16, 34 and 24 local participants, respectively. Following the training seminars, several participants directly started to put the lessons learned into practice by making improvements in the products and services offered to tourists and by establishing contacts with potential clients.</p>

Morocco	Establishment of a New System of Tourism Hotel Classification	June 2013 – December 2018	<p>Objectives: In March 2013, UNWTO and UNDP Morocco signed an agreement to support the Moroccan Ministry of Tourism in the establishment of a new system of tourism hotel classification. The project aims to consolidate a standing level of competitiveness for the Moroccan hotels which will enable them operating on an international competition level and to develop a real culture of quality within tourism hotels. The review of the classification system is to:</p> <ul style="list-style-type: none"> • Improve the quality of tourist accommodation establishments. • Facilitate the classification of tourist accommodation in terms of quality, safety, health and sustainable development. • Adapt the classification system to the evolution and diversification of the tourist demand. • Develop a Guarantee involving regulatory standards and quality frameworks. • Implement a quality strategy in Morocco as a destination offering a sustainable competitive advantage. <p>The general objective is to contribute to the economic and social development of Morocco.</p> <p>Results achieved:</p> <ul style="list-style-type: none"> • Review of the existing hotel classification system and first draft of revised criteria prepared. • Training of 90 Inspectors of the Ministry of Tourism on the proposed revisions to the criteria and the impact that these will have on the inspection process. Based on feedback from the training, a second revision of the revised criteria was prepared. • Practical training of 90 Inspectors of the Ministry of Tourism on the application of revised criteria is scheduled to be completed in August 2014. This practical training activity is also serving as an awareness-raising exercise amongst the hoteliers to share with them the main revisions to the criteria and their application. • Pilot testing of 150 mystery guest visits. • Manual for interpreting new hotel classification criteria.

Mozambique	Strategic Tourism Development Plan	May 2014 – February 2016	<p>Objectives: In March 2014, UNWTO signed an agreement (English version) with the Ministry of Tourism of Mozambique for the preparation of the new Strategic Tourism Development Plan for the country. The previous Strategic Plan for the Development of Tourism in Mozambique for 2004 to 2013 was the country's first tourism strategy and set the tone for tourism development over the past decade. The planning term has expired and the Ministry of Tourism with support from the World Bank has commissioned UNWTO to develop a new Strategic Tourism Development Plan to guide the growth of the industry over the next ten years. The overall project goal is to provide the Ministry of Tourism with a documented tourism growth strategy and implementation plan for developing the tourism industry as a key catalyst for rapid economic growth and job creation, in support of the Government of Mozambique's economic development goals.</p> <p>Important aspects to be included in the tourism strategy are:</p> <ul style="list-style-type: none"> - Institutional development of the sector - Marketing and branding - Business development - Land use planning - Human resources development - Hospitality quality - Sustainable tourism development, in particular in protected areas <p>Results achieved: In June 2014, the team of experts carried out field missions to the main tourism development zones in the country in order to collect information for the situation analysis, and meet with stakeholders to discuss the constraints and opportunities for tourism development, as well as the future directions to take. The findings of the field missions and the analysis of available information and data were presented in a situation analysis report that included a SWOT analysis of the sector, and summarized priority aspects to take into account in the new strategy. The Strategic Tourism Development Plan was completed and submitted to the Government in the first semester of 2015, and approved by the Council of Ministers in the second semester of 2015. A Validation Workshop was organized in March 2015, and training seminars for government officials on the implementation of the plan were</p>
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			delivered in February 2016.
Mozambique	Human resource and SME development for the tourism sector in Inhambane province	May 2011 (Phase I) – December 2016 (Phase II)	<p>Objectives: To enhance the local economic impact from tourism in Inhambane through human resource development and SME development in the tourism sector.</p> <p>Results achieved: The project builds on the experience of the previous project in the region. A major success has been the establishment of a multi-stakeholder platform (including tour operators, hotels and restaurants), which addresses marketing issues that had previously been identified as a major challenge for the destination. As a result, tourism enterprises collectively participate in international tourism trade shows, and are jointly promoting the destination to long-haul tourists. Over 600 local people, mainly women and youth have been trained in different tourism subjects, including housekeeping, hospitality, food preparation and tour guiding. The training has resulted in an improved level of service delivery in the sector, which has had a positive impact on the economic performance of individual enterprises as well as on the competitiveness of the Inhambane destination as a whole. For SME development, training on business management has been provided to 21 owners/managers of small tourism enterprises. Further, the project has provided micro finance to 9 small enterprises dealing with handicrafts production, supply of fruits, vegetables and eggs, organization of sailing tours and preparation of local meals. Successes have especially been booked with establishing business linkages for the local supply of agricultural products to hotels and restaurants, and with assisting handicraft producers to get better access to the tourism market. A group of 20 handicraft producers has been supported by providing a space where they can sell their souvenirs to tourists.</p>
Mozambique	Vocational Training and SME Development for the Tourism Sector in Maputo	November 2011 (Phase I) – June 2017 (Phase II)	<p>Objectives: To enhance the local economic impact from tourism in Maputo through vocational training and SME development in the tourism sector</p> <p>Results achieved: The project intends to create tangible benefits from tourism for 200 local households through the following ST-EP mechanisms:</p>

			<p>1. Employment in tourism enterprises 2. Supply of goods and services to tourism enterprises 3. Direct sales of goods and services to visitors 4. Establishment and running of tourism enterprises</p> <p>Detailed training programmes and curricula have been developed and a train the trainer seminar was organized in February 2016, which forms the basis to deliver vocational training seminars in the first semester of 2016. In the second semester of 2016, additional activities will be planned and implemented to support tourism SMEs to generate enhanced income from the sale of goods and services to tourists and larger tourism enterprises. Within the framework of the project, support has also been provided to preparing the new Strategic Plan for the Development of Tourism in Mozambique; especially to ensure that sustainability aspects are well covered in the plan.</p>
Republic of Congo	Sustainable Tourism Development Plan	December 2014 – October 2015	<p>Objectives: In collaboration with UNDP, UNWTO provided its technical assistance to the Ministry of Tourism and Environment of the Republic of Congo for the formulation of a Sustainable Tourism Development Plan for the country. In its 2012 Strategy for Growth, Employment and Poverty Reduction, the Government of the Republic of Congo identified tourism as a priority industry to stimulate economic growth while providing means for the creation of sustainable livelihoods. The objective of the project is to undertake an exhaustive analysis of the country's tourism sector (resources, infrastructure, institutions, human resources, source markets and tourism services) and formulate a Tourism Development Policy, Strategy and Master Plan which will stimulate the competitive yet sustainable growth of the tourism sector as a motor for stimulating economic growth in the country. In particular, the Master Plan will provide a detailed framework for the systematic planning of the tourism sector, distribution and prioritisation of tourism resources, and better coordination amongst the various stakeholders in the management of the sector.</p> <p>Results achieved:</p> <ul style="list-style-type: none"> • Detailed situation analysis of the current opportunities and challenges facing sustainable tourism development in the Republic of Congo. • Formulation of a Tourism Policy which was approved by the Government and UNDP.

			<ul style="list-style-type: none"> Formulation of a sustainable Tourism Development Strategy and Master Plan which was approved by the Government and UNDP.
Republic of Congo	Needs Assessment for the Development of a Hotel Classification System	August 2015	<p>Objectives: In collaboration with UNDP, UNWTO provided its technical assistance to the Ministry of Tourism and Environment of the Republic of Congo to conduct an in-depth analysis for the design and implementation of a new hotel classification system for the country. Given the Government's current endeavour to have a systematic approach to tourism development, commencing with the formulation of a tourism policy and master plan, another priority activity is the systematic approach to quality assurance with regard to tourism accommodation establishments with a view, on one hand, to stimulate competitiveness amongst the accommodation providers and, on the other hand, to assist the Government in marketing and promoting quality-based tourism services.</p> <p>Results achieved:</p> <ul style="list-style-type: none"> Detailed situation analysis of the current opportunities and challenges facing quality assurance in tourism accommodation establishments. Formulation of a project document for the design and implementation of a Hotel Classification System in the Republic of Congo.
Uganda	Support for Development of Inclusive Markets for Tourism	September 2013 – March 2016	<p>Objectives: The tourism sector is currently Uganda's fastest growing industry with an average annual growth rate of 21%. The vast majority of Uganda's poor live in rural areas and Uganda's main tourism products are also located in rural Uganda. The United Nations Development Programme (UNDP) is supporting the Government of Uganda through a project on development of inclusive markets in tourism, focusing on the participation of the poor and local communities in the tourism sector as entrepreneurs, employees and consumers. It aims to empower the poor to increase benefits from the tourism industry and improve their livelihoods through access to labor and markets, and increased opportunities for decent work and incomes.</p> <p>The project has three main outputs: development and operationalization of market linkages; development and promotion of innovative pro-poor tourism products; and, capacity building of tourism business enterprises and selected tourism support institutions.</p>

			<p>Results achieved:</p> <ul style="list-style-type: none"> • Identification for three priority tourism development areas in rural Uganda and key market actors from the tourism sector. • Implementation of an innovative Business Development Service programme which combines fostering the creation of business linkages between tourism MSMEs in Uganda while providing specific capacity building to MSMEs in a vast array of business development services. • Manual on innovative pro-poor business models which can be replicated in other parts of Uganda. • Formulation of a strategic marketing action plan. • Organization of familiarization trips: for Kampala-based tour operators to one of the project pilot areas to better understand the new tourism products and services which could be added to their tour packages; and, combined training programme and familiarization trip aimed at Ugandan media and travel writers to capacitate them to showcase the Ugandan tourism industry and to familiarize them with the new products which were being developed through the project. • In 2015, project activities were extended to include further capacity building to the Uganda Tourism Board in implementing their programme of work, and, to further support selected MSMEs and business linkages in developing and marketing regional tourism products and services.
Zambia	Development of Cultural Centres for Promotion of Community-based Tourism	2008 – December 2016	<p>Objectives: To provide local communities with a structured framework to participate in the tourism industry, thereby providing them with an opportunity to directly benefit from tourism through the creation of sustainable livelihoods.</p> <p>Results achieved: Cultural Centres in Mafungautsi and Mwandi villages have been built and capacity building activities carried out linking the following areas: tourism hospitality and service; handicraft design and manufacturing; tour guiding, presentation of local dances and music shows; book keeping and business management. Based on an internal assessment, the Ministry has prepared a revised work plan, giving priority to the active promotion of the</p>

			centre in Mwandi, which is located near Livingstone.
Zimbabwe	Enhancing Participation of Youth and Women in Tourism	October 2015 – June 2017	<p>Objectives: To build the capacities of women and young people to make a career in tourism enterprises at the Victoria Falls and to strengthen the capacity of tourism SMEs in the area.</p> <p>Results achieved: It is expected that the vocational training for existing and new tourism employees will enable participants to get increased income because of better positions they could obtain after the training, or to assist unemployed young people to obtain new or vacant positions in the tourism sector.</p> <p>The project also hopes to provide business and financial services to tourism SME's resulting in improved performance of the SMEs and increased earnings for the SME employees.</p>