Report of the UNWTO Regional Director for Africa

Implementation of the Programme of Work in Africa 2022 – 2023

(Regional and Technical Activities)
Executive Summary:

- **This official report outlines the remarkable progress and achievements** in the implementation of the UNWTO Programme of Work in Africa from 2022 to 2023. It unveils a compelling narrative of resilience, transformation, and unwavering commitment to the sustainable development of Africa's tourism sector.

- **Amidst the unprecedented challenges brought by the COVID-19 pandemic**, the African tourism sector demonstrated its ability to adapt and respond to the evolving landscape. The first quarter of 2023 witnessed a strong rebound in international tourist arrivals, reaching 80% of pre-pandemic levels. This resurgence signals a promising path towards recovery for the Africa region.

- **Central to this report is the redefinition of the UNWTO Agenda for Africa – Tourism for Inclusive Growth.** Through comprehensive surveys conducted in 2020 and 2022, key priorities and emerging areas of focus have been identified. The agenda has been reshaped based on the latest survey to address the immediate recovery needs of the region while considering new global challenges such as climate change and economic shifts. The revised agenda emphasizes innovation and technology, advocacy for Brand Africa, travel facilitation, and unlocking growth through investment promotion and partnerships.

- The report highlights a range of initiatives, programs, and activities led by the UNWTO Regional Department for Africa. Virtual sessions and training programs have empowered stakeholders, enabling them to harness digital transformation and foster innovation. Informative and onboarding sessions for UNWTO Focal Points have enhanced communication channels and strengthened collaboration with member states. High-level conferences and publications have underscored the significance of tourism's intersection with culture and creative industries, paving the way for inclusive development.

- **Looking ahead, the Regional Department for Africa is fully committed to driving the transformation and effective implementation of the UNWTO Agenda for Africa.** Strategic planning and alignment will integrate the newly identified focus areas into the agenda's framework, ensuring its relevance and impact. Capacity building and technical assistance will empower member states to navigate emerging challenges and seize opportunities. Partnerships with governments, private sector entities, and development agencies will be strengthened to leverage resources and expertise for sustainable tourism development in Africa.

- **Advocacy and awareness campaigns will be launched to promote Africa's unique tourism offerings and foster a positive narrative.** Robust monitoring and evaluation mechanisms will track progress and measure the impact of initiatives, enabling continuous learning and improvement. The report emphasizes the importance of data-driven decision-making and transparent reporting to ensure the effectiveness of interventions and inform evidence-based policies.

- In conclusion, this official report showcases Africa's tourism sector as a shining example of resilience and transformation. It emphasizes the region's commitment to inclusive growth, sustainability, and innovation. By embracing the challenges and harnessing the potential of Africa's rich cultural and natural heritage, the tourism sector is poised to contribute to the continent's economic recovery and social development. The UNWTO Regional Department for Africa remains dedicated to supporting member states, fostering collaborations, and guiding the sector towards a future of prosperity and shared benefits.
I. Overview of international trends and outlook in the Africa Region

1. As the global tourism sector gradually recovers from the impact of the COVID-19 pandemic, it is crucial to assess the performance and outlook of the Africa region. This section presents an in-depth analysis of international tourism trends, highlighting the region's progress in rebounding from the crisis and benchmarking its performance against global figures:

   a. **Rebounding Tourism Arrivals:** According to the latest edition of the UNWTO World Tourism Barometer, international tourist arrivals in Q1 2023 showed a robust rebound, reaching 80% of pre-pandemic levels. This growth was primarily driven by commendable performances in Europe and the Middle East, surpassing the 66% recovery level achieved in 2022.

   b. **Impressive Growth:** The first quarter of 2023 witnessed a remarkable expansion in international tourism, with approximately 235 million tourists traveling during this period. This figure more than doubled compared to the same period in 2022, indicating a strong recovery trend.

   c. **Leading Recovery Regions:** The Middle East stands out as the leader in global tourism recovery, surpassing pre-pandemic arrival figures by 15% in Q1 2023. Europe also experienced a robust recovery, reaching 90% of pre-pandemic levels, largely driven by strong intra-regional demand.

   d. **Africa's Resilience:** In Q1 2023, Africa regained 88% of its pre-pandemic arrivals, demonstrating its resilience in the face of challenges. The Americas followed closely at 85%. Asia and the Pacific experienced a growth, reaching 54% of pre-pandemic levels, benefiting from the reopening of several destinations and source markets.

   e. **Subregional Performance:** Among subregions, North Africa (+4%) and Southern Mediterranean Europe (+1%) were the only regions to fully recover to 2019 arrival figures.

   f. **Success Stories in Africa:** Remarkable growth in arrivals was observed in countries such as Ethiopia (+46%), Tanzania (+21%), and Morocco (+17% till February 2023) in Q1 2023, showcasing their successful models for tourism growth in the African region.

   g. **Increasing Tourism Receipts:** International tourism receipts reached USD 1 trillion in 2022, experiencing a real-term growth of 50% compared to 2021, thanks to the significant resurgence in international travel. Notably, Morocco and Mauritius outperformed expectations, exceeding their 2019 results by 52% and 32%, respectively, in Q1 2023.

   h. **Positive Trajectory:** Promising trends suggest a continuation of this positive trajectory, driven by substantial pent-up demand, the gradual recovery of air connectivity, and recent reopening of major markets and destinations such as China.

   i. **Persistent Challenges:** However, challenges persist in the tourism sector. The UNWTO Panel of Experts survey reveals that while almost 70% of experts anticipate improved performance during the May-August 2023 period, they believe that international tourism will not fully recover to 2019 levels until 2024 or later. Economic challenges, high inflation, and rising oil prices contribute to increased travel and accommodation costs, posing obstacles to recovery. Additionally, geopolitical tensions like the Russian aggression against Ukraine continue to present risks that impact tourism.

II. Main challenges and opportunities affecting the tourism sector in the Africa Region

2. The tourism sector in the Africa Region has faced unprecedented challenges and opportunities in the wake of the COVID-19 pandemic. The outbreak of the pandemic in March 2020 had a profound impact on the global economy, with tourism and travel being one of the most severely affected sectors. The restrictions and border closures implemented by countries to mitigate the spread of the virus resulted in a significant decline in tourism activities.
3. Despite the World Health Organization (WHO) declaring COVID-19 as an established health issue no longer constituting a public health emergency of international concern, the recovery process of the international tourism market is still ongoing. The residual effects of the pandemic continue to impact the sector, making the road to recovery a challenging one.

4. Amidst these challenges, the African tourism sector has displayed resilience and demonstrated its ability to respond effectively to the global health and economic crisis. Recognizing the need to adapt to the evolving landscape, the UNWTO Regional Department for Africa conducted two surveys among African Member States to address the changing priorities and reshape the UNWTO Agenda for Africa - Tourism for Inclusive Growth.

5. The first survey was conducted in April 2020, at the onset of the pandemic, with the aim of realigning the agenda to identify key priorities for the immediate recovery of the tourism sector in the region. The survey results provided valuable insights into the areas requiring swift action. However, given the evolving nature of the situation and on the heels of a specific request raised by Members in the framework of the 65th UNWTO Regional Commission for Africa (CAF) which took place in Arusha, Republic of Tanzania, 5-7 October 2022, a second survey was conducted in December 2022 to further redefine the agenda, taking into account new global issues such as climate change, the Russian War in Ukraine, inflation, recession, and rising food and energy prices affecting vulnerable groups.

6. In the December 2022 survey, 33 Member States actively participated and put forward their recommendations for the redefinition of the UNWTO Agenda for Africa - Tourism for Inclusive Growth. The survey results highlighted the following main areas of focus:

   a. **Promoting Innovation and Technology**
      Innovation, technology and digital transformation are an integral part of the evolution process of the tourism industry. The COVID-19 has speed up the urgency to integrate digital technology into the tourism and travel industry to reimagine businesses and destinations, design innovative tourism experiences, create or modify existing business operating processes so as to adapt to the new conditions and features of the global context.
      
      **Specific objectives:**
      o Digitalize tourism products offer;
      o Foster innovation and creativity for socio-political development, job and wealth creation, youth empowerment;
      o Explore new tourism products through e-marketing;
      o Deploy green innovative and sustainable initiatives / solutions to strengthen local communities and eradicate poverty.

   b. **Advocating Brand Africa**
      Africa is often hindered by an unwarranted and disproportionately negative perception of the region. Persistent perceptual barriers and stereotypes impact on the entire continent with harmful effect on Africa's image and, consequently, on tourism and its potential for economic development. Members underscore the importance of shifting the narrative around the continent by promoting positive stories in order to help build consumer and market confidence and thereby accelerate recovery.
      
      **Specific objectives:**
      o Share positive stories in advancing Brand Africa;
      o Attract more environment-conscious travellers;
      o Increase spends per visitor;
      o Respect the diversity of cultural expressions and African cultural identities.

   c. **Promoting Travel Facilitation (Connectivity / Visa)**
      Air connectivity and visa facilitation regimes represent a critical issue still preventing tourism from fully unlocking its potential in the Africa region. In alignment with the flagship initiatives of the Single Air African Travel Market (SAATM) and the African Continental Free Trade Area (AfCFTA) promoted by the African Union, Members request to put emphasis on the project of creating a single, unified and harmonized air transport market for Africa in order to boost social, economic and political integration which will maximize benefits from tourism and other business sectors.
      
      **Specific objectives:**
Ease air connectivity and accessibility to African destinations;
- Reduce high costs related to air transport for full development of intra-regional and international tourism;
- Free visa policy for Africa for free circulation of people and safe travel (facilitation of online entry visa).

**d. Unlocking Growth through Investment Promotion and Public Private Partnerships**

Investment promotion and private-public synergies are key to generate and expand employment and business opportunities as well as to contribute to infrastructures development and product diversification with the ultimate goal of stimulating and sustaining the recovery of Africa’s tourism sector for the socio-economic advancement of the continent.

**Specific objectives:**
- Improve business climate for tourism private sector;
- Redefine the Investment Incentives Frameworks and promote fair tax regimes;
- Increase tourism contribution to African countries’ GDP for poverty and unemployment reduction.

7. In addition to the four main priorities of the UNWTO Agenda for Africa – Tourism for Inclusive Growth that the Member States require to redefine to advance with the next steps of the recovery process of the African tourism sector, new specific focus areas came out from the survey:

**a. Tourism Governance:** The survey results highlighted the need for specific assistance in reshaping legal and regulatory frameworks, as well as in elaborating tourism policies and master plans for better tourism management. Effective governance is crucial for ensuring sustainable and responsible tourism practices.

**b. Human Capital Development:** The pandemic has brought about a need to upskill and reskill tourism professionals to adapt to the new global context. The survey emphasized the importance of supporting the design of Human Resources Strategies that enable tourism professionals to readapt their competencies and contribute to the recovery and growth of the sector.

**c. Niche Markets / Product Diversification:** To enhance the promotion of tourism products, the survey recommended enhancing the visibility of African destinations on social media and digital platforms through effective communication and marketing strategies. Exploring new tourism segments and niche markets, such as cruise and coastal tourism, thermal tourism, ecotourism, rural tourism, solidarity tourism, memorial tourism, cultural and religious tourism, can contribute to product diversification and attract a broader range of visitors.

**d. Tourism Infrastructure Development / Rehabilitation / Conservation:** The survey emphasized the importance of investing in tourism infrastructure development, rehabilitation, and conservation. These efforts are essential for improving the overall tourism experience, ensuring sustainable practices, and preserving natural and cultural heritage.

8. In conclusion, the challenges and opportunities faced by the African tourism sector in the aftermath of the COVID-19 pandemic have necessitated the realignment and redefinition of the UNWTO Agenda for Africa - Tourism for Inclusive Growth. Through surveys and active participation from Member States the results clearly reflect the need to put more emphasis on the existing key priorities, focusing on promoting innovation and technology, advocating Brand Africa, facilitating travel connectivity and visa processes, and unlocking growth through investment promotion and partnerships.

9. Additionally, the specific areas of focus which have emerged to include tourism governance, human capital development, niche markets, and tourism infrastructure will also contribute towards shaping a more resilient and sustainable tourism sector that drives inclusive growth and contributes to the socio-economic advancement of the Africa Region.

III. **Political Outreach – official visits, diplomatic relations with permanent representations in Madrid and visits of high-level officials to the UNWTO Headquarters**
10. The Regional Department for Africa has prioritized political outreach, fostering a comprehensive and productive diplomatic relationship with several African countries. This has resulted in multiple high-level visits, mutual visits to the UNWTO headquarters, and close cooperation with the permanent representations in Madrid.

11. Some of the significant meetings that took place in Madrid (Spain) between October 2022 and July 2023 include engagements with high-level representatives from Senegal, Union Économique et Monétaire Ouest Africaine (UEMOA), Rwanda, Kenya, Equatorial Guinea, Democratic Republic of Congo, and Uganda:

a. **Republic of Senegal** (Madrid, 3 November 2022), Courtesy Visit at the UNWTO Headquarters by Ms. Mariane SY, Ambassador Extraordinary and Plenipotentiary to Spain and Permanent Representative of Senegal to UNWTO

b. **Union Économique et Monétaire Ouest Africaine (UEMOA)** (Madrid, 20 January 2023),
   - Official Visit for the signature of the Memorandum of Understanding between UNWTO and UEMOA by H.E. Mamadu Serifo Jaquite, Commissioner in charge of Human Development; H.E. Paul Koffi Koffi, Commissioner in charge of Enterprise Development, Mining, Energy and Digital Economy; H.E. Mohamed Hamid, Minister of Culture, Tourism and Handicrafts of Niger; H.E. Mr. Jean Roger BOUAFFO, Ambassador of Côte d’Ivoire in Spain; H.E. Mrs. Mariame Sy, Ambassador of Senegal in Spain; Mr. Clé Albin Feliho, President, Benin Employers’ Confederation; Mrs. Adama Segda, Deputy Permanent Secretary, Ministry of Communication, Culture, Arts and Tourism of Burkina Faso; Mr. Eric Kouewi, Advisor to the President of the Republic of Togo
   - Official Opening of the UEMOA Pavilion in the framework of FITUR

c. **Republic of Rwanda** (Madrid, 26 January 2023), Presentation of Credentials by Mr. François Nkulikiyimfura, Ambassador of Rwanda to France and Permanent Representative of Rwanda to UNWTO

d. **Republic of Kenya** (Madrid, 24 April 2023), Courtesy Visit at the UNWTO Headquarters by Mr. Michael A. Oyugi, Ambassador of Kenya to Spain

e. **Republic of Equatorial Guinea** (Madrid, 26 May 2023), Presentation of Credentials by Mr. Miguel Edjang Angué, Ambassador of Equatorial Guinea to Spain

f. **Democratic Republic of Congo** (Madrid, 26 May 2023), Official Visit of H.E. M. Didier Mazenga Mukanzu, Minister of Tourism of the Democratic Republic of Congo

g. **Republic of Uganda** (Madrid, 29 May 2023), Presentation of Credentials by Ms. Doreen Ruth AMULE, Ambassador of Uganda to France and Permanent Representative of Uganda to UNWTO

IV. **Initiatives, Services, Projects and Activities**

12. The Regional Department for Africa has been actively engaged in various initiatives, services, projects, and activities to support the development and recovery of the tourism sector in the region. These efforts aim to address the challenges and seize the opportunities presented by the global health and economic crisis, with a particular focus on the post-pandemic phase.

13. **Virtual Sessions and Training Programmes**

   a. **Online Briefing Sessions on the 3rd edition of the Best Tourism Villages by UNWTO**

   In April 2023, UNWTO organized two online briefing sessions on the 3rd edition of the UNWTO Best Tourism Villages. This initiative recognizes and celebrates rural villages worldwide that leverage tourism to provide opportunities and preserve their communities, local traditions, and heritage. The goal is to identify villages implementing innovative and transformative approaches to rural tourism in line with the Sustainable Development Goals (SDGs), reducing regional inequalities, and addressing rural depopulation.

   The success of the previous editions in 2021 and 2022 prompted the continuation of this initiative. In 2022, 32 villages from 22 countries were recognized as Best Tourism Villages, with three villages from Africa selected:
   - Choke Mountains Ecovillage, Ethiopia
   - Ksar Elkhorbat, Morocco
Additionally, another component of the Best Tourism Villages Initiative is constituted by the Upgrade Programme which will benefit several villages that do not fully meet the criteria to receive the recognition. These villages will receive support from UNWTO and its Partners in improving elements of the areas identified as gaps in the evaluation process. The following villages from the Africa region were identified to participate in the Upgrade Programme:

- Fontainhas, Cabo Verde
- Adaba, Ethiopia
- Il Ngwesi, Kenya
- Grand Baie, Mauritius

b. Informative and Onboarding Sessions for Africa’s UNWTO Focal Points

On 29 and 30 May 2023, the Regional Department for Africa organized two online Informative and Onboarding Sessions dedicated to Africa’s UNWTO Focal Points.

UNWTO relies on the roles and expertise of Focal Points, who are officially appointed by each Member State as the primary contact and entry point for facilitating communication between UNWTO and its Members. UNWTO Focal Points play a crucial role in ensuring that member states maximize the benefits from the organization’s services and initiatives while also guaranteeing effective delivery of the Department’s and overall Organization’s activities.

The virtual sessions clarified and provided further guidance on the importance of the critical role that the UNWTO Focal Points play in bridging the gap and bringing the benefits of the Organization in a systematic manner to its Member States. They further elaborated and assisted the Focal Points in understanding the various processes related to the initiatives driven by the UNWTO Knowledge Departments and the activities of the Regional Department for Africa developed under the priorities encapsulated within the UNWTO Agenda for Africa – Tourism for Inclusive Growth.

Specific objectives of the sessions:

- Raise awareness among African Focal Points about their vital role as the main point of contact between UNWTO and national ministries;
- Equip Africa’s Focal Points with a comprehensive understanding and clear expectations of their tasks, duties, support and responsibilities;
- Empower Focal Points to efficiently filter, select, and prioritize information on regional activities and UNWTO flagship initiatives for communication with Ministries and, when relevant, the private sector.

c. Virtual Meetings of the UNWTO Women in Tourism Leadership for Africa Committee (WITLAC)

The Women in Tourism Leadership for Africa Committee (WITLAC) is a follow-up of the 2nd meeting of the Leadership Taskforce on Women Empowerment in Tourism in Africa held in November 2019 in Accra, in the margins of the 1st Regional Congress on Women Empowerment in the Tourism Sector- Focus on Africa.

The former Leadership Taskforce was reactivated last year with the purpose of collectively reflecting on pathways to socio-economic recovery through women empowerment in the tourism sector post COVID-19 so as to design possible actions and strategies to unleash the potential of women.

Between August and October 2022, the Women in Tourism Leadership for Africa Committee (WITLAC) conducted a survey among public and private sector’s stakeholders in order to collect relevant inputs to consolidate a proposed Action Plan to be prepared in collaboration with the core working group of the Committee and that will drive the mandate of the UNWTO WITLAC until 2024.

66 responses were submitted by public and private sector’s stakeholders from 19 African countries.

The results of the survey highlighted the following key areas to be prioritized for women empowerment in tourism in the post-COVID-19 phase:
o Capacity-Building and Mentorship
o Leadership and Decision-Making
o Women Entrepreneurship in Tourism
o Employment / Access to Finance and Micro-Credits
o Policies to enable Gender Equality
o Digitalization and Technological Development

In terms of core topics to be further explored and deepened for capacity-building and training sessions, respondents requested to put an emphasis on:

- Formalization of businesses for women and entrepreneurial skills
- Leadership skills and mentorship programmes
- Marketing, promotion and product diversification
- Access to market and digital finance
- Gender statistics, sex disaggregated data

The findings of the survey were discussed by the Members of the WITLAC core working group during the virtual meeting conducted on 13 April 2023 with the purpose of setting the preparation of the Action Plan which will include concrete actions and tangible strategies to reposition women at the core of the tourism sector further to the severe impacts provoked by the global health and economic crisis of the COVID-19.

14. **Publications**

a. **UNWTO Tourism Doing Business Guidebooks**

Fostering public-private partnerships and providing countries with tools for mobilizing investments in tourism is a core priority of the UNWTO Agenda for Africa – Tourism for Inclusive Growth to improve tourism’s competitiveness and assess investment opportunities in Africa and the world.

UNWTO has prioritized the attraction and promotion of investment as a fundamental pillar for the economic recovery and resilience of the sector. For this reason, different specialized tourism investment guides are being developed as a reference for investors, which will allow promoting the value propositions and competitive attributes of the Member States, with the purpose of generating investment opportunities and business development in the tourism sector.

In 2022, UNWTO issued the investment guidebook for Tanzania which was presented during the 65th UNWTO Regional Commission for Africa (CAF) that took place in Arusha from 5 to 7 October 2022.

In the same vein, the publication on the specific investment guidelines for Mauritius is being prepared and will be presented at the 66th UNWTO Regional Commission for Africa (CAF) from 26 to 28 July 2023.

Finally, more investment guidelines for African Member States (e.g. Malawi, Morocco, Mozambique, Namibia, Rwanda, Zambia) are currently in the pipeline and will be realized by the end of 2023 and in the course of 2024.

15. **Events and Activities on the ground**


Under the priority of Promoting Cultural Heritage included in the UNWTO Agenda for Africa – Tourism for Inclusive Growth, the Ministry of Information and Culture of the Federal Republic of Nigeria and UNWTO jointly organized a global conference to leverage culture and creative industries as critical components for fostering the sustainable development of tourism worldwide and namely in the Africa region also contributing to speed up the recovery process of the sector from the consequences of the COVID-19 pandemic.

The event provided a high-level platform to further discuss on how culture and creative industries can be better included in the tourism supply chain and maximize the benefits of the sector to the society at large.

Two expert workshops were organized in the framework of the conference on the topics of “Tourism and Culture - Promoting Sustainable Tourism through the Safeguarding of Intangible Cultural Heritage” and “Tourism and Creative Industries – Harnessing Screen Tourism and Gastronomy for Destination Image and Socio-Economic Development.”
In addition, the Innovation and Digitalization Symposium on “Harnessing Digital Tools for Tomorrow” was also held in the context of the event with masterclasses and break-out sessions on specific topics (e.g. digital education; decision-making tools for a smarter tourism sector; financial tools for seamless payments and travel; analytics and digital tools) followed by the pitches from the 10 finalists participating in the Tourism Hackathon Nigeria.

**b. 117th session of the UNWTO Executive Council (23-25 November 2022, Marrakesh, Morocco)**

The 117th UNWTO Executive Council took place in Marrakesh, Morocco, from 23 to 25 November 2022 with the participation of 250 attendees, including 16 Ministers of Tourism and delegations from 36 countries.

In this context, the Members of the Executive Council met to advance plans with a view to transforming the tourism sector against a backdrop of challenges old and new.

This session was also the occasion to present a draft resolution calling on all parts of the UN system to promote tourism in their work to achieve the Sustainable Development Goals (SDGs).

Within the framework of the 117th Session of the Executive Council, UNWTO also held a special Thematic Session focused on empowering small businesses to be agents of transformation, inspired by the G20 Guidelines for Tourism SMEs and Communities as agent for transformation.

The session brought together Ministers of Tourism alongside leading figures from the private sector to address the biggest challenges standing in the way of smaller enterprises fulfilling their potential to drive change. These include access to investment and financing, a lack of market intelligence and an inability to adapt to meet changing consumer trends.

**c. 66th Meeting of the UNWTO Regional Commission for Africa (CAF) (26-28 July 2023, Pointe aux Piments, Mauritius)**

The Republic of Mauritius has been selected to host the next session of the UNWTO Regional Commission for Africa (CAF) which will take place in Mauritius, Pointe aux Piments on 26-28 July 2023. The country received a unanimous approval to host the 66th session during the 65th Commission Meeting hosted in October 2022 in Arusha, United Republic of Tanzania.

This year’s CAF will be held under the theme “Rethinking Tourism for Africa: Promoting Investment and Partnerships; Addressing Global Challenges” and will explore innovative ways to promote investment, partnerships and sustainable growth in the African tourism sector.

This high-level platform will bring together experts, thought leaders, and key tourism stakeholders providing a unique opportunity to engage with peers, exchange experiences and gain insights into the latest trends and developments in the sector. Through networking, collaboration and learning, participants will discuss and work together to develop new approaches and strategies with the ultimate goal of shaping the future of tourism in Africa.

16. **Upcoming Events - TBC**

- UNWTO Communication, Media and Tourism Training Workshop in Africa
- 1st Africa Tourism Education Forum
- UNWTO Brand Africa Think Tank Dialogue with CEOs of Africa’s National Tourism Organizations

V. **Looking ahead: driving the new UNWTO Agenda for Africa**

17. As we move forward, the Regional Department for Africa is poised to drive the transformation and implementation of the **UNWTO Agenda for Africa - Tourism for Inclusive Growth**, leveraging the valuable insights and new areas identified through the recent survey. The Department will continue to support its Member States through capacity building and technical assistance and enhance its strategic partnerships
with development agencies and financial institutions to mobilize resources for the sustainable development of tourism in Africa.

18. To ensure a successful transformation, the department will continue adopting a proactive approach and take the following actions:

   a. **Strategic Planning and Alignment**: The Regional Department will closely analyze the survey results and identify the key areas that emerged as new priorities for the African tourism sector. It will engage in strategic planning to align the Agenda with these areas, ensuring that they are integrated into the program of work. This will involve revisiting the existing strategies, action plans, and initiatives and making necessary adjustments to reflect the newly identified focus areas.

   b. **Capacity Building and Technical Assistance**: Recognizing the importance of capacity building, the department will develop in coordination with other knowledge departments targeted training programs and initiatives to empower member states and stakeholders in addressing the new challenges and opportunities. It will provide technical assistance to strengthen their capacities in areas such as innovation and technology integration, branding and marketing, travel facilitation, investment promotion, and tourism governance. This will enable them to effectively implement the Agenda and drive the desired transformations in the sector.

   c. **Partnerships and Collaborations**: The Regional Department will actively engage in partnerships and collaborations with relevant stakeholders, including governments, private sector entities, development agencies, and international organizations. By fostering these collaborations, the department will leverage expertise, resources, and networks to support the implementation of the Agenda’s new focus areas. It will seek to establish and/or renew strategic alliances that can contribute to the advancement of innovation, sustainability, and inclusive growth in the African tourism sector.

   d. **Advocacy and Awareness**: Recognizing the need for a positive narrative and image for African tourism, the department will spearhead advocacy and awareness campaigns. It will promote the importance of the new focus areas identified in the survey and their potential to drive the recovery and growth of the sector. Through targeted communication strategies, including digital platforms, media engagements, and events, the department will raise awareness among stakeholders, policymakers, investors, and the public about the transformative power of tourism in Africa.

   e. **Monitoring and Evaluation**: The Regional Department will establish robust monitoring and evaluation mechanisms to track the progress and impact of the Agenda’s implementation. It will develop indicators and benchmarks to measure the success of initiatives undertaken in the new focus areas. Regular progress reports will be generated to inform member states and stakeholders about the achievements, challenges, and lessons learned. This will enable continuous learning, adaptation, and improvement of strategies and interventions to ensure the desired outcomes.

19. By taking these proactive measures, the Regional Department for Africa will drive the transformation of the UNWTO Agenda for Africa and its effective implementation in the post-pandemic phase. It will leverage the new areas identified through the survey to shape the future of African tourism, fostering innovation, sustainability, inclusivity, and resilience. Through strategic planning, capacity building, partnerships, advocacy, and monitoring, the department will empower member states and stakeholders to navigate the challenges and seize the opportunities that lie ahead, ultimately propelling the African tourism sector to new heights of success.
Annex I: List of UNWTO Events in Africa

- **65th UNWTO Regional Commission for Africa** (5-7 October 2022, Arusha, Tanzania)
- **117th session of the UNWTO Executive Council** (23-25 November 2022, Marrakesh, Morocco)
- **66th UNWTO Regional Commission for Africa** (26-28 July 2023, Pointe aux Piments, Mauritius)

Participation of UNWTO Regional Department for Africa in Events in Africa

- 3rd meeting of the Indian Ocean Rim Association (IORA) Core Group on Tourism (CGT), (19 October 2022 - virtual participation)
- **5th Africa Tourism Leadership Forum & Awards** (24-26 October 2022, Gaborone, Botswana)
- 54th Session of the African Airlines Association (AFRAA) Annual General Assembly and Summit, on the theme: “Acing the Roadmap to sustainable African Aviation” (11-13 December 2022, Dakar, Senegal)
- 10th Annual Best Practices Workshop 2023, (8-10 March 203, Cape Town, South Africa)
- Air Transport Sustainability Steering Committee (ATSSC) meeting in the framework of the 11th Aviation Stakeholders Convention (8 May 2023, Addis Ababa, Ethiopia)
- Africa’s Travel INDABA (8-10 May 2023, Durban, South Africa)
- Travel Hospitality & Tourism Education Summit, (22-24 May 2023, Lusaka, Zambia)
- SADC Traditional Tourism Gastronomy, (25 May 2023, Harare, Zimbabwe)
- 5th Africa Youth in Tourism Innovation Summit & Challenge, (31 May – 2 June 2023, Swakopmund, Namibia)
- Tourism Investment Forum Africa (TIFA), (7-9 June 2023, Upington, South Africa – virtual participation)
Annex II: List of new Affiliate Members from Africa

The following entities became UNWTO Affiliate Members since the 65th Meeting of the UNWTO Regional Commission for Africa (CAF):

- during the 117th Session of the UNWTO Executive Council (23-25 November, Marrakesh, Morocco):
  - from Eswatini: Hospitality and Tourism Association of Eswatini
  - from South Africa: Johannesburg Tourism Company
### Annex III: Detailed List of Technical Assistance Projects in Africa

<table>
<thead>
<tr>
<th>Name</th>
<th>Start and end date, place</th>
<th>Beneficiary</th>
<th>Donor Institution</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs Assessment mission to prepare a comprehensive project proposal focused on: Formulating a Tourism Policy and Master Plan; strengthening tourism statistics; and preparing a value chain analysis of the tourism</td>
<td>2020-2021 <strong>Angola</strong></td>
<td>Ministry of Tourism</td>
<td>Ministry of Tourism</td>
<td>Agreement signed by both parties. Project activities completed at the end of 2021. Arrangements being made to carry out a follow-up project to prepare a tourism law for the country.</td>
</tr>
</tbody>
</table>
| Project I - Hotel classification and licensing                       | 2021-2022 **Benin**       | Ministry of Tourism | World Bank        | • Hotel Classification: UNWTO has formulated new regulatory texts governing the granting of licenses and accreditations for tourism trades and activities and reviewed the current hotel classification system and formulated new classification procedures and classification criteria. UNWTO has developed a computerized system for the automation of formalities and the granting of approvals through a one-stop shop. New activities will be added as a new phase of project.  
• Tourism Statistics: UNWTO has undertaken an assessment of the tourism statistics system and has started supporting the Government with data collection and tourism surveys to prepare an experimental TSA for Benin.  
• Tour Guide Training (Completed): 54 tour guides were trained, and a flexible capacity building mechanism was developed for governance and continued training of the tour guiding system. Specialized guide training provided for niche products based on the various tourism products of Benin. |
<table>
<thead>
<tr>
<th>Name</th>
<th>Start and end date, place</th>
<th>Beneficiary</th>
<th>Donor Institution</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Formulation of a Sustainable Tourism Master Plan for Kasane/Kazungula</td>
<td>2019-2021 Botswana</td>
<td>Ministry of Environment and Tourism</td>
<td>Ministry of Environment and Tourism</td>
<td>Project activities were completed in December 2021. Arrangements were finalized to carry out a follow-up project to prepare Development Guidelines and Customized Investment Models for Kasane-Kazungula priority tourism sites identified within the Master Plan, as seen below.</td>
</tr>
<tr>
<td>The Preparation of Development Guidelines and Customised Investment Models for Kasane-Kazungula Priority Tourism Sites</td>
<td>2023 Botswana</td>
<td>Ministry of Environment and Tourism</td>
<td>Ministry of Environment and Tourism</td>
<td>The Agreement was signed in April 2023, and project operations began immediately. The first mission for the team of experts conducted during April/May 2023 for the study of the current situation of the sites and held the inception meetings with the local team and the Ministry’s officials. The second and third missions will be conducted in August/September 2023 to finalize the project activities as agreed with the Ministry.</td>
</tr>
<tr>
<td>Formulation of a National Tourism Strategy for Botswana</td>
<td>2020-2022 Botswana</td>
<td>Ministry of Environment and Tourism</td>
<td>Ministry of Environment and Tourism</td>
<td>Project activities completed in August 2022. A new Amendment to the Agreement was signed on 28 July 2023 for further collaborate on fine-tuning and building capacity for the implementation of the Master Plan.</td>
</tr>
<tr>
<td>Name</td>
<td>Start and end date, place</td>
<td>Beneficiary</td>
<td>Donor Institution</td>
<td>Remarks</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>----------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Development of Tourism Statistics and Tourism Satellite Account</td>
<td>2019-2022 Malawi</td>
<td>Ministry of Industry, Trade, and Tourism</td>
<td>African Development Bank funded project</td>
<td>Project activities were completed in September 2022 with the presentation of the experimental TSA of Malawi.</td>
</tr>
<tr>
<td>Establishment of a New System of Tourism Hotel Classification</td>
<td>2013-2022 Morocco</td>
<td>Ministry of Tourism, Air Transport, Handicrafts, and Social Economy</td>
<td>UNDP</td>
<td>New hotel classification criteria were developed. Government inspectors trained in the application of the new system. More than 300 Mystery Guest visits conducted. Decrees still pending to be published. As soon as the Decrees are published, UNWTO will launch a new round of Mystery guest visits with the Ministry.</td>
</tr>
</tbody>
</table>
| Facilitating Tourism Recovery in Aftermath of Covid-19: Morocco.     | 2020-2022 Morocco          | Ministry of Tourism, Air Transport, Handicrafts, and Social Economy        | EBRD and UNWTO                                | • Most project activities have been completed such as:  
  • Developing a Tourism Recovery Program including a review of the measures taken to stimulate tourism recovery and proposals of long-term sustainable measures;  
  • Preparing a marketing and product development strategy for domestic and near-shore markets;  
  • Reviewing the SOPs prepared by MoT for COVID-related safety, hygiene and security and trainings put in place for the adoption of the SOPs, and develop trainings for the SMEs on key areas envisaged under the Recovery Program to support its implementation.  
  One activity is still ongoing:                                                                                                           |
<table>
<thead>
<tr>
<th>Name</th>
<th>Start and end date, place</th>
<th>Beneficiary</th>
<th>Donor Institution</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishment of a New System of Tourism Hotel Classification</td>
<td>2017-ongoing Republic of Congo</td>
<td>Ministry of Tourism and Environment</td>
<td>UNDP</td>
<td>Improving and strengthening the Dashboard of the MoT to better reflect qualitative data regarding measurement of the impact of COVID-19 on the tourism sector. UNWTO has developed the Dashboard and updated it several times based on feedback from UNWTO, EBRD, and the Ministry. The updated Dashboard has been submitted to the Ministry for final feedback in July 2023</td>
</tr>
<tr>
<td>Tanzania Tourism Recovery through Digital Transformation and Local Economy Development</td>
<td>2022- 2023 Tanzania</td>
<td>Tanzania Association of Tour Operators</td>
<td>UNDP</td>
<td>Project activities were completed in September 2022 with the presentation of the TSA. New arrangements are being prepared to use the remaining balance of this project to provide additional technical assistance for the Preparation of a Rapid Needs Assessment and Roadmap for The Tourism Sector Human Resources Development in Seychelles</td>
</tr>
</tbody>
</table>

This project includes two components that are jointly implemented with UNDP Tanzania:
<table>
<thead>
<tr>
<th>Name</th>
<th>Start and end date, place</th>
<th>Beneficiary</th>
<th>Donor Institution</th>
<th>Remarks</th>
</tr>
</thead>
</table>
| Facilitating Tourism Recovery in Aftermath of Covid-19: Tunisia. (Within the UNWTO/EBRD collaboration to support COVID-19 Tourism Recovery in 10 countries) | 2022 Tunisia | Ministry of Tourism | EBRD and UNWTO | Project activities have mainly been completed:  
- Developed a Tourism Recovery Roadmap including a review of the measures taken to stimulate tourism recovery and proposals of sustainable measures;  
- Prepared a Digital Strategy on Promotion and Communications for domestic and near-shore markets, including digital aspects;  
- Promotion of Gender Equality through Tourism, looking into the Participation and involvement of Women in the tourism sector, explore their attitudes, and provide respective trainings.  
- Delivered trainings to support the work of the National Agency for Tourism Training through a Train-the-Trainers programme as well as build the capacities of top and middle management of the MoT, National Tourism Agency, Tourism Board and market representatives on sustainable tourism development and digital marketing and promotion. |
<table>
<thead>
<tr>
<th>Name</th>
<th>Start and end date, place</th>
<th>Beneficiary</th>
<th>Donor Institution</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainable Tourism Development and Wildlife Conservation in Hwange National Park</td>
<td>2018-2022 Zimbabwe</td>
<td>Ministry of Tourism</td>
<td>Chimelong</td>
<td>Final reports have been completed and submitted to EBRD for approval. Agreement signed. Project activities were suspended for some time due to COVID-19 lockdown measures and were resumed in the course of 2021. A Wildlife Viewing Platform, community campsite and two ranger units are being constructed. Final Project Report has been requested for the closing of the project.</td>
</tr>
</tbody>
</table>