



**INTERGOVERNMENTAL AUTHORITY ON
DEVELOPMENT (IGAD)
&
THE UNITED NATIONS ECONOMIC COMMISSION
FOR AFRICA (UNECA)**

*Report of the Launch of the IGAD Sustainable Tourism Master Plan and
Meeting of the IGAD Region Tourism Ministers*

From 09 – 11th Dec 2013;

Venue: The Kenyatta International Conference Centre (KICC)

Nairobi – Republic of Kenya

“Full Comprehensive Report of the Proceedings”

Prepared by the Session Rapporteurs

Mr. Obalu Kelvin & Ms. Elizabeth Wanja

INTRODUCTION AND BACKGROUND TO THE IGAD.

Intergovernmental Authority on Development (IGAD) *Autorité intergouvernementale pour le développement* is an eight-country **Trading Bloc** established in 1996 based in Eastern Africa. IGAD is made up of Governments from the Horn of Africa, Nile Valley and African Great Lakes, its headquarters are located in Djibouti. The member countries consist of Kenya, Ethiopia, Djibouti, Somalia, Sudan, Southern Sudan, Eritrea and Uganda, below is a categorization of the Member States.

COUNTRY	REGION	YEAR JOINED	STATUS
1. Djibouti	Horn Of Africa	1986	Founding Member
2. Eritrea	Horn Of Africa	Admitted Into IGAD In 1993 And Suspended In 2007	
3. Ethiopia	Horn Of Africa	1986	Founding Member
4. Somalia	Horn Of Africa	1986	Founding Member
5. Sudan	Nile Valley	1986	Founding Member
6. South Sudan	Nile Valley	Admitted into IGAD in 2011	
7. Kenya	African Great Lakes	1986	Founding Member
8. Uganda		1986	Founding Member

a) THE HISTORY OF THE FORMATION OF IGAD.

The Intergovernmental Authority on Development (IGAD) was established in 1996. It succeeded the earlier Intergovernmental Authority on Drought and Development (IGADD), a multinational body founded in 1986 by Djibouti, Ethiopia, Somalia, Sudan, Uganda and Kenya, with a focus on development and environmental control. IGADD's headquarters were later moved to Djibouti, following an agreement signed in January 1986 by the member states. ¹

Eritrea joined the organization in 1993, upon achieving independence. In April 1995, the Assembly of Heads of State and Government met in Addis Ababa, where they agreed to strengthen cooperation through the organization. This was followed with the signing of a Letter of Instrument to Amend the IGADD Charter / Agreement on 21 March 1996. The Revitalized IGAD, a new organizational structure, was eventually launched on 25 November 1996 in Djibouti. ²

b) STRUCTURE OF THE IGAD

- ~ The Mighty IGAD is run and coordinated in an intricate Wonderful structure such that it's a branch body of the Africa Union. The **Assembly of Heads of State and Government** is the supreme policy making organ of the (IGAD) Authority. It determines the objectives, guidelines and programs for IGAD and meets once a year. A Chairman (Sitting and Serving Head of State) is elected from among the member states in rotation.³
- ~ The **Secretariat** is headed by an Executive Secretary appointed by the Assembly of Heads of State and Government for a term of four years renewable once. The Secretariat assists member states in formulating regional projects in the priority areas, facilitates the coordination and harmonization of development policies, mobilizes resources to implement regional projects and programs approved by the Council and reinforces national infrastructures necessary for implementing regional projects and policies. The current Executive Secretary is Amb. Eng. Mahboub Maalim of Kenya (since 14 June 2008).

¹ <http://www.igad.int>

² http://www.igad.int/index.php?option=com_content&view=article&id=93&Itemid=124

³ http://www.igad.int/index.php?option=com_content&view=article&id=93&Itemid=124

- ~ The **Council of Ministers** is composed of the Ministers of Foreign Affairs and one other Minister designated by each member state. The Council formulates policy, approves the work program and annual budget of the Secretariat during its biannual sessions.⁴
- ~ The **Committee of Ambassadors** comprises IGAD member states' Ambassadors or Plenipotentiaries accredited to the country of IGAD Headquarters. It convenes as often as the need arises to advise and guide the Executive Secretary.⁵

BACKGROUND TO THE IGAD STMP (SUSTAINABLE TOURISM MASTER PLAN)

After nearly three years of preparation, 2 regional workshops (Addis Ababa in June 2012 and Kampala in October 2012) and several national consultative workshops, private and public sector interaction on national and regional level and a peer review, the IGAD Sustainable Tourism Master Plan (STMP) was launched. The document itself has been a long worthy journey through the years since 2008 in The Republic of Djibouti where the IGAD Headquarters sits when the idea was first moved. ⁶

Guided by the aims, objectives and principles of the IGAD and further informed by the Africa Union (AU) Minimum Integration Programme (MIP) Instrument. The United Nations Economic Commission for Africa has too played a major role in the development and final publication of the document and its subsequent launch through funding and technical support. ⁷

SESSION 1: THE LAUNCH OF THE STMP BY HIS EXCELLENCY HON UHURU KENYATTA; PRESIDENT OF THE REPUBLIC OF KENYA; SESSION CHAIR-SAMMY KING'ORI

The IGAD called upon its member states and convened a special meeting in Nairobi, the capital of the Republic of Kenya which began from the 9th of December to the 11th of December with a view to launching a key publication namely the "*Sustainable Tourism Master Plan*" for the Inter – Governmental Authority on Development (IGAD) Region 2013 – 2023. The day on session were carried out in the Amphitheatre of the KICC.

⁴ http://www.igad.int/index.php?option=com_content&view=article&id=93&Itemid=124

⁵ <http://www.igad.int>

⁶ <http://wolfganghthome.wordpress.com/2013/12/10/new-regional-tourism-master-plan-launched-in-nairobi/>

⁷ www.igad.int

This session saw Guests entertained by Kayamba Africa, a Kenyan Group of Contemporary, classic tunes together with traditional dancers from Bomas of Kenya for the entire morning session as they waited for the guest of honour, His Excellency Hon. Uhuru Kenyatta; President of the Republic of Kenya to arrive for the official launch of the Sustainable Tourism Master Plan for the Inter-Governmental Authority On Development region 2013-2023.

The official launch Session was moderated over by Mr. Sammy Lui who was the session chair also in his official capacity as the Official Government of Kenya Senior Master of Ceremony. At 12:30pm, Mr. Sammy Lui went on to announce to the guests that the president had arrived, where he requested all persons to be upstanding as His Excellency the president accompanied by the deputy president of the Republic of Kenya, Cabinet Ministers (Cabinet Secretaries) and the Nairobi County Governor Dr. Evans Kidero among other senior government officials made their entry.



*Fig: A Maasai Moran Dancing – Tourism Brand Ambassadors for the Republic Of Kenya*⁸

⁸ UNECA.org



Fig 1: The IGAD Member states flags behind the high table of dignitaries and seat of His Excellency Hon. Uhuru Kenyatta the President of the Republic of Kenya and His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya

Indeed as a show of commitment and political will, the First day of the session saw a unique but high power delegation of officials from both sides of the UNECA, IGAD and Kenya Government addressed the gathering drawn from different sectors (Private Sector, Academia, Civil Society, Diplomatic Circles and the Delegates Member States of the IGAD).

Dr. Geoffrey Manyara, Lead Consultant for the UNECA SRO, East Africa Region⁹ made an MS PowerPoint presentation (Annexed 1) on the summary of the master plan to the audience of the Government of Kenya Led in attendance by His Excellency Hon. Uhuru Kenyatta the President of the Republic of Kenya and His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya who were accompanied by the Governor of the City and County of Nairobi Dr. Evans Kidero, The Cabinet Secretary In charge Of Education Prof. Jacob Kaimenyi and the Cabinet Secretary in charge of Treasury (Finance) Henry Rotich.

⁹ Geoffrey Manyara; PhD Tourism

Among the slotted Key Speakers was the Kenyan Government Cabinet Secretary for East African Affairs, Commerce and Tourism Mrs. Phyllis Kandie, IGAD Executive Secretary Amb. Eng. Mahboub Maalim (Annex 2 – speech), The Director UNECA Sub – regional Office For eastern Africa Mr. Antonio Pedro (Annex 3 – Speech)¹⁰, Hon. Tadelech Dateccho, Ethiopian State Minister Of Culture And Tourism on behalf of IGAD Ministers responsible for tourism and South Sudan undersecretary for Tourism Lt. Gen Charles Achiewe.¹¹

His Excellency the president of the Republic of Kenya; Hon. Uhuru Kenyatta gave a brief but favourable speech endorsing, praising and officially opening the session saying that it was high esteemed and great honour to be IGAD and the UNECA at the launch event for the IGAD Sustainable tourism master plan. Reiterating the Point that tourism is a major income earner for the IGAD Region and an important economic pillar in the vision 2030, president uhuru insisted and belaboured that his government is putting all the necessary efforts to boost, promote and grow the tourism sector in the republic of Kenya and in the IGAD region for a prosperous IGAD region and east African economic power house.

The president of Kenya went on to ask and request IGAD member states and the IGAD Secretariat plus partners/stakeholders to work on addressing insecurity in the region and exploit the full potential to realise full benefits. As the president wound up his speech, he seized the moment and crowned his closing by declaring he master plan officially launched where he cut the ribbon. This was then immediately preceded by the official launch of the STMP by his Excellency president of the republic of Kenya Hon. Uhuru Kenyatta E.G.H and Commander in Chief of the Armed forces of Kenya flanked by His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya then a Photo session in brief and then the president left.¹²

¹⁰ www.uneca.org

¹¹ Precepts Taken from the Speeches Annexed in the Final Report

¹² Official Speech of the President Annexed in the Final Report



Fig 2: His Excellency Hon. Uhuru Kenyatta the President of the Republic of Kenya and His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya officially launch the IGAD STMP in full view and glare of the IGAD STMP Launch on the 9th December 2012 at the KICC Amphitheatre



Fig 3: IGAD Executive Secretary Amb Eng Mahboub Maalim humbly and cheerfully presenting the STMP Publication to His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya; looking on is His

Excellency Hon. Uhuru Kenyatta the President of the Republic of Kenya and Cabinet Secretary for East African affairs, Commerce and Tourism Mrs. Phyllis Kandie.



Fig 4: His Excellency Hon. Uhuru Kenyatta President of the Republic of Kenya admires the STMP publication as he shares a light word with IGAD Executive Secretary Amb Eng Maboub Maalim during the launch of the STMP as His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya looks on.



Fig 5: His Excellency Hon. Uhuru Kenyatta President of the Republic of Kenya, His Excellency Hon. William Ruto the Deputy President of the Republic of Kenya, IGAD Executive Secretary Amb Eng Mahboub Maalim, Cabinet Secretary for East African affairs, Commerce and Tourism Mrs. Phyllis Kandie and UNECA SRO Eastern Africa Director Mr. Antonio Pedro pose for a Group Photo

WHY THE IGAD STMP NOW.

The Launch presents the region with a rare but lucky window of opportunity for the region to maximize potential and grow the tourism sector tenfold. According to presented statistics by His Excellency Hon. Uhuru Kenyatta, President of The Republic of Kenya tourism is a major currency earner and with a proper streamlined and organized IGAD region; the member nations stand to gain and profit in on the tourism numbers in a major way.

The STMP 2013 – 2023, provides a blue print for the IGAD region on to use tourism for economic development and how to make tourism sustainable, upholding green principles and having local communities participate and benefit as a tool of poverty reduction. While Launching the tourism master plan, President Kenyatta said the member countries should focus on national and regional priorities in tourism development by enhancing security and infrastructural development.

The President noted that the tourism industry had continued to register significant growth globally and is now recognized by both the developed nations and emerging economies as an important economic sector.

"I wish to call upon all member states to prioritise the tourism sector and mainstream issues raised in the master plan and in their respective National Tourism master plans and development programmes. Ladies and Gentlemen, today on a Global scenario, international tourist arrivals have grown from about 250 million arrivals in 1950s to 1 billion international tourist arrivals within the IGAD and East African Region to date. The industry presently accounts for over 9 percent Gross Domestic Product of slightly over One Trillion US dollars annually and employs 8.7 percent of the global workforce. There are now approximately 6 billion domestic tourists globally. 80 per cent of the international tourists travel within their respective regions. This is a clear indication of the importance of both regional and domestic tourism, a fact that appears to elude in Eastern Africa region." – His Excellency Hon. Uhuru Kenyatta EGH, President of the Republic Of Kenya

"I therefore urge my government to mitigate the inhibitions to tourism development with appropriate policies and regulatory and institutional frameworks, so that our tourism industries become globally competitive, both nationally and regionally", President Kenyatta said.

His Excellency President Kenyatta said that it is sad to note that the African continent's share of the global tourism industry stands only at 5.1 per cent of international arrivals, which translates to 33.6 billion US dollars or 3.1 per cent of international tourism receipts.

The region has registered upward growth over the last two decades. The total number of arrivals has grown from about 1.5 million tourists in 1995 to over 4.1 million tourists in 2011. As a result, the sector in IGAD member states has grown to 10 percent in some member states.¹³

¹³ http://igad.int/index.php?option=com_content&view=article&id=715:kenyan-president-urges-policy-makers-to-mitigate-challenges-that-impede-tourism-growth&catid=46:executive-secretary&Itemid=123

MAIN AIM OF THE IGAD SUSTAINABLE TOURISM MASTER PLAN.

The Sustainable Tourism Master Plan (STMP) is guided by the aim, objectives and principles of the Inter-Governmental Authority on Development (IGAD). The main aim of the IGAD is to expand the areas of regional co-operation, increase the members' dependency on one another and promote policies of peace and stability in the region in order to attain food security, sustainable environment management and sustainable development.¹⁴

The Master plan is also further informed by the Africa Union (AU) Minimum Integration Programme (MIP), an instrument geared towards achieving the wider goal of the African Economic Community. In addition, the AU, through the New Partnership for Africa's Development (NEPAD) 2004 Tourism Action Plan Africa recognises the important role that tourism can play in socio-economic development and poverty alleviation and that through trans-boundary activities it can be an effective vehicle for regional integration. Importantly, the STMP is as a result of strong recommendations of the United Nations Economic Commission for Africa (UNECA) Sub-Regional Office for East Africa's (SRO-EA) 15th Intergovernmental Committee of Experts (ICE) meeting themed, Towards a Sustainable Tourism Industry in East Africa, on the need for a regional framework for tourism development in the region.¹⁵

On the basis of the above backdrop, the main aim of the IGAD STMP is to provide member states with a regional framework for sustainable tourism development with a view to contribute to socio-economic development and poverty alleviation and to promote regional integration. More specifically the STMP seeks to: outline the importance of tourism development in the region; analyse in detail the prevailing scenario of tourism development; and to provide a detailed roadmap for the implementation of strategies and actions.¹⁶

¹⁴ http://igad.int/index.php?option=com_content&view=article&id=715:kenyan-president-urges-policy-makers-to-mitigate-challenges-that-impede-tourism-growth&catid=46:executive-secretary&Itemid=123

¹⁵ <http://www.uneca.org/media-centre/stories/kenyan-president-urges-policy-makers-mitigate-challenges-impede-tourism-growth>

¹⁶ <http://www.uneca.org/media-centre/stories/kenyan-president-urges-policy-makers-mitigate-challenges-impede-tourism-growth>

The STMP is further guided by the following underlying principles:

- ~ Tourism development should be sustainable providing both inter- generational and intra-generational equity;
- ~ The master plan should provide a vision for tourism development in the region; the master plan should enhance the competitiveness of the IGAD region as tourist destination;
- ~ Tourism development strategies should be in line with the wider national, regional, continental and international development initiatives and economic development plans; and
- ~ Tourism development should be guided by sound research.¹⁷

PANELLIST DISCUSSION AND PLENARY SESSIONS (ROUND TABLE DISCUSSIONS MODERATED BY UDUAK AMIMO)

Also on day one (afternoon session) of the IGAD STMP Launch Meeting session which also served as the meeting of IGAD Ministers responsible for tourism, a Round Table of Highly Skilled and Expert Panelist's Discussion with Plenary Input and Commentary Allotment was hosted where Madam Uduak Amimo of Citizen TV, was the session Moderator. This session was to achieve the objective of deliberating some of the challenges and issues the IGAD and the member states face and might encounter in the move to implementing the STMP at the national level.

Madam Uduak Amimo welcomed the stakeholders to the afternoon session which saw her lead the stakeholders through the plenary session. She welcomed the panellists and adding that they had diverse background in different expertise in tourism development. She also mentioned that all the countries represented in the forum have their own tourists' attractions which she listed as follows: beautiful rocks of labella in Ethiopia, River Nile for South Sudan and mountain gorillas in Uganda.

The panelists were UNECA SRO Eastern Africa Director Mr. Antonio Pedro, Hon. Tadelech Dateccho, Ethiopian State Minister of Culture and Tourism on behalf of IGAD Ministers responsible for tourism, Mr Boniface Byamukama of the Association of Ugandan Tour Operators and the Ugandan Minister for Tourism, Wildlife & Antiquities Madam Grace Aolo Mbabazi ¹⁸

¹⁷ <http://www.uneca.org/media-centre/stories/kenyan-president-urges-policy-makers-mitigate-challenges-impede-tourism-growth>

¹⁸ Moderator questions by Madam Uduak Amimo on Day one Recap and the Final Report

Some of the questions fielded (asked) to the panellists by Madam Uduak Amimo were as below.

- 1) What are some of the teething challenges and barriers to the implementation of the IGAD STMP in the region and what are the governments of these member states doing to alleviate or rather address this?
- 2) What is the role of the IGAD beyond giving a policy brief and designing a beautiful STMP and what are the member countries doing to make tourism in the region safer and profitable?
- 3) How practical is the joint marketing and revenue sharing initiative by member states of IGAD on tourism?
- 4) Then what are the nations of the IGAD region doing to mitigate on gaps and major shortcomings from the government side as regards infrastructure for tourism?
- 5) What are the IGAD member states doing to boost local tourism and attract tourists from the local nations rather than the idea of banking on the west as a tourism market?
- 6) How are the IGAD nations diversifying tourism rather than just the conventional wildlife tourism?
- 7) How are IGAD partner states ensuring that their Tourism master plans are streamlined with the IGAD STMP and how they would ensure that everything that they developed including bills and policies go towards boosting the tourism sector.

Reponses to the above questions were as follows:

Hon. Tadelech Datecho- Ethiopia State Minister of culture and tourism

- The government of Ethiopia is committed to upgrade infrastructure(road and airway)facilities to enhance the development of tourism
- The government has a policy on tourism policy which has certain pillars geared towards the development of the tourism sector.
- Development of new and existing tourism market.
- Hon. Tadelech asserted that Policy revision by IGAD member countries to integrate the Master Plan was necessary as it was important to enable easy travel among member states which she said would take the partner states (governments) some time to implement.

Hon. Lt. Gen Charles Achiere – Republic of South Sudan under Secretary for Tourism

Hon. Achiere thanked the session chair for the opportunity. He pointed out that he was that delighted to be in the forum adding that South Sudan is a young republic struggling to rise after many years of war. He also mentioned that the country is now at the point of recovery and rehabilitation. Hon. Achiere also brought to the attention of the stakeholders that despite the fact south Sudan has been in war for many years, it has a lot of potential resources which could attract the tourists adding that tourism is becoming a lucrative business and industry across the globe. He listed the following as some of the challenges that south Sudan is likely to face in the implementation of the IGAD master plan:

- Lack of capacity/trained man power-This calls for capacity building for the tourists personnel
- Lack of equipment to implement the master plan
- Poor infrastructure as the country was totally destroyed by the way as depicted by the poor roads

Mr Boniface Byamukama of the Association of Ugandan Tour Operators

Mr. Boniface thanked the republic of Kenya for the warm reception. He also thanked the session chair for granting him the opportunity to address the stakeholders. He gave some of the line items that need to be addressed by Uganda as a country for the successful implementation of the master plan as follows:

- ~ Infrastructure development especially towards roads that lead to the tourists destinations
- ~ Capacity building in terms of communities to drive tourism at the local level as well as the high level especially in training in the tourism sector.
- ~ Product development/development of tourism resources like the mountains and tropical forests to evolve the products before presenting them to the market.
- ~ Poaching which is sometimes cross boarder thus hindering conservation.
- ~ Inadequate funding in the tourism sector especially in marketing which receives minimal funding as opposed to other sectors like education.

MadamUduak Amimo then posed to the panel the question of what the role of UNECA and IGAD is beyond giving a policy brief. This was addressed by **Mr. Antonio of UNECA** gave the following roles that IGAD would play in ensuring that the master plan is adopted in the member countries:

- ~ Blue prints alone are not sufficient; now that the master plan has been launched it is important that it is domesticated at the country level with good funding to inform the policies.

- ~ Compile knowledge on as many good practices as possible so that countries can learn from each other e.g. South Sudan can learn from Kenya which is more developed in the tourism sector.
- ~ IGAD has deployed resources to support the IGAD countries which will be allocated to the member countries based on their level of development and maturity in the tourism sector with countries like Kenya which have more mature tourist destination receiving less as compared to countries like South Sudan which are in their initial stages of tourism development.
- ~ Provide necessary platform of peer learning by demonstrating and up scaling good practices.

Madam Amimo then asked the panellists what IGAD is doing to make tourism safer since the IGAD member countries are considered high risk tourist destination with a challenge on safety and security. This issue was addressed by representatives from the IGAD member countries as follows:

Remarks by Mr. Boniface Byamukama of the Association of Ugandan Tour Operators

- ~ Mr. Boniface pointed out that the social media could be used to promote and communicate positive message about the tourist destination among the IGAD member countries.
- ~ Joint field visitation as sometimes what is reported in the news is usually exaggerated as was the case of the West gate attack.
- ~ Public relations component in the management plan gives a true picture of what is happening in the region.

Remarks by Hon. Tadelech Datecho-State Minister of Culture and Tourism (Ethiopia)

- ~ Hon. Tadelech elucidated that no place in the world is risk free adding that not all the IGAD countries are high risk regions as evidenced by Ethiopia which is a low risk region as far as insecurity is concerned. She also pointed out that the issue of security is a global problem

Remarks by Mr. Antonio Pedro – Director UNECA SRO EA

- ~ Mr. Antonio brought to the attention of the stakeholders that Malaysia is faced with the issue of conflicts and rebels yet this is not heard in the media adding that it is all about perceptions. He also mentioned that there used to be more piracy in Malaysia and Philippines yet little reporting on this was done with a lot of emphasis placed on Somalia. He recommended the media in the IGAD member countries should be asked to be aggressive in marketing the beauty in these countries.

Madam Uduak Amimo wondered how practical the issue of joint marketing and revenue sharing was. This was addressed by the panellists as follows:

- ~ Mr. Antonio brought to the attention of the stakeholders that the formula to be used on revenue allocation would be based on the number of tourists retained in each of the destination countries adding that the use of a common visa would reduce the transportation costs.
- ~ Mr. Antonio elucidated that there is need to deepen the choice in the sense that if the cultural values in the destination countries were to be combined, the value that the tourists would get would be higher e.g. The presentation of food is different from one country to another and such factors could directly increase or decrease product choice by the tourists.

Madam Amimo was concerned that South Sudan would not be in a position to participate fully in joint activities with the other member states due to the many challenges that the country is facing. This was clarified by Hon. Charles Achiere from South Sudan who said the country was ready to work with the other IGAD member countries and gave the following as activities that south Sudan is involved in to improve her economy especially in the tourism sector:

- ~ South Sudan has taken a step in the training of personnel as the first group had been trained in Kenya while the second group was also undergoing training.
- ~ The country has put in place policies which have been discussed at the parliament and council levels
- ~ South Sudan is working on her bills before the enactment of laws that have been drafted.
- ~ The country is making policy briefs to market tourism as opposed to oil which is depleting and has contributed to conflicts in the region.
- ~ The country held a conference on investment which attracted six to seven hundred investors
- ~ Selling the good image of Sudan as a peaceful country which would attract investors.
- ~ Educating the citizens of South Sudan on good practices and co-existing
- ~ Sharing of revenue is a simple issue as people are aware that they need resources/revenue to develop the sector

Madam Amimo brought forth the assumption that tourists come from outside as most adverts depict people with a lighter hue being the major tourists. She asked the stakeholders what they were doing to attract tourists from the IGAD nations.

- ~ Mr. Boniface brought to the attention of the stakeholders that from the consultation meetings that were held in Kampala and Djibouti, it was discovered that the biggest potential for market/tourists was from the people from the IGAD countries.
- ~ Kenya is marketing her domestic strategy within the region thus IGAD should follow suit.
- ~ Most IGAD states visit each other more than the foreigners do e.g. Kenya visits Uganda more times than to other overseas destinations.
- ~ Uganda is almost launching her domestic tourism strategy.

Madam Uduak Amimo was concerned that Ethiopia has internal conflicts e.g. A Kenyan may find it difficult to lecture on the Hospitality and Tourism Courses or take up business in Ethiopia. This was addressed by Hon. Tadelech who highlighted the following:

- ~ Ethiopia is open to attract and accommodate foreigners adding that a Kenyan would not need a visa to visit Ethiopia making it easy to travel
- ~ Ethiopia is working with tour operators whereby the operators and investors visit Ethiopia to familiarize themselves with the country. The country also organizes seminars and workshops to train the investors.
- ~ Depending on the need, Ethiopia is open for IGAD member countries adding that trainings and infrastructure development has seen the country flock with the Chinese who dominate the construction business.

Mrs. Amimo challenged the panellists on the issue of diversification of the tourism sector to include heritage tourism. This was echoed by the stakeholders who highlighted the following pertinent issues:

- ~ Mr. Boniface brought to the attention of the stakeholders that the IGAD region has devolved capacity in the wildlife sector. He added that Uganda has different tribes with unique culture, food and dance which could be tapped into as a tourist attraction so as to stop over relying on wildlife.
- ~ A participant panellist from Rwanda stated that by 2050 there will be an excess of two billion people, six million middle class people with increasing high purchasing power which calls for strategies to capture this rise even in the tourism sector considering their tastes and needs as well. He also gave the example of urban tourism in Maputo.

- ~ Hon. Achire from South Sudan stated that the country had already produced a master plan for tourism which he said would be sent to the Director, UNECA for him to repair the loop holes so that it can be in conformity with the launched IGAD master plan.
- ~ A participant proposed that conference tourism be combined with opportunities such as shopping to know more about the countries hosting the conferences thereby diversifying the destinations.

Additional comments from the stakeholders

1. Mr. Joseph Rwanshote Program Manager Industry, Tourism, Trade of the IGAD Secretariat in Djibouti brought to the attention that even as the member states develop the master plan and even implement it, it is important that they note that the challenges that the countries faced at independence which include poverty are still being witnessed which underline the reality that the master plan is underpinning; the economic emancipation and the poverty vicious cycle thus lack of disposal income that people from the north enjoy that makes it possible for them to explore the world. He also said that for the master plan to succeed, it must be anchored in the reality of the current time adding that a major challenge is the socio-economic structure in which Africa operates. He also mentioned that there is need for gender mainstreaming for the sustainability of the master plan.
2. A participant said that it would be important to educate the communities on alternative tourist attraction including golf tourism, cultural tourism as well as pilgrimage tourism and also empower them with disposable income to explore this adding that each coin spent in the region would boost the IGAD master plan as relying of foreign money can't sustain it.
3. Mrs. Carolyn Njuki who is IGAD's regional migration officer brought to the attention of the stakeholders that tourism can't happen without the movement of people thereby urging the member states to be fully involved in the ongoing negotiations on free movement so as to facilitate movement beyond tourism which would also incorporate travelling for business or education purposes.
4. Mr. Albert from Uganda that there is need for change in attitude among individuals from the member states urging the stakeholders to discover the niche that they have over the other countries that are not member states. He also added that new destinations are discovered each day with different attractions giving his personal experience as a having a hobby in bird watching with regard to which a friend had called him to inform that he had spotted a different bird species in Kenya which he was eager to see.

5. A participant stated that there is need for the construction of an IGAD and East Africa identity to promote respect and learning of the diversity that exists across the member states.
6. Hon. Lt. Gen Charles Achire tourism undersecretary under the ministry of tourism of the Republic of South Sudan mentioned that diversity is all about attitude as different countries have different cultures adding that unless the member countries agree and accept each other as they are, then no progress would be made as far as tourism is concerned. He gave the example of a community in South Sudan which is rich in culture and also has their own way of life which may be difficult to change adding that this is a tourist attraction that could be promoted.
7. A participant felt that for the vision to become reality, tourism should be recognized and given space to flourish in the development agenda.
8. Mr. Attoto felt that there is need to harmonize the system to create a favourable working environment adding that IGAD is a component of experts thus the need for promoting a good working environment.
9. Mr. Boniface urged the member states to implement the master plan in their respective countries for it not to remain dusted in the shelves like other documents have.

Mrs. Amimo then asked the panellists how they would ensure that everything that they developed including bills and policies go towards the tourism sector.

- ~ Hon. Tadelech mentioned that issues in the Ethiopian tourism policy were similar to those in the master plan adding that it was developed recently but could be realigned to fit the IGAD master plan.
- ~ Mr. Antonio Pedro elucidated that the master plan was developed with consultation from the member states thus aligning it to the countries' bills and policies would not be a challenge though some issues are country specific.
- ~ Mr. Antonio Pedro also brought to the attention of the stakeholders that IGAD would deploy resources to ensure that South Sudan's master plan is in line with IGAD's master plan.
- ~ Madam Amimo thanked the stakeholders for their active participation which made the session interactive making it a wonderful learning experience. She also commended Dr. Manyara and the technical working team for the informative document.



Fig 6: The Round Table Panellists Session and the Participants

SIGNING SESSION OF THE STMP BY IGAD MINISTERS OF TOURISM.

After the Sustainable Tourism Master Plan has been endorsed and launched in the morning session officially by the president of the republic of Kenya, Dr. Geoffrey Manyara saw through the signing session which saw the representative of the respective states (tourism ministers) sign documentation accepting to endorse the master plan. Dr. Manyara did bring to the attention of the ministers who were also the panellists that by signing, the member states that are signatory to IGAD would commit and endeavour to implement the master plan.

END OF DAY 1 CLOSING REMARKS

Mr. Joseph Rwashote of the IGAD secretariat in Djibouti made the closing remarks. He thanked the panellists for signing and endorsing the sustainable tourism master plan for the IGAD region. He also extended his profound gratitude to the dignitaries and participants adding that it had been a long day which went on well as planned. He then brought to the attention of all that the second day deliberations and program would start at 9:00am in the V.I.P Lounge and ask all to remain behind and indulge in the afternoon tea served for all.

DAY 2 TWO PROCEEDINGS AND DELIBERATIONS DURING THE TECHNICAL SESSION.

Morning session Moderator: Dr. Geoffrey Manyara

On the second day of deliberations in the technical session of the IGAD STMP, the technical session which deliberated on the fine issues that needs be looked rather than overall view of the STMP Implementation. The technical session invoked the discussion as a precursor to the already held Tourism Round Table of Expert Panelist's Discussion with Plenary Input and Commentary Allotment.

Dr. Manyara welcomed the stakeholders to the technical session (workshop). He praised the previous day's session chairs for remaining focused which facilitated the smooth flow of the program. He also thanked the workshop attendees for their active participation and went ahead to acknowledge the presence of the members of the national assembly (Kenya) who had graced the occasion in large numbers.

He then welcomed the session Rapporteur's team (read by Mr. Kelvin Obalu) to give a recap of the proceedings of the previous day. Dr. Manyara then welcomed Mr. Joseph Rwanshote of the IGAD to lead the stakeholders through the introductions, background, goals and objectives of the day's forum.

INTRODUCTIONS, BACKGROUND, GOALS AND OBJECTIVES BY MR. JOSEPH RWANSHOTE OF IGAD.

Observing due protocol, Mr. Rwanshote welcomed the stakeholders to the forum and thanked the technical working group for journeying with IGAD since 2010. He then led the stakeholders through the introduction session in which the stakeholders introduced themselves and stated the respective organization or country they were representing. He extended his gratitude to the delegates and the participants in general for their active participation during the previous day's sessions.

He also mentioned that the members of assembly were crucial in making the master plan a success adding that the main agenda for the day was for the technical working group team to put their heads together to address the challenges that came forth during the discussions that were held on the previous day.

Mr. Rwanshote said that he was delighted that people were raising their concerns which was a good move towards ensuring that the master plan is implemented thus preventing it from remaining in the shelves like has been the case with many documents.

Mr. Rwanshote eluded that IGAD would bank on the members of the national assembly like those of the republic of Kenya who are crucial in formulating and implementing policies. He also brought to the attention of the stakeholders that the technical working group led by Dr.Geoffrey Manyara consists of people who are qualified in the different fields including the academia, the private sector, and the government and private sector practitioners of the tourism sector.

Again Mr. Rwanshote brought to the attention of the stakeholders that the goal of the forum was for the technical working group to see to how the IGAD master plan would be implemented in the member states (implement it on the ground) adding that it is not enough to only develop the master plan but implementing it would also be important. He also stated that the Kenya Tourists Board had organized an excursion that would take place the following day. Mr. Rwanshote was delighted to bring to the attention of the stakeholders that there was good political goodwill from the Kenyan government as evidenced by the political endorsement by the president, the good representation of the members of parliament, as well as representatives from the county governments.

OPENING KEYNOTE REMARKS BY DR.JULIUS MUYA-NATIONAL ECONOMIC AND SOCIAL COUNCIL (NESC)

All protocols observed, Dr .Muya thanked the session moderator for giving him the opportunity to make his remarks. He brought to the attention of the stakeholders that NESC was responsible for facilitating the preparation of vision 2030.He also mentioned that the mandate of NESC is to facilitate formulation of policies that aim at reducing poverty, unemployment and inequalities and foster economic growth thereby increasing the levels of income for the citizens.

He then made his remarks (Annexed) and this touched on the following areas:

- ~ Tourism at the global level
- ~ The Kenyan perspective
- ~ Sustainability
- ~ Tourism potential

Dr. Muya then mentioned that while commending UNECA and IGAD for the good work regarding the master plan, some issues need to be reflected upon which included:

- ~ Adoption by the member states
- ~ Revenue
- ~ Complementary sectors
- ~ Provincial governments
- ~ Tourism as a way of life in the IGAD Region.

Dr. Manyara thanked Dr. Muya for the enlightening presentation adding that his recommendations would be seriously looked into. He then welcomed the members of the national assembly to give their remarks.

Remarks by Hon.Jimy Angweny – Member of Parliament Kitutu Chache North (National Assembly; Republic of Kenya)

Hon. Angweny said that he is a member to the department committee on finance and trade. He pointed out that he was happy to have been given the opportunity to attend the forum. He congratulated IGAD for coming up with the master plan adding that if it is implemented fully, tourism will contribute towards the GDP in a very high percentage. He also brought to the attention of the stakeholders that the committee to which he is a member promotes tourism adding that the previous budget sourced for three billion to support the tourism sector though the money was never channelled to the sector.

He also stated that he was very passionate about tourism pointing out that some countries have fewer tourists' products as opposed to the IGAD member states yet they receive more guests than the later. He gave the following as some of the countries that receive more tourists than the IGAD member states as well as the tourist products in these countries: Malaysia has a population of twenty three billion people yet it receives two billion tourists every year yet their only tourist products are the twin towers, their hospitable nature, rubber and palm plantation. He also brought forth that Dubai has three major tourist products: free trade, water sports and dessert rides, Bali which has a population of five million people yet it receives thirty million tourists per year due to the many hotels, water sports and massage parlours that the country is endowed with.

Hon. Agwenyi mentioned that with the implementation of the master plan, the IGAD member states could attract member states due to beaches, River Nile, wildlife and other resources that the region is endowed with adding that this calls for the substantial budgetary allocation to the sector.

Hon. Angweny emphasized the need to have permanent initiatives to implement the master plan. He also enlightened the participants that Bali identified small and medium enterprises as the only vehicle to create employment adding that the IGAD member states could also use tourism to develop small and medium enterprises to create employment.

Remarks by Hon. Benjamin Lang'at – MP; Committee Chair On Finance, Trade and Tourism (National Assembly – Republic of Kenya)

Hon. Lang'at congratulated IGAD for coming up with the document adding that by this is a milestone in the tourism sector. He also mentioned that the members of the national assembly values tourism and sees it as an important sector as it not only consumes but produces adding that it is a sector that should be financed.

Hon. Lang'at brought to the attention of the stakeholders that the finance committee has a positive support towards the sector adding that the previous budget gave additional budget to the tourism sector and that the committee had started the process of mobilizing for funds again. He urged the stakeholders to come up with good priorities which the national assembly would support willingly. He wished the delegates from the other IGAD member countries a good stay and encouraged them to tour and explore what Kenya had to offer.

Remarks by Hon. Mary Seneta Meli – MP Kajiado County; Committee Member Finance, Trade and Tourism and Committee on Regional Integration (National Assembly – Republic of Kenya)

Hon. Mary Seneta brought to the attention of the stakeholders that she is a member to the house committee on regional integration and welcomed the delegates to the country. She mentioned that her county is passionate with issues to do with tourism adding that the Maasai culture is a tourist attraction in itself. She said that it would be of great importance if focus was put on the implementation of the IGAD tourism master plan. She encouraged all the stakeholders to make tourism a reality even in their local communities adding that tourists consist not only of foreigners urging them to commercialize tourism and make it a livelihood. Hon. Mary Seneta Meli confirmed to the stakeholders that the members of parliament were determined at making policies that would make it possible for the implementation of the master plan.

Remarks by Hon. Dan Kazungu – MP Malindi Committee Member Finance, Trade and Tourism (National Assembly – Republic of Kenya)

Hon. Kazungu stated that it was a big honour for him to be in the occasion. He said that tourism flourished best at the coast but was in deep trouble at the moment adding that four hotels were up for sale in Malindi thus need to come up with modalities of restoring the lost glory in the tourism sector. He urged the participants to focus on sustainable tourism in addition to getting the right/quality tourists adding that Mauritius receives an equal number of revenue as that received by Kenya yet the latter receives more tourists which calls for quality tourism. He welcomed the single tourism visa idea which would ease the movement of the tourists across the region which is what integration is all about. Hon. Kazungu urged the stakeholders to come up with programs that would promote tourism in all the IGAD member states. He also acknowledged the presence of other members of the national assembly who included: Hon. Olum-Mp Lang'ata, Hon. Eng. Shadrack – MP Kuria East MP, Hon. Nyokabi and Hon. Iringo

Remarks by Hon. Elsadit-Director IGAD

Hon. Elsadit expressed his gratitude to the members of the national assembly for having graced the occasion adding that president Uhuru Kenyatta had officially launched the master plan the previous day which shows political good will from the Kenyan government. He brought to the attention of the delegates that the focus would be on mainstreaming the national plans of the member states to the master plan.

Official opening Remarks by Dr. Anne Kinya, Principal under Secretary Ministry of Tourism (Republic of Kenya)

Dr. Kinya thanked the members of parliament for finding time outside their busy schedules to attend the forum which reflected their commitment to the tourism sector. She extended her profound gratitude to the minister of the county governments represented by Hon. Amina and Hon. Lainas from Isiolo and Turkana Counties respectively for being in attendance. She brought to the attention of the stakeholders that Kenya has better tourist products including wildlife and beaches as opposed to Greece and other countries which have stony beaches thus a niche that should be tapped into.

Dr. Kinya then thanked all the stakeholders who were involved in the development of the master plan and its official launch. She also mentioned that she was standing in on behalf of Dr. Ibrahim who could not attend the occasion as he was engaged in another pressing assignment elsewhere. She then made the speech (Annexed)

Remarks by Mr. Muriithi Ndegwa – Managing Director Kenya Tourist Board

Mr. Ndegwa started his presentation with a Powerful video clip made to boost the tourism circuit of Kenya showcasing Kenya's tourism products which included wildlife, rich culture, sports and beaches among others. He then made an MS PowerPoint presentation which touched on the following sub-topics (Annexed):

- KTB's Vision, Mission And Core Mandate
- Tourism Marketing
- Kenya At A Glance
- International Arrivals
- Tourism Receipts
- Tourism Share By Region, Purpose And Port Of Entry
- Eastern Africa Arrivals Into Kenya
- Destination Marketing And The Triple Bottom-Line
- Challenges
- Opportunities
- KTB's Efforts And Aspirations

IGAD MEMBER STATES PUBLIC SECTOR PERSPECTIVES

SESSION MODERATOR DR. JOE WAHAWI – UNECA SRO EA

Dr. Joe invited Mr. Rwanshote who thanked all the stakeholders who had made the intervention possible adding that the role of the session was to enable the technical working group pick the public sector perception of the master plan before its implementation; the challenges and the opportunities. Mr. Rwanshote took to his seat and Dr. Joe then welcomed Mr. Sisay Getachew of Ethiopia to give his remarks.

Looking in to the future perspective on the IGAD Master plan – Mr. Sisay Getachew, Ethiopia Ministry of Culture and Tourism

Mr. Getachew pointed out that as IGAD member states, the region could do a lot together to empower each other. He then gave his presentation which focused on the following areas:

- Current trends and what Ethiopia as a country is doing; Trends in Infrastructural Development, tourism facilities,
- Challenges; internal home works
- Changing attitude in the public sector and the growing will; Tourism Development Policy Instruments, structural change
- What Ethiopia can offer; Nature based tourism, history and Culture, adventure, cultural Safari ,conferences
- Investment opportunities in tourism

Tourism Opportunities in South Sudan – Mr. Joseph Orotu, Director General in the South Sudan Ministry of Wildlife and Tourism

Mr. Orotu brought to the attention of the stakeholders that South Sudan is one of the countries with the best wildlife species variety. He noted that after attaining independence in 2005, the country's people and even wildlife returned home which saw an increase in the population of human beings as well as wildlife species in the six national parks and twelve game reserves which are now full with animals.

He also mentioned that Buma national park is the comparison of the Serengeti as it experiences the migration of gazelles just as the later experiences the migration of wild beasts. He also stated that the Victoria Falls as well as the great Nile are attraction cites which could be tapped into in the promotion and marketing of the tourist product of the country.

Mr. Orotu enlightened the participants that rafting is practiced between Nengule and Juba while cruising is done along the Nile both of which coupled with bird watching and the deserts could boost South Sudan's niche in the tourism sector. He did mention that during the migration session, the animals cross breed. He also said that sport fishing could also be explored as a tourist attraction activity adding that the country has beautiful mountains with unique climate and wildlife species, landscapes as well as the end of the great East Africa rift valley which are potential tourist products.

Mr. Oroti pointed the following as some of the challenges that South Sudan encounters in exploiting her potential:

- ~ Poor infrastructure most of which was destroyed during the war that started in 1986
- ~ The government of South Sudan has put in place its own priority areas e.g. education and health thus tourism receive minimal funding and less priority
- ~ Shortage of able/trained personnel
- ~ Cattle rustling as the region is rich in livestock which makes some areas inaccessible

Mr. Oroti then highlighted the following as some of the mechanisms that the government of South Sudan is putting in place to address the above challenges:

- ~ Formulation of policies that are now being discussed at the parliament
- ~ The country is trying to establish a tourism authority
- ~ Drafting of laws and regulations which will be used as working tools
- ~ The national tourism master plan which is in draft form
- ~ The government of South Sudan has drafted the tourism bill

Mr. Oroti elucidated that as a new nation, South Sudan would benefit from the IGAD master plan adding that what the country needed more was capacity building on personnel.

Finally, Mr. Oroti said that South Sudan was looking forward at collaboration and co-operation from the other member states in order to attain her goals.

PRIVATE SECTOR ASPIRATIONS OF STMP

Remarks by Association of Uganda Tour Operators – Mr. Boniface Byamukama

Mr. Byamukama who is the current chairman to the Association of Ugandan tour operators brought to the attention of the stakeholders that he was part of the team that developed the master plan. He said that his goal and aspiration was to have a joint marketing and do a SWOT analysis of the niche products of the IGAD member states adding that the major strengths of the region were the Ethiopian airlines and Kenya Airways.

He also mentioned the need for capacity building in the human resources development so as to have trained personnel who can effectively handle the sector. He emphasized the need for conservation especially in wildlife protection in the region adding that a lot had been done on elephant protection in the recent days including a big workshop that was held in Botswana all of which try to address the challenge of ivory trade.

He urged the member states to do their product profile for other countries and potential tourists to know what they have to offer which should also include looking at the products that could be championed in terms of regional tourism of which Kenya has done studies on.

Mr. Byamukama emphasized the need to look at climate change as it directly affects the sector and also come up with sustainable mitigation and adaptation measures. He brought to the attention of the member states that exploring the water bodies through cruises could actually increase their market product thus the need to venture into this as well. He urged the stakeholders to be aggressive in implementing the master plan in their respective states although he felt that this would take a long time thus recommended the need for IGAD to identify a supporting agency to assist in this.

He also urged the member states to do sensitization sector campaigns to increase awareness of the master plan adding the need to give focus on professionalism which comes from hotel service and tour guides so that the tourists get to be sold to positive and quality ideas about the respective countries that they are visiting.

Mr. Byamukama recommended that a centre of excellence be established as far as training is concerned as well as the use of social media to popularize the master plan and assist in managing arising issues in the IGAD member states. He recommended the establishment of a working committee to follow up plans and activities as far as the master plan is concerned.

CIVIL SOCIETY ASPIRATIONS OF THE STMP

Remarks by Mrs. Edith Bosire, Board member Ecotourism Kenya

Ms. Bosire took the stakeholders through a brief history of Ecotourism Kenya. She mentioned that ecotourism Kenya is a membership organization which is governed by rules and regulations with representation from the universities, hotels and other stakeholders. She urged the stakeholders to look at environmental sustainability and equity among communities that deal with tourism thereby improving their livelihoods as well as marinating

the quality of the environment. She then gave an MS PowerPoint presentation which focused on the following areas:

- ~ Eco rated tourism on facilities; a service Eco tourism Kenya does
- ~ Why climate change is a crucial discussion point for Africa
- ~ New issues and challenges in climate change
- ~ Sustainability
- ~ National climate change and low carbon,2011
- ~ Climate change impacts related to tourism

Remarks by Uganda Tour Guides Association – Mr. Hubert Byaruhanga

Mr. Byaruhanga brought to the attention of the member states that the role that the Uganda tour guides association plays in the Ugandan tourism sector is respected and highly valued. He said that he looked at the master plan in two perspectives; as a guide and overall role. He mentioned that challenges in implementing the master plan are to be expected thus the need to factor them in and identify mechanisms of addressing them before implementation of the document.

Mr. Byaruhanga emphasized the need to bring the governments of the respective member states on board for them to own the document which would facilitate its smooth implementation.

Mr. Byaruhanga recommended the introduction of sustainable tourism in the education curriculum so as to develop the culture of conservation at an early stage thereby promoting sustainability adding that this would also help the children appreciate the spirit of oneness and bring about change in attitudes. He elucidated that politicians should implement policies that promote positive change in attitude to empower the communities.

Mr. Byaruhanga urged the stakeholders to be the tourists and explore the region which has a lot to offer adding the need for skill balancing through the development of an assessment criterion which would enable the tour guides to work within the IGAD member states. He also recommended the need to establish synergies between the private sector and the public sector; public-public partnerships.

Finally, Mr. Byaruhanga urged the stakeholders to discover the niche and products in the region and attach them to the services e.g. identify bird species and attach the services there.

IMPLEMENTATION OF THE REGIONAL STMP

Championing Regional Collaboration for Skills Training by Prof. G. E. Owiti Otianga, Principal Kenya Wildlife School and Training Institute – a school of the KWS

Prof. Owiti brought to the attention of the stakeholders that KWS has two training institutions; one in Naivasha and the other one in Manyani which offers paramilitary training for Wildlife Rangers (Officers). He also mentioned that the collaboration with South Sudan started through the Kisumu office in 2009 adding that at the initial stages of collaboration fifteen officers were trained on wildlife conservation and relation to tourism. He stated that in the past three years.

KWSTI had conducted several trainings including conducting specialized training to build capacity for the officers at the Wildlife and Tourism ministry in the Republic of South Sudan (RSS). He also enlightened the participant that a different group from South Sudan was at the moment undergoing training at the institute on management skills using Kenya as the case study.

Prof. Owiti emphasised the need to promote regional cooperation in natural resources management with emphasis on wildlife protection and tourism development adding that Kenya has many years experience in the sector which gave her the capacity to educate/capacity build south Sudan. He also mentioned that South Sudan was endowed with many resources including wildlife thus the need to focus on wildlife tourism with the hope that this will help in rebuilding the economy of the country. He also said that practical and hands on approach is used in training together with the use of personnel from Utalii college, the Kenya museums and the vast land that Kenya is endowed with.

Prof. Owiti also said that KWSTI provides three months placement to the best students who are attached at the national parks and tourism facilities adding that so far the institute had trained one hundred and six officers from South Sudan.

Prof. Owiti extended his gratitude to the government of Kenya and south Sudan's ministry of man power and labour for their continued support hoping that Sudan would continue with the partnership as well as looking at the prospects of other IGAD member countries in taking up the initiative.

Member states public sector perspectives were listened to as the respective nations presented on the same, private sector aspirations, civil society aspirations of the STMP and the implementation of the regional STMP were also addressed where several stakeholders in the area spoke.



Fig 6: National Economic and Social Council Secretary (CEO), Republic of Kenya Dr. Julius Muya Addressing the Technical Session on how Kenya has Planned and Prioritized Tourism In Its Vision 2030 Master Plan.



Fig 7: Hon. Members of Parliament (The National Assembly) Departmental Committee on Finance and Tourism Republic of Kenya and other participants in the IGAD STMP Technical Session on day two look on as a presenter made their remarks.



Fig 8: Delegates Representing Member States follow deliberations and proceedings during the presentations of IGAD challenges and opportunities in the Technical Session on Day Two.

Some of the issues raised here were:

1. How do we the IGAD member states move on the ground forward to ensure the STMP is fully implemented by the member states on a national level? Do we have a working team of people (skilled and qualified) working on the ground?
2. What sort of mechanisms need be put in place to ensure implementation and the Monitoring and Evaluation of this exercise by Partner states of IGAD?
3. If there exists an M&E System/ framework does it suit the need?
4. Where do the parliaments and the regional or county governments of countries in the IGAD STMP come in?
5. What is the knowledge base by our people in our respective countries when it comes to conveying messages so as to sponsor tourism to guests/tourists?
6. Are the complementary sectors well structured to link up with the conference and hotel services and the increase in revenue from tourism?

7. The revenue got from air bookings abroad to come to the IGAD Region who really benefits? Are revenues really coming in even with big number tourist visits?
8. How good are we doing in tourism product design as the IGAD member states?
9. What are the strengths of nations in their tourism brand quest?
10. What is the IGAD and member states position on matters of climate change?

The Challenges identified in solving the mentioned issues were:

- ✓ Governments and the people of IGAD member states do not truly own up to promoting tourism and thus the need own the STMP because the reality is governments never implement anything and the books gather dust on shelves
- ✓ There are bad attitudes of IGAD member states towards tourism. The tourism sector need to have tourism curricula integrated into primary education as a discipline (subject)
- ✓ Politicians endorsing with big words but not implementing the STMP
- ✓ Lack of a body to accredit and profile skills and knowledge of the tourism operators i.e. the tour operators, taxi drivers,
- ✓ Conflict of interest from organs implementing and competing priorities
- ✓ Missing links between the private sector and the public sector. What is the point of convergence?

IMPLEMENTATION OVERVIEW: REGIONAL TOURISM MASTER PLAN VERSUS NATIONAL STRATEGIES – DR. JIM AYOREKIRE UNECA

Dr. Ayorekire who is a consultant with UNECA mentioned that it would be important for the stakeholders to look at the way forward in all that had been discussed posing the question of what the member states needed to do to ensure that the master plan is implemented. He brought to the attention of the stakeholders that many other regional initiatives had failed which called for mainstreaming integration. Dr. Jim was the session chair at that moment. On brainstorming on how to see the STMP fully implemented and overcome the challenges mentioned, UNECA's Dr. Jim Ayorekire alluded to studies done under the AU on mainstreaming that show gaping challenges (failures of the regional initiatives). Adding that in 2010, UNECA conducted research on why some of the regional initiatives had failed in addition to studies conducted by AU on the same which came

up with the following as the challenges in mainstreaming regional initiatives: The reasons for failure he said were

- 1) Multiple membership of states to several different regional organisations
- 2) Budget allocation constraints by governments and priority settings for activity funding i.e. Tourism suffer.
- 3) Job and revenue share and losses arising from integration and free movement plans (real practical fears on the ground).
- 4) Poor alignment of goals to national plans.
- 5) Inadequate financial resources and financial implications.
- 6) Human capacity and skills balancing.
- 7) Lack of a systematic appropriate working monitoring and evaluation framework system¹⁹

Dr. Jim then gave the following as issue to guide the group discussion regarding regional STMP versus national tourism strategy implementation: key pointers to assuring the STMP is fully implemented. They were as follows;

- 1) Why have other regional initiatives (publications and plans) failed? What are the issues?
- 2) How do nations mainstream tourism in the regional integration efforts?
- 3) As a block/region what are the challenges and opportunities in the implementation process of the STMP that member states see?
- 4) What are the critical success factors that must be put in to see fulfilled implementation of the STMP?
- 5) What are the quick wins and the low hanging fruits that can be pursued? What are the key priority areas to begin with?
- 6) What are the already available building blocks (platform) for work to begin on? (What do the member states have in place already that could be built on/building blocks?)
- 7) What are the critical success factors/preconditions that must be put in place
- 8) What is the action point or rather plan (cause of action after the launch)?

¹⁹ Deduced from the Presentations of the speakers; with conclusive comparative analysis

- 9) Where and what are gaps identified in the tourism packaging for better comparability and competition.

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After a lengthy brainstorming exercise Dr. Ayorekire then fronted the way forward by considering reflections on deliberations arising from presentations, and discussing with all the stakeholders within the meeting. This led to agreeing on the following action points/way forward by the stakeholders. The following action Points (Resolutions) of the Technical Session (strong Recommendations) from the deliberations were arrived at.

- 1) Establishment of a team in every member state to go and introduce the master plan to the respective countries 'structure of deployment.
- 2) To have an **IGAD/UNECA** supported agency to help nations implement the STMP
- 3) Enhance IGAD Region tourism by have professional capacity building and have tourism excellence centre and the eventual accreditations and bench marking
- 4) Launching and discussing the master plan in each of the member country for sensitization, publicity and awareness creation since there was no publication in the Kenyan press despite the presence of the media during the launch.
- 5) The need to advocate and sale the document to the different government departments and states as it is still very raw to facilitate its implementation.
- 6) Have a working group or committee team (focus group) to follow up on and continue to push on the proper implementation of the STMP
- 7) A person needs be recruited and appointed to be filed coordinator and M&E Person or a Coordination office who will report back to IGAD about the progress of the STMP implementation.
- 8) Expand current committee to accommodate more people to enhance the focus group area of play
- 9) Use social media and all the communication tools to sponsor IGAD Brand reawakening
- 10) Involve academia and civil society groups in the focus groups and working committees
- 11) Have more regional governmental body documents on websites, share information's
- 12) IGAD Journal on tourism to boost the master plan
- 13) IGAD and UNECA to Enhance joint researches, sharing of competencies, knowledge and skills across the board

²⁰ Dr. Jim Ayorekire UNECA SRO, EA

- 14) To push the agenda of the STMP with the media more and have an editors and journalists breakfast as a strategy to disseminate the information
- 15) IGAD Needs to network more and use social media powerfully
- 16) IGAD and UNECA to give a brief of what they intend to do after the launch of the master plan.
- 17) Member states to identify their priorities and communicate formally to IGAD.
- 18) Identification of planning gaps between planning at the national level and planning at IGAD as the member states are at different planning levels since challenges are anticipate thus the need to find ways of ensuring successful implementation of the master plan.
- 19) The formation of national groups which could partner with the technical working group to facilitate implementation at the national level as the IGAD secretariat does not implement projects for the member states
- 20) Expansion of the technical working group based on the availability of resources.
- 21) Posting of the soft copy of the master plan in the website of states and organization represented in the forum as well as a summary of how the master plan will affect the different sectors.
- 22) IGAD to set up a coordination office.
- 23) Use of the social media to create awareness about the master plan as well as wooing the media especially for the member states that are yet to launch the master plan to increase publicity and awareness creation.
- 24) Resource mobilization to facilitate the implementation of the master plan

CLOSING CEREMONY.

HON. ELSADIT, DIRECTOR AT THE IGAD SECRETARIAT

Hon. Elsadit thanked Dr. Manyara and the technical team for the commendable work they did in coming up with the master plan. He extended his profound gratitude to all the participants for attending the two days and for bringing forth ideas to enrich the document. He mentioned that the master plan was a bench mark and that now the ball was in the hands of the member states adding that the ideas of all the stakeholders presented had been transformed from what they were before the launch of the master plan.

Dr. Elsadit hoped that the master plan would be an input for every member state adding that he would love to see the regional as a single destination. He felt that whatever was in the master plan should also reflect in the other sectors adding that the document would benefit from other protocols and policies that the member states were signatories including the transport and ICT policy.

Hon. Elsadit felt that the local communities are also stakeholders who should be brought on board for them to own the document which would facilitate its implementation thus the need to cascade it to the local level which is also the area that the national plan should focus on. He brought forth the need to have champions to push for the agenda adding that the need to put into consideration the cross-cutting issues in the tourism sector. He also mentioned that IGAD would use the outcome of the workshop to improve the meeting that it is planning to hold the following year.

Hon. Elsadit concluded by thanking all the stakeholders for finding time of their busy schedules to attend the meeting and for also participating actively in the deliberations.

ITINERARY/PROGRAM: DAY 3

Mr. Rwanshote Joseph invited Ms. Fiona from the Kenya Tourism Board brought who brought to the attention of the stakeholders and participants that KTB had organized an excursion for the delegates from out of Kenya which was scheduled to take place the following day (11th November,2013).

She then took the participants through the following day's program which she said would start at 9:00am and urged the delegates to assemble at the Jomo Kenyatta's statue at KICC where a branded KTB buses as well it's staff who would be in white t-shirts would be waiting for them.

The excursion would kick off with a visit to the David Sheldrick foundation then lunch would be served at Tamambo followed by a tour to Kazuri beads which makes jewellery and pottery both for local consumption and for export. The delegates would then proceed to the Nairobi National park for a game drive, sun downer and also visit the ivory burning cite within the park. Ms. Fiona mentioned that the day's tour would culminate at the National Museums of Kenya for an evening tour adding that the areas selected were based on the sustainability theme of the master plan.

VOTE OF THANKS BY MR. VINCENT MAINGI

Mr. Maingi who is the managing Director Africa Visa Travel said that the IGAD master plan came in as a plus for those who make frequent travels across the region as a result of free movement which it has made possible. He also mentioned that he sits at the board of Kenya Association of Tour Operators (KATO) which would also welcome the move due to the many travels that the organization is involved in.

Mr. Maingi then extended his profound gratitude to the Kenyan government officials, all the delegates from the member states, all the organizations represented, the technical working team led by Dr. Manyara whom he said was very vocal in the process, the facilitators, the moderators and the Rapporteur's for making the event a success. He asked the delegates to explore the country if time allowed as it has a lot to offer and to pass him warm regards to their people back at home. Mr. Maingi then wished the stakeholders a safe journey home, Merry Christmas and a prosperous 2014.

ANNEXURES

Annex 1: SPEECHES RECEIVED IN SOFT FROM THE TWO DAY MEETING.

OFFICIAL SPEECH BY IGAD EXECUTIVE SECRETARY AMB. ENG MAHBOUB MAALIM DURING THE LAUNCH OF THE IGAD STMP.

“Honourable Ministers of tourism from IGAD region, invited guests. Your Excellency president Uhuru Kenyatta I thank you abundantly for accepting to be with us today despite your busy schedule and other competing priorities.

Your Excellency I know you had several other functions this morning that demanded your attention. Indeed this is an assertion of your support to us and an illustration that the regional development agenda is at the centre of your administration. Just to illustrate your personal commitment to IGAD; you assumed administration at a time when we had a standoff in the formation of the regional administrations in Somalia; after Kenya and its IGAD countries sacrificed to liberate areas which have been under insurgency occupation for two decades. Your quick intervention and resolution of this matter is a regional admiration.

Just the number of meetings you conducted in this endeavour within the first two months of your presidency is exemplary. Thank you for leading from the front. Your Excellency, Insurgency like other crimes fights back .In this regard, the recent cowardly acts of terrorism we witnessed should

strengthen our resolve to pursue our goal of regional peace and security agenda. You're Excellency, our function today points to the direction of moving on in the development direction.

The IGAD regional tourism master plan you are launching coupled with the streamlining of movement of goods you spearheaded, and the recent launch of East Africa monetary union speaks volumes of the aspirations for the future. The IGAD region has always been a tourist destination, but our collective inter-country efforts to widen the industry and undertake positive refinements have been weak.

This is precisely what we are striving to achieve. The statistics as it stands now is impressive; but can be improved through regional collaboration aimed at facilitating the industry. For example; Collective focus on supply side of tourism such as access to electricity, better communication, infrastructure development as well as more competitive investment climate for private sector to flourish are definite panacea for tourism development at a larger scale.

For our region, once the base is clear, we may focus on our own niche-cultural endowment and biodiversity development. Your Excellency, at the operational level, we need to look at Africa's regional economic commissions (RECs) rationalisation. My own view is Africa should have five RECs; North, South, West, Central and Eastern Africa. Recently on the sideline of the AU meeting in Addis Ababa, the council ministers of IGAD and EAC agreed to pursue the agenda of merger of IGAD and EAC. While congratulating you for your recent assumption of chair of EAC, may I also request you using your hands on charm to provide leadership in this endeavour. May I now invite Hon. Phyllis Kandie, cabinet secretary for EAC affairs, commerce and tourism to make her remarks and invite your Excellency."

OPENING REMARKS ON DAY TWO: BY DR JULIUS M MUJA, SECRETARY, NATIONAL ECONOMIC AND SOCIAL COUNCIL; REPUBLIC OF KENYA DURING THE LAUNCH OF THE IGAD SUSTAINABLE TOURISM MASTER PLAN AT KICC CONFERENCE, 9TH-10TH DECEMBER 2013 ORGANISED BY UNECA AND IGAD

“Ladies and Gentlemen, All protocols observed. I wish to base my brief remarks on the following precipices

Global level: *The focus on Tourism by UNECA and IGAD is commendable for the reason that the service industry has recently emerged as the new frontier and key contributor to development globally. Viewed in this light, the Sustainable **Tourism Master plan for IGAD** fits very well into the current global development thinking.*

The Kenya Perspective: *The potential of Tourism as a driver of **economic development and also a driver of transformation** was recognised when we were formulating Kenya Vision 2030 between **October 2006 and December 2007**. To identify the economic drivers of transformation, all the major economic sectors in terms of their contribution to GDP were analysed and assessed in terms of sector **Feasibility and Attractiveness**; and Tourism emerged tops, ahead of agriculture, manufacturing, wholesale and retail, finance and BPO.*

Sustainability: *It is also not lost on most of us that this master plan is anchored on Sustainability. This is important for several reasons. Firstly, sustainable development is one of the 14 national values of Kenya that are outlined in the Kenya Constitution 2010. Secondly, a sustainable master plan overcomes the perennial curse of temporary initiatives which come and go with regimes. Obviously, we all know the challenge that we face in the developing countries of implementation, I mean the lack of it.*

Tourism potential: *We all agree that Tourism has immense economic and social outcomes regarding wealth creation and generating employment to solve the two big problems of poverty and unemployment. Tourism also has the capacity to reduce in-equality between **regions** (rural and urban areas); **age-groups**- Indirect services can support SMEs that can provide better livelihoods to the disadvantaged-women, youth and older people.*

While commending UNECA and IGAD for the good work regarding this master plan I want to encourage us to reflect on a few issues.

1. **Adoption by member states:** Concerted efforts should be made to support the adoption of the **tourism master plan** by member states as soon as possible. This may require some monitoring and evaluation mechanism to assess the progress that each member state has made in aligning its national tourism strategies, policies and plans to the IGAD master plan to leverage on the regional initiative and harness the economies of scale.

2. **Revenue:** Address the question of how much of the tourism revenue gets retained in the IGAD member states. Certainly, a large chunk of the cost of charter and package tours remains overseas. Ensuring that tourism revenues benefit the countries has a bearing on the relative attractiveness of the tourism sector to investors, government, development partners and academicians

3. **Complimentary Sectors:** Reflect more critically and emphasise on the critical role of complementary and support sectors-Security, Infrastructure etc... Taxi drivers, politeness of the people etc

4.Provincial Governments: Consider the involvement of provincial governments-county governments role where the tourists actually go. Development of tourism products that are relevant for the region; involve the academia in tourism research and product development instead of using guesswork and gut feel.

5. **Tourism as a way of life.** Strategise on popularising tourism to make it the service sector of choice in the way agriculture is the obvious occupation for rural folk.

Thank you”

OFFICIAL OPENING REMARKS BY DR. ANNE KINYA, PRINCIPAL UNDER SECRETARY MINISTRY OF TOURISM (REPUBLIC OF KENYA)

“Hon Amb. Eng. Mahboub Maalim the Executive Secretary of IGAD, Mr. Antonio Pedro, the Director UNECA SRO EA, Delegates from IGAD member states, Invited guests, Ladies and gentlemen,

It is my pleasure this morning to be here with you as we deliberate and seek a way forward in the implementation of the IGAD sustainable tourism master plan which was launched by H. E. The president yesterday. Let me start by lauding the IGAD secretariat for taking the initiative to develop the master plan.

I also wish to recognize the input and support of UNECA in developing this master plan. The development of the master plan is not only a recognition of the role tourism can play in socio-economic development of member states, but also in the realization of its potential as an effective vehicle for regional integration through its trans-boundary activities.

I believe this potential is also recognized in the New Partnership for Africa Development (NEPAD) 2004 tourism action plan for Africa. The master plan takes cognizance of the rich tourism product in the region which is largely untapped, identifies the main challenges faced in realizing the sector's potential and proposes practical ways of addressing them either individually as member states, or collectively as a region guided by common aspirations. However, the development of the master plan is not in itself a solution to our tourism development challenges. We must internalize the proposals and recommendations and convert them into real projects and programs with a view to implementing them to increase our national and regional tourism competitiveness.

Ladies and gentlemen,

The tourism sector has continued to contribute immensely to economies of the IGAD member states in terms of contribution to GDP, foreign exchange earnings and employment. This has been achieved despite the slow growth of international tourist arrivals in the region as compared to global out bound tourism trends. We must then implement projects that are aimed at increasing the tourist arrivals in the region with a view to reaping benefits from the sector. I am happy to note that most of the proposals in the master plan are not new but form part of the programs and projects that individual member states are implementing. In Kenya for example the following is being done in respect to key issues highlighted in the master plan:

- ~ In Kenya we will be seeking to improve the current products by repackaging the beach and wildlife products as well as spreading tourism activities to other areas by developing and marketing the untapped wildlife areas, cultural and agro-tourism products. Efforts to diversify tourism product through the development of resort cities, expansion of MICE product and eco-tourism products are also planned under the tourism product diversification initiatives.*

- ~ Kenya is undertaking aggressive marketing campaigns aimed at sustaining the traditional markets but also penetrating new and emerging markets of Asia and Middle East. Regionally, we are putting efforts aimed at attracting the domestic market and also penetration of regional markets. We are happy to note that some countries in the region have displayed great potential for growth.
- ~ Regional alliances is key as we consider the issues of implementing we need to lay emphasis on infrastructure development, visa facilitation, the adoption of e-visas, the uptake of information technology and air connectivity. Air access and connectivity is a major concern in Africa as there is need to develop an air growth strategy that will encourage more airlines to access the Africa skies.
- ~ We should also as a region lay emphasis on tourism product development in order to enhance our competitiveness in the global market. In addition, we need to develop the human capital as it is important resource a country can have. I take note that the master plan addresses the aforementioned issues and other issues that relate to security, environment, policy and regulatory framework that need to be addressed in the process of implementing the IGAD master plan.

Ladies and gentlemen,

As I conclude I am aware that by the end of the day we will establish a road map for the implementation of the master plan. I take this opportunity to wish you fruitful deliberations.

Thank you, merry Christmas and God bless you.”

ANNEX 2: ACRONYMS AND ABBREVIATIONS

Acronym/Abbreviation	Definition
H.E	His Excellency
IGAD	Intergovernmental Authority On Development
MP	Member of Parliament
MICE	Meetings, International Conferences and Exhibitions

NEPAD	New Partnership for Africa Development
STMP	Sustainable Tourism Master Plan
UNECA	The United Nations Economic Commission for Africa

ANNEX 3: LIST OF PARTICIPANTS

NAME	EMAIL ADDRESS	ORGANISATION/INSTITUTION	POSITION IN THE ORGANISATION
1. wanshote Joseph	joseph.rwanshote@igad.int	IGAD secretariat	Program Manager Industry, Trade And Tourism
2. urithi Ndegwa	md@ktb.go.ke	Kenya Tourism Board, Ministry Of Tourism; Republic Of Kenya	Managing director
3. iona Ngesa	Fiona@ktb.go.ke	Kenya Tourism Board, Ministry Of Tourism; Republic Of Kenya	
4. incent Bwire	Vobwire@hotmail.com	MEAAC	
5. nne N. Musau	amusau05@gmail.com	MEAAC	
6. tella Amadi	atandistella@yahoo.com afandistella@yahoo.com	MEAAC	
7. on. Grace Mbabazi Aulo	gmaulo@tourism.go.ug	Ministry Of Wildlife, Tourism And Antiquities – Uganda	Honourable Minister in charge
8. on. Nyokabi Gathecha	anesbith@gmail.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament, Member of the Parliamentary Service

			Commission
9. Stephen Masaba	Ssmasaba@yahoo.co.uk	UWA	
10. Solitei Paruni	sparuni42@gmail.com	KCCWG	
11. Caroline Njuki	caroline.njuki@igad.int	IGAD Secretariat	Program manager – migration services
12. Hon. Kubai Iringo	kubaikiringo@gmail.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
13. Hon. Dorothy A Okello	okellodorothy@gmail.com	Homabay County Government; Republic Of Kenya	Minister of Tourism
14. Eziah Odemba	kizzyod@yahoo.com	A.D.T Tourism	
15. Infred Gitonga	gahtoassociation@gmail.com	GAHTO	
16. Hon Martin Wawire	martinwafula334@yahoo.co.uk	Bungoma County Government	
17. Hon. Peter Cherui	Petercherui@yahoo.com	Bungoma County Government	
18. Julius M Muia	secretary@nesc.go.ke	NESC	CEO / Hon. Secretary
19. Obalu Kelvin	obalu.kelly@gmail.com +254 – 715 – 180 – 590	Rapporteur	Session Rapporteur
20. Elizabeth Wanja	Ewanja53@yahoo.com	KCCWG	Session Rapporteur

21. noch mwangale	Enoch@amproc.com	AMPROC INC	
22. unyoki Justus	mutatimunyoki@yahoo.com	F.O.C.I	
23. on. Shakeel shabbir ahmed	shakeelshabbirahmed@gmail.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
24. on. Benjamin Langat	Lkbenjamin@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
25. r. Anne Kinyua	anne.k.kimyua@gmail.com	Ministry Of Tourism Kenya	Tourism Undersecretary
26. avid N Kasisi	ktdgassociation@gmail.com	Kenya Tour Drivers And Guides Association	
27. Erick Muigai	emuigai@britam.co.ke	BRITAM	
28. Herbert Byaruhanga	herbyaruhanga@yahoo.com	UTA	
29. Joseph Orot	orotojoseph@yahoo.com	Republic Of Southern Sudan	Director General Ministry Of Tourism.
30. Byamukama Boniface	bonifaceb@gmail.com	Tour Operators Associations Of Uganda	Chairman
31. Hon. Dan Kazungu	dankaz465@gmail.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
32. Edith Bosire	Edithbosire@gmail.com ebosire@eedadvisory.com	Ecotourism Kenya	
33. John Kioli	kioli@greenafricafoundation.org	KCCWG	

34. Hon. Elsadig Abdalla	elsadig.abdalla@igad.int	IGAD Secretariat	Djibouti
35. Dr. Jim Ayorekire	ayorekire@gmail.com	UNECA	
36. Dr. Joe Wadawi	Joewadawi@gmail.com	UNECA	
37. Pius Odunga	podunga@yahoo.com	UNECA	
38. Clement Nyamongo	Clement.nyamongo@ithmarica.org	ITHM	
39. Hon. Eng. S. R. Manga	Shadrackmwita@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
40. Hon. Jimmy Angwenyi	jimmyangwenyi@yahoo.co.uk	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
41. Hon Joash Olum	olumjoash@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
42. Grace Galmo Boni	gbhalakhe@yahoo.com	Marsabit County Government	
43. Dr. Geoffrey Manyara	gmanyara@uneca.org	UNECA	
44. Nousa Abdullahi Ahmed	maina.madaam6@yahoo.com	Djibouti	
45. Hellen Lubowa	Helen@ucota.or.ug	UCOTA	
46. Sisay Getachew	sisay.getachew@moct.gov.et	Ethiopia	
47. Mugisha Edward	Edward@amproc.com	AMPROC INC	
48. Daniel Muoki	dmuoki@kicc.co.ke	KICC – KENYA	
49. Vincent M Maingi	Vincent@africavisatravel.com	KATO, AFRICA VISA TRAVEL	Chairman KATO and Executive Director of

			AFRICA VISA TRAVEL
50. Earnest S Mathura	Mathura@yahoo.com	MEACT – KENYA	
51. Amina A Omar	masafo.omar@yahoo.com	Isiolo County Government; Republic of Kenya	Cabinet Executive – Tourism
52. Lynus Ebenyo	Cetourismtiturkana@gmail.com	Turkana County Government; Republic of Kenya	Cabinet Executive – Tourism, Trade and Industrialization.
53. Robert Mwesigwa R	Robert@amproc.com	AMPROC INC	
54. Annie Ninkijuka	annie@amproc.com	AMPROC INC	
55. George O Awuor	George@yahoo.com	BRITAM	
56. Anne Teddy Awuri	aworanne@yahoo.com	Uganda Ministry Of Tourism, Wildlife And Antiquities	Senior Officer
57. Josephine N. Albino	naumba.albino@gmail.com	Embassy Of The Republic Of South Sudan in Kenya	Embassy Representative
58. Tobias Opana	Okothopanaff@gmail.com		
59. Didier Habimana	Dhabimana@UNECA.org	UNECA SRO EA	Communications Officer
60. Abdallah Daher Hassan	Leboss66@yahoo.fr		Soos Dineckenr (Ninistere Da Touriste)
61. Hon. Badi Twalib	badibadi94@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
62. Hon. Mary Seneta	m_seneta@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament

63. Hon. Kathuri Murungi	muthuri@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament
64. Hon. David Kariithi	dkariithi2002@yahoo.com	Republic Of Kenya Parliament; National Assembly	Member Of Parliament

ANNEX 4: PHOTO GALLERY



Fig: Dr. Julius M Muia CEO / Hon. Secretary of the National Economic and Social Council



Fig: Honourable Members of the National Assembly, Parliament of Kenya follow the proceedings keenly.







Fig: Mr. Sisay Getachew of Ethiopia Following the Proceedings Keenly



Fig: Dr. Jim Ayorekire of UNECA



Fig: The Djibouti Delegation.