

Investour



VII TOURISM INVESTMENT AND BUSINESS FORUM FOR AFRICA Madrid, 21 January 2016

FINAL REPORT



Table of Contents

1. Introduction	3
2. First Session	7
2.1. Opening ceremony	7
2.2. First round table	12
2.3. Second round table	16
2.4. Closing remarks	20
2.5. Participation data	21
2.6. Comments	23
3. Second Session	25
4. Annex	27
4.1. Technical Secretariat Datasheet	27
4.2. Steering Committee	27
4.3. List of participants by countries	29
4.4. Ministers attending INVESTOUR 2016	37
4.5. Programme	38
4.6. Profile of the Panelists	41
4.7. Media Coverage Report	47

1. Introduction

The Tourism Investment and Business Forum for Africa (INVESTOUR) was held on 21 January 2016 in Madrid, Spain. It was the seventh edition of the Forum, jointly organized by the World Tourism Organization (UNWTO), the Madrid International Tourism Trade Fair (FITUR) and Casa África (organization representing the Government of Spain), on the occasion of the 36th edition of FITUR.

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

As in previous editions, the first session was structured in two round tables: *Challenges of investment in Africa* and *Africa: The future is now*. These two round tables offered the opportunity to exchange views and generate an interactive debate which would yield valuable insights on how to increase the competitiveness and potential of African tourism at the global and regional levels. The second session was devoted to business-to-business (B2B) meetings, a platform that puts African tourism project leaders and potential international partners in direct contact with one another.

The registration for the Forum was launched in November 2015 and closed in January 2016, (deadline extended to maximize registration). Invitations were sent to the Ministers of Tourism of Africa and the Middle East, who were also invited to disseminate the information widely among private-sector tourism companies and associations as well as investment and business promotion agencies in their respective countries, and to encourage their participation. Senior officials from African regional organizations (African Airlines Association –AFRAA–, AFRICAN UNION COMMISSION, EAST AFRICAN COMMUNITY, ECOWAS, ETHIOPIAN AIRLINES, INDIAN OCEAN COMMISSION, UNECA, NEPAD, SADC, RETOSA, UEMOA, African Development Bank –AfDB–) were invited to participate in the Forum, as well as the Organization of Islamic Cooperation (OIC). Note verbal was also sent to all UNWTO Affiliate Members and to the associations of Spanish companies included in INVESTOUR database as well as to INVESTOUR Secretariat's database contacts which includes almost 4.000 contacts.

For this edition, UNWTO, FITUR and Casa África signed an agreement in October 2015 with CEAV (Spanish Federation of Travel Agencies - Confederación Española de Agencias de Viajes) with the aim of actively engaging Spanish travel agencies in the Forum, in particular in the B2B. Mr. Rafael Gallego, CEAV's President also participated as panelist in the first round table (*Challenges of investing in Africa*).

During December, meetings with Spanish institutions were held with the aim to request them to collaborate in disseminating the information on the Forum among their members -Spanish associations, companies and stakeholders of the Spanish private tourism sector and others branches of the economy- given the transversal nature of tourism compared to other sectors. As in previous editions, CEOE and Cámara de Comercio de Madrid sent the invitation letter to

participate in INVESTOUR 2016 to their database contacts encouraging their member companies to take this opportunity to meet with the African project leaders.

The consultant met ICEX Spain Trade and Investment (contact person were Fernando León, Professional Services Department Director, Consuelo Martínez, Professional Services Sector Manager and Sara Ladra, Deputy Director International Cooperation) in order to explore new ways of collaboration with this agency of the Ministry of Economy and Competitiveness of Spain responsible for the promotion of Spanish exports and investments overseas. As a result of this meeting ICEX published a notice on the event in the activities agenda section in its website in December 2015 and also shared this information with the Spanish Inter-territorial Committee for Internationalization, who liaises with the promotion agencies of the Spanish government at regional level and they also disseminated this information among the companies in their respective regions.

Another issue discussed with ICEX was the delegation from World Bank they were organizing at senior level through ICEX's office in Washington who would visit FITUR 2016. According to the new policy of the World Bank Group, tourism is more actively included in the pipeline of projects in developing countries financed by this institution. For its part, ICEX plans to make FITUR, one of the world's most important tourism fairs which is held in Spain, a benchmark for World Bank tourism senior officers with the idea to promote Spanish know-how exports in the tourism sector and thus, contribute to the internationalization of Spanish companies by fostering their participation in tourism projects financed by the World Bank. ICEX explained that their office in Washington was in contact with John Perrottet, Global Lead for Tourism in the Trade & Competitiveness Global Practice, World Bank Group and was organizing an activity during FITUR in which Mr. Perrottet would participate. The consultant explained to ICEX that INVESTOUR Secretariat would be pleased to have Mr. Perrottet as moderator in the first roundtable and ICEX agreed to liaise between Mr. Perrottet and INVESTOUR Secretariat in this goal. At the same time, Institutional Relations and Resource Mobilization Programme in UNWTO was also in contact with John Perrottet with the same purpose and these efforts finally made it possible to secure this relevant figure as moderator in the first roundtable, *Challenges of investing in Africa*.

The consultant also met Club de Exportadores e Inversores de España (Club of Spanish Exporters and Investors) a multi-sector business association nonprofit -companies represented have a turnover figure of 25% of Spanish GDP, and the 40% corresponds to its international business, foreign investments account for a 50% of Spanish foreign investments-. Club de Exportadores de Inversores de España is a reference intermediary among the Spanish private sector and Spanish economic, commercial and diplomatic Administration. They had never collaborated before with the Secretariat and they agreed to do so in this edition and disseminate the information of the event among their members. The same with Cámara de Comercio de España, who was also contacted in this edition and for the first time this institution also collaborated with INVESTOUR Secretariat by sending the invitation letter to participate in INVESTOUR to all the Chambers of Commerce of Spain, who were requested to disseminate this information among their associates.

As mentioned before, for its 7th edition, INVESTOUR was opened to international institutions and companies with the aim of increasing and consolidating the presence of international actors. In this regard the consultant contacted a selected number of foreign Embassies accredited in Spain: Austria, France, Germany, Italy, Portugal, Russian Federation, Turkey, China and India in order to raise awareness about the forum. The Economic and Commercial Counsellors (Attaché) of these Embassies in Spain were contacted and invited to participate in INVESTOUR and to

disseminate the information widely among private-sector tourism companies and associations as well as investment and business promotion agencies in their respective countries, and to encourage their participation in the Forum.

From FITUR, invitations were sent to all exhibitors, companies and contacts of their database. Casa África did the same, in addition to the follow-up with Spanish Embassies in Africa to encourage authorities in different countries to take part in INVESTOUR.

INVESTOUR has once again demonstrated its legitimacy with the public and private sector as a strategic platform for the development of African tourism at FITUR. Indeed, FITUR is one of the world's most important tourism fairs, and in its context, INVESTOUR serves as an excellent showcase for African tourism. Although they could not all be present, for various reasons, it is important to note that more than 410 people registered, demonstrating that this meeting has created, along the way, a legitimate expectation on operators interested by African tourism.

The Spanish Government used this opportunity to symbolize a step forward in its line of cooperation with Africa in this edition, with the participation of two of its major figures. H.E. Mr. José Manuel Soria López, the Minister of Industry, Energy and Tourism officially opened the Forum whilst H.E. Mr. Ignacio Rubio Ibáñez, the Secretary of State for Foreign Affairs formally closed the Forum.

In the field of sponsorships, for its 7th edition INVESTOUR through Casa África secured a sponsorship from PROEXCA.

The two-session structure of this important event has been maintained. The first session, devoted to round tables, offered participants the opportunity to discuss and exchange views on two topics:

1. Challenges of investing in Africa
2. Africa: The future is now

These two topics are more important than ever, and analyzing them yielded valuable insights on how to increase the competitiveness of African tourism at the global and regional levels. The composition and level of the panels were remarkable and appreciated, with moderators from one hand, Mr. John Perrottet from World Bank, vital source of financial and technical assistance to developing countries around the world, and on the other hand, Mr. Olivier Jager from Forward Keys, an innovating and trend changing company which provides operational traveller data intelligence for tactical marketers in the tourism industry. Moreover, the panelists in the first round table were H.E. Eng. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe, H.E. Roger Kacou, Minister of Tourism of Côte d'Ivoire, H.E. Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana, Mr. Peter Norman, Senior Vice President Real Estate and Development for Hyatt Hotels and Resorts and Mr. Rafael Gallego, Spanish Federation of Travel Agencies (CEAV) President, Spain. In the second round table, panelists were H.E. Lahcen Haddad, Minister of Tourism of Morocco, Mr. Matthew Weihs, Managing Director Bench Events, Mr. Greg Bakunzi, Amahoro Tours Director, Rwanda and Mr. Tewolde GebreMariam, Chief Executive Officer, Ethiopian Airlines.

The second session of the Forum took place in the afternoon and was devoted to business-to-business (B2B) meetings. This constituted a strategic platform that put African tourism project leaders and potential international partners in direct contact with one another. It was also an opportunity for companies and potential investors to become known by representatives of African

governments, to exhibit their capabilities in terms of expertise and to demonstrate their commitment to internationalization to Africa, where all the economic projections are quite positive.

This report presents, in detail, the activities of this one day forum, the discussions held during the two round tables, the analysis of participation data and the results of the grade of satisfaction survey to participants. The recommendations and suggestions in order to make improvements in the organization of the next INVESTOUR editions and the technical profile of the Forum have also been captured in this report.

2. First Session

The first session of INVESTOUR took place from 9:00 am to 13:30 p.m. in the twin rooms 107 and 108 of the North Convention and Congress Center of IFEMA. The reception of credentials and in situ registrations started at 09:00 am.

The following dignitaries joined for the opening of the forum; The Spanish Minister of Industry, Energy and Tourism of Spain, H.E. Mr. José Manuel Soria López, H.E. Mr. Ignacio Rubio Ybañez, Secretary of State for Foreign Affairs of Spain, Mr. Luis Padrón, the General Director of Casa África, Mrs. Ana Larrañaga, Director of FITUR, H.E. Mr. Taleb Rifai, the Secretary General of UNWTO and the following Ministers of tourism of Africa and the Middle East:

1. H.E Ammar GHOUL, Ministre de l'aménagement du territoire, du tourisme et de l'artisanat de l'Algerie
2. H.E. Tahirou Barry, Ministre de la Culture et du Tourisme du Burkina Faso
3. H.E Roger Kacou, Ministre du Tourisme du Côte d'Ivoire
4. H.E Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana
5. H.E Guillermina Mekuy Mba Obono, Ministra Delegada de Información, Cultura y Turismo de Guinea Ecuatorial
6. H.E Hon Najib Balala, Cabinet Secretary for Tourism of Kenya
7. H.E Mr.Jacques Ulrich Andriantiana, Ministre du Tourisme, des Transports et de la Météorologie of Madagascar
8. H.E Mr. Lahcen Haddad, Ministre du Tourism du Maroc
9. H.E. Mr. Silva Armando Dunduro, Minister of Tourism of Mozambique
10. H.E Dr. Mohammed Abu Zaid Mustafa, Minister of Tourism, Antiquities & Wildlife of Sudan
11. H.E. Mr. Alain Saint-Ange, Minister of Tourism and Culture of Seychelles
12. H.E. Mr. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe
13. H.E. Ms. Rula Ma'ayah, Minister of Tourism and Antiquities of Palestine
14. H. E. Michel Pharaon, Minister of Tourism of Lebanon

2.1. Opening ceremony

The opening ceremony started with the welcome address of Elcia Grandcourt, the UNWTO Regional Director for Africa, who had the honor to serve as master of ceremony for the event. After providing the audience with the latest UNWTO World Tourism Barometer figures on international tourists arrivals, which grew by 4.4% in 2015 to reach a total of 1,184 million in 2015 while the limited data show an estimated decrease of 3% in Africa, Mrs. Grandcourt made mention of the publication "Tourism in Africa: A tool for development", a joint publication initiative by Casa África and UNWTO Affiliate Members Programme and then introduced and invited the following speakers for their opening remarks: Mr. Luis Padrón, General Director of Casa África, Mrs. Ana Larrañaga, Director of FITUR, H.E. Mr. Taleb Rifai, Secretary General of UNWTO and finally invited H.E. Mr. José Manuel Soria López, the Spanish Minister of Industry, Energy and Tourism to officially launch open the Forum.

Mr. Luis Padrón, welcomed the participants to the seventh edition of the Forum and expressed the satisfaction of Casa África, who has witnessed how INVESTOUR consolidates and grows

stronger every year. For him, this Forum is now consolidated as the landmark African meeting point in FITUR and constitutes a space for reflection and a meeting point for the African tourism sector on one side and on the other, for the Spanish tourism sector and also the international actors present in this edition who are also interested in the tourism development in Africa. Mr. Padrón claimed that for Casa África, a Consortium formed by the Spanish Ministry of Foreign Affairs, the Government of the Canary Islands and the Municipality of Las Palmas representing the Spanish political and economic diplomacy linked to the Spanish foreign policy it is a proud to have created and been part of INVESTOUR since its first edition together with the other co-organizers, UNWTO and FITUR. Moreover, the greatest reason for satisfaction is to confirm its progress and growth year by year and to witness its capacity to raise the interest of professionals, institutions, governments and media both African and international, he added.

While recalling the mission of Casa África to promote the relationship between Spain and the African countries and generate and increase the existing networks between the two regions as an instrument of Spanish public diplomacy, Mr. Padrón stated that INVESTOUR endorses this goal in the tourism sector, a sector in which Spanish figures and companies' know-how are nowadays a worldwide benchmark. The Director General of Casa África described INVESTOUR as a space for debate and experiences exchange in the tourism field and it addresses the issues and concerns for African stakeholders in regards with the potential of the sector and the strategies for its development. Among these issues, he mentioned Foreign Direct Investment, innovation, infrastructure, connectivity, visa policy, services improvement and he said that these issues are more than ever on the map of the region.

Mr. Luis Padrón welcomed all the Ministers, Ambassadors, entrepreneurs, professionals, experts, officers present in this edition and offered a special word to thank the Confederación Española de Agencias de Viaje (CEAV), partner for the first time in this edition. Mr. Padrón also took this opportunity to recall the audience present last year about the signing of an agreement between Casa África and UNWTO to prepare the publication "Tourism in Africa: A tool for development", which was officially presented in UNWTO 21st General Assembly held in Medellín, Colombia, in September 2015. Mr. Padrón mentioned that for the first time in years, 2015 has seen a 3% decrease in the arrivals of international tourists in Africa, particularly due to the terrorists attacks in several countries in the North of Africa. However, fortunately this negative impact has not been reflected in the figures of sub-Saharan countries. Mr. Padrón expressed his solidarity with the peoples and the countries affected by these terrorists attacks and encouraged them to look ahead and foster the tourism sector since it is one of the areas with more potential in the region and constitutes a driver for socio-economic development in the local communities. Yet 20 million people in Africa live on tourism, of them 9 million directly live on tourism while 11 million people indirectly benefit from the tourism incomes as pointed out by the African Development Bank in its last report on tourism. Mr. Padrón added that according to the World Travel & Tourism Council (WTTC), the income from tourism in Africa reached 44,000 million dollars in 2015 representing a 3.5% of the global income from tourism sector in the world and tourism in Africa accounts for 8% to GDP in African countries and 7% to employment in the continent. For his part, the World Bank has declared that they are strengthening their funding lines in the tourism sector in the African region.

Mr. Luis Padrón then concluded his speech by recalling that for seven years, Casa África has supported the UNWTO and FITUR in this initiative with the aim to make this Forum a reality and by thanking solemnly the Canary Islands government, Casa África's trustee, and its public corporation, PROEXCA for its continuous support and financial contribution in this edition of INVESTOUR.

After the intervention of the Director General of Casa África, it was the turn of Mrs. Ana Larrañaga, Director of FITUR, who first expressed the commitment of FITUR with Casa África and UNWTO in the goal of driving the socio-economic development of African countries through the tourism sector. This year, FITUR gathers more than 9.000 exhibitors and over 220.000 visitors will attend the exhibition and Mrs. Larrañaga invited all the participants in INVESTOUR to exchange experiences and knowledge in the morning session and then meet with companies and projects in the B2B session in the afternoon and make the most of this excellent opportunity to do business in the tourism field with the African countries.

Then it was the turn of Mr. Taleb Rifai, Secretary General of UNWTO, who started his intervention by thanking Casa África and FITUR for being partners in this initiative and expressed that after the first five editions of any international event it becomes part of the values of the organizers and this is what INVESTOUR means to UNWTO, FITUR and Casa África.

Mr. Rifai thanked the participants for their time which shows the interest that this Forum produces and extended a warm welcome to the CAF Chairman H.E. Eng. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe and CAF Vice- Chair, H.E. Mr. Roger Kacou, Minister of Tourism of Côte d'Ivoire as well as all Ministers from Africa and the Middle East Ministers present and all Ambassadors and delegates who joined the event. Mr. Rifai also said a special welcome to the representative of the World Bank and to all companies and partners present in INVESTOUR 2016.

UNWTO Secretary General then said that tourism continues to grow despite many challenges. In 2015, international tourist arrivals grew by 4.4% to reach 1.184 million – this means 50 million international tourists in one single year. He stated that regional results were impacted by several factors, among them the concerns over safety and security, and Africa was not immune to the volatility that the world is facing. The figures in the African region show the concerns about Ebola virus and the tragic events affecting Tunisia. However, Mr. Rifai underlined that these issues are under the responsibility of the international community and not under the responsibility of a single country – Mr. Rifai put Burkina Faso, Mali and Tunisia as an example – and no country can face these challenges on its own and this is why the whole international community must act together.

Yet, prospects for the region show a full recovery in 2016 with arrivals expected to grow by 2% to 5% and continue to grow to reach 134 million by 2030 up from 53 million last year, which means doubling the current figures. Africa still represents a small percentage in the global figures compared to its potential, Mr. Rifai said. Africa's tourism potential is undeniable and so it is the potential of tourism to drive development in the region. To fulfil such potential we still need to address critical issues such as infrastructure, air connectivity, visa facilitation, safety and security, human capital development and the image of the region. Mr. Rifai underlined that it is essential to fine tune the image of Africa and make it reflect reality as closely as possible – we need the world to see us the way we really are – he said.

UNWTO is very pleased to see a growing number of countries in the region having placed tourism as a priority in their development agenda and Mr. Rifai expressed his commitment to continue to work closely with all its Members to address these issues and make of tourism a flagship economic sector for Africa.

In this context, he invited the audience to use the recent UNWTO report "Tourism in Africa: A tool for development", done with the support of Casa África, a document that provides African destinations with the appropriate tools and techniques to assist them in increasing their

competitiveness in the current rapidly changing marketplace. Mr. Rifai warmly thanked Casa África, the Ministry of Foreign Affairs and Cooperation of Spain and the country as a whole. Mr. Rifai highlighted that the close relationship between Spain and Africa is symbolized by the fact that from the Southern part of Spain one could even see and almost touch – he literally said - Morocco's seashore.

Mr. Rifai said that 2015 was a remarkable year for the international community as world leaders adopted a set of Sustainable Development Goals that should guide our action towards 2030. Tourism is included in the SDG's (Goals 8, 12 and 14) and it is recognized for its capacity to deliver on economic growth, job creation, the promotion of local culture and the protection of natural resources. Indeed, the sector's capacity to foster sustainable development is increasingly recognized at the global level. The Secretary General of UNWTO expressed that he was happy to share with the audience that the UN has adopted 2017 as the International Year of Sustainable Tourism for Development.

Mr. Rifai also said that he was very pleased to announce that the Government of Côte d'Ivoire will be hosting, together with the 58th Meeting of the UNWTO Commission for Africa, the annual 10YFP Sustainable Tourism Conference & Symposium on Accelerating the Shift towards Sustainable Consumption and Production Patterns (SCP) in Abidjan from 19 to 21 April and invited the audience to visit this beautiful country.

Returning to the programme of INVESTOUR Mr. Taleb Rifai concluded by emphasizing the relevance of this Forum and encouraged all the participants to get the most out of this event that is consolidated as a strategic platform that puts African tourism project leaders and potential international partners in direct contact with one another. This 7th edition of INVESTOUR demonstrates the steady interest and potential of Tourism in Africa and INVESTOUR has become a recognized platform to understand and maximize the potential of tourism in Africa and we thank all our partners for making this possible – Mr. Rifai said.

Mr. Rifai thanked the Secretary of State for Foreign Affairs, Mr. Ignacio Ybáñez for his support and presence in the opening ceremony and the Spanish Minister for Industry, Energy and Tourism, José Manuel Soria, who would join the ceremony despite a tight schedule and would officially launch the Forum and also warmly thanked all Ministers from Africa and the Middle East for their engagement.

Finally, Mr. Rifai thanked also our long time partners, in particular Mrs. Ana Larrañaga, FITUR Director and Casa África, for their strong and continuous support in realizing this event and finalized his intervention by wishing everyone a successful event.

After the intervention of UNWTO Secretary General, Mr. Jean-Marie Somet, Director General of Côte d'Ivoire Tourism shared a presentation on Côte d'Ivoire since they would be the proud host of UNWTO's 58th Commission meeting for the Africa region. Mr. Somet started by expressing his sincere gratitude for accepting the candidature of his country to host the CAF Meeting. Mr. Somet stated that there are 25 airlines operating routes to and from Côte d'Ivoire, one of them their national flag carrier. Abidjan airport infrastructure has registered an impressive increase in the numbers of tourist arrivals, from 6,000 two years ago to 1.5 million this year. Abidjan airport's infrastructures are being improved and the city of Abidjan houses 5 million inhabitants of the 22 million people in the country, increasing its hotel offer to 34,000 beds and the main hotels present in the country are– IBIS, SOFITEL, PULLMAN, etc. Mr. Somet described the amenities of SOFITEL, the hotel where the CAF meeting will be held and listed the features of the country as a

tourism destination - varied culinary specialities, national parks, biodiversity, agro-tourism, sports and leisure, sun and beach, etc. Mr. Somet explained that tourism had a stronger relevance in GDP terms in Côte d'Ivoire, from 0.60% in the past to 4.8% currently. New hotel investments are being made and some new hotels are being constructed and will be soon inaugurated, i.e. Radisson, among others.

After his intervention, Mr. Somet presented a video presentation on Côte d'Ivoire and right after the participants witnessed the signing of the agreement between UNWTO and Côte d'Ivoire to host the 58th UNWTO Commission for Africa (CAF) to be held in 19 to 21 April 2016 in Abidjan, Côte d'Ivoire.

The signing of the CAF Agreement was then followed by the intervention of H. E. José Manuel Soria, Minister of Industry, Energy and Tourism of Spain who officially inaugurated the Forum.

Mr. Soria started his intervention by thanking Mr. Rifai for his full commitment, continuous support and leadership at the forefront of the UNWTO, whose role is decisive and constitute an example to policy makers responsible for the promotion of sustainable tourism as an inclusive socio-economic driver as well as to public and private stakeholders in the tourism sector at global scale. Minister Soria also thanked Mr. Luis Padrón, Director General of Casa África, who has consolidated this Forum as a platform to promote investments in Africa, particularly in the tourism field and extended this Forum to the participation of Ministers of Tourism of the Middle East region. Mr. Soria then warmly thanked IFEMA for making this Forum possible and also shared his gratitude with his counterparts, Ministers of Tourism of the African countries and the Middle East present in INVESTOUR 2016 and in the 36 edition of FITUR, one of the world's most important tourism fairs, which is held in Spain. Minister Soria stated that Spain has consolidated its position as one of the world leaders in tourism but still it has much to learn from other countries and he strongly believes that Spain can share its know-how and experience while also learning lessons in terms of new boost and enthusiasm from the African countries towards tourism as key sector in their respective economies.

Tourism has experienced a continued growth and diversification is to become one of the fastest growing economic sectors in the world and the proof of this are the recent figures on tourism in 2015. International tourist arrivals almost reached 1,200 million in 2015, which means that more people travel around the world and this reveals, first that the income per capita is increasing in many countries, secondly that this increasing disposable income per inhabitant is devoted to consumption and, thirdly, that a part of this increasing disposable income per inhabitant devoted to consumption is intended for tourism purposes. This fosters investments and economic activity in the tourism sector and this generates employment, wealth and prosperity. According to these results and the prospects for future years, estimated in a 4% growth, these figures could well become 1.400 million tourists by 2020. This will mean an opportunity for mature markets but specially, it will be an excellent opportunity for emerging tourism destinations, in particular in Africa and Middle East countries. Tourism development in Spain has been very positive in the last years and according to provisional data from January to November 2015 and prospects for December (December figures are not consolidated yet) the country would have closed the year with almost 68 million tourists, which would place Spain as the third country in the world in numbers of tourists arrivals and in second place in terms of volume in tourists expenditure, which would amount to 65.000 million euro and represents one of the main items in the Spanish balance of payments.

In words of Mr. Soria, according to the Economic World Forum, Spain ranks second in tourism competitiveness in the world, a comprehensive indicator that every two years measures different aspects (natural and climate conditions, beaches, diversification of tourist offer –gastronomy, urban, shopping, culture, heritage, health segments-) and also security in tourist destinations. For Spain, tourism is a success story sector but Mr. Soria highlighted that success in the past does not mean success in the future because tourism is a dynamic and changing economic activity in a changing world where all sectors - agriculture, industry, energy, trade, transport- are in constant transformation and so are tourism and consumers.

Mr. Soria highlighted that tourists are increasingly more demanding, requiring customized services and unique experiences and are well informed through mobile applications and in this sense it is important that countries do not only offer infrastructures and services but also IT solutions to satisfy the needs of the digital tourist. Spain is aware of the importance of adapting to the challenges and demands of these changes to maintain its leading position, Mr. Soria said during his intervention. He also stated that African and Middle East countries have a huge potential and although 2015 has seen a decrease in tourists arrivals in Africa due to special circumstances – terrorism and Ebola were the reasons mentioned by Mr. Soria – projections for 2016 are very positive and this year the African countries are in a position to return to the growth path. Mr. Soria highlighted that African countries are above the average in economic growth metrics and prospects show that the market is on an upward trend and he stated that Spain can contribute to increase investments in the region and Spain can and wish to share the experience and know-how accumulated for decades – companies, entrepreneurs, investors, professional, tourism schools – with the African countries. However, Mr. Soria added that it is key to address some challenges that some African economies are facing: firstly, improve the connectivity; secondly, engage the private sector in the design and implementation of public policies in the tourism sector; thirdly, adapt the economies to the digitalization process and provide the countries with the appropriate digital infrastructures to ensure digital connectivity and use of modern technologies; in fourth place, improve capacity building to ensure excellency in service delivery; in fifth place, ensure security in all areas but, in particular, in regards with terrorism and in this sense all countries in the world - Mr. Soria concluded – need to channel all efforts to win the battle against terrorism and need to be convinced that with the help of everyone this battle will be won and this will be good for tourism and the economy but also for the freedom, stability and peace in Africa, in Europe and in the whole world.

Mr. Soria officially inaugurated the Forum and then the Minister, Mr. Rifai, Mr. Luis Padrón, Mrs. Lourdes Sierra (on behalf of FITUR), the dignitaries, ambassadors and head of delegations from participating countries posed for an official photo right after the opening ceremony. The official photo was followed by the two round table sessions and the first part of the program ended with the closing remarks by H.E. Mr. Ignacio Rubio Ybáñez, Secretary of State for Foreign Affairs of Spain.

2.2. First round table

The first round table on "Challenges of investing in Africa" was moderated by Mr. John Perrottet, Global Lead for Tourism in the Trade & Competitiveness Global Practice, World Bank Group. The panelists were:

- H.E. Eng. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe
- H.E. Roger Kacou, Minister of Tourism of Côte d'Ivoire
- H.E. Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana
- Mr. Peter Norman, Senior Vice President Real Estate and Development for Hyatt Hotels and Resorts
- Mr. Rafael Gallego, Spanish Federation of Travel Agencies (CEAV) President, Spain

In his introduction, the moderator shared with the audience the figures of finance from World Bank in the tourism sector: between 3.6-4.0 billion dollars are devoted to finance tourism projects with several projects on the way, some of them in Africa. 2.5-2.7 billion dollars are classic World Bank lending to countries and providing assistance to them to achieve the Millennium Development Goals. While 1 billion dollars goes directly to the private sector, half of it is direct investment in hotel and private companies and another half billion goes to other private funded tourism-related infrastructures – airports, airlines, facilities for cruise vessels– and even if these figures are relatively modest, Mr. Perrottet claimed that World Bank plans to continue to finance projects in the tourism field in Africa since the demand is increasing. In December 2015, World Bank held an event where its President took the lead in tourism and in his opening speech he said that if tourism is done well it is recognized as a driver for socio-economic inclusive development. However, according to Mr. Perrottet, this inclusive development is not going to happen unless there is investment and this investment needs to come both from foreign investors and the domestic markets themselves. It is the investment that creates the jobs, the jobs that delivers the income and the income that allows people to pay for services, to send their children to school, to purchase health facilities and it is the consumption that ultimately spurs economic growth. But investment is a hard work, there have to be sound policies and practices, it is necessary to remove some barriers and today – he said – we are going to look a bit closer at those barriers. He first stressed on the issue of doing business in Africa, there are some statistics which help us understand the region's performance and indicators which show some risks related to the legal frameworks in practice in some countries. Nowadays there are also a number of safety and security issues coming up, all this together with the issue of air connectivity. All these issues are on the table and the panelists would address these questions during this morning session.

Mr. Perrottet then welcomed the panelists in the first round table and introduced them to the audience by highlighting the high level of speakers who represented both the private and the public sector. He then recalled the questions that were to guide the discussion at the roundtable and gave the floor to the various panelists:

1. ease of doing business in Africa,
2. removing the risks involved by ensuring the right legal and policy framework in investment-related issues are in place,
3. changing the narrative of the Image of Africa which impacts on the perception of foreign investors,
4. implementing good communication practices, proper crisis management, and
5. enhancing air connectivity are highly essential to ensure successful investment projects in tourism in Africa.

Starting with the issue of the image of Africa, Mr. Perrottet first gave the floor to H.E. Eng. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe and Chairman of the UNWTO

Commission for Africa. Mr. Mzembi emphasized some of the issues mentioned by Mr. Soria in his intervention and how he captured five of the challenges and how he seized them: first, dimension of air connectivity; second, inclusivity and the absence of inclusion, especially of the private sector in the design of policies and make them friendly; third, the digitalization and how it is vital that the countries move on in the use of ICT; fourth, training and capacity building as a tool to close the gap between human interaction; in fifth place, the issue of security, which includes not only terrorism, but also safety in destinations, Ebola and other issues. These five questions condition the image of Africa, as it was highlighted in the UNWTO Regional Conference Enhancing Brand Africa - Fostering Tourism Development held in Accra, Ghana, from 17 to 19 August 2015. Mr. Mzembi claimed that following on from this Conference, the UNWTO Commission for Africa has taken the agenda for all the resolutions drafted and has come up with various forums, like this INVESTOUR edition, to be an operational arm for the African Union. He then added that we should be able to connect all these resolutions with its execution and implementation by African Union and Mr. Mzembi added that later on, in the Ministerial Lunch to take place after the morning session, he, as CAF Chairman, would inform his counterparts, Ministers of Tourism of the African region on the actions discussed with African Union regarding the resolutions adopted by the region in the tourism sector.

Then H.E. Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana took the floor and said that African leaders are attracting Foreign Direct Investment and Ghana is a showcase. Ghana is easing doing business in the country and putting in place policies to create a friendly environment to attract investors by ensuring it is easy to get permits, registering companies and allowing profits from companies to be converted to any currency and repatriate profits. The government has also tax exempted several tourism businesses for the first five years and has adopted other measures such as declare imports duty free for foreign established companies. Together with this, Ghana is making an effort in ensuring a stable political framework and establishing fast track courts to guarantee that in case of any commercial disputes, the litigation does not cost too much and does not take too long to be solved. All these measures aim at creating a friendly environment for investors in Ghana, the Minister said.

H.E. Roger Kacou, Minister of Tourism of Côte d'Ivoire started his intervention by saying that success in the tourism field relies on a mix of issues: security, infrastructures – airports, highways, ports, etc – digitalization, health infrastructures and services and this requires a cross-sectoral approach. For H.E. Roger Kacou it is also vital to create a sound and friendly political and legal framework that ensure foreign investment attraction. Côte d'Ivoire has upgraded its judicial system and has put into practice a sound legislation that covers different areas – land tenure, taxes, labour market, etc. Mr. Kacou also claimed that even if it is not possible to ensure the private sector a zero risk in their investments it is key to minimize the possible risks when deciding to invest in a country and all countries in the region should make an effort and create legal and policy frameworks that ensure that investing in Côte d'Ivoire, Ghana, Zimbabwe or any other African country is as safe as investing in France, Spain or United Kingdom. Mr. Kacou concluded by stating that Côte d'Ivoire is making all efforts to make the country an emerging economy by 2020 and make sure that tourism is a key driver for socio-economic development in the country.

The hotel industry is a cornerstone in the tourism sector and in this sense, Mr. Peter Norman, Senior Vice President Real Estate and Development for Hyatt Hotels and Resorts noted that is important that the hotel industry has a close eye on what is happening in the region to know if they are where they need to be according to their business development strategies. It is important

that hotels are where tourists wish to travel and satisfy their guests' expectations and needs. Mr. Norman stated that he has been witness to all the changes that the Ministers have been mentioning in their interventions. There has been an improvement in the infrastructure in doing business and the ease of doing business in Africa has been getting better and better to the extent, Mr. Norman noted, that Hyatt has a development office specifically in the region in order to continue with the growth of the hotel group. The other hotels chains are experiencing the same and over the last years the region has seen a rapid expansion in hotel chains presence as the legal systems have been improving and as easing business is getting better. Mr. Norman welcomed the incentives that governments in Africa are putting in place to encourage investors to come to their countries and minimizing the potential risks of investing and leaving the risks to the supply-demand issue, to the economic aspect of the investment, as anywhere else, but not increasing the risks due to wrong or inappropriate legal and policy frameworks. Mr. Norman said that when we look historically at the volume of new supply for international hotel chains, it has traditionally been in the North region of Africa but over the last few years this is changing and now the deals are coming through sub-Saharan Africa and this is thanks to the continuous growth of the continent, even if each country is moving at a different speed. However, this is also a challenge to any hotel chain or any other major international company because it requires analyzing each country individually to base the decisions on which country to invest in. Mr. Norman concluded by highlighting that Africa should not be looked at as a whole but we need to look closer at every country and understand each country situation.

Mr. Perrottet then gave the floor to Mr. Rafael Gallego, Spanish Federation of Travel Agencies' (CEAV) President and asked him for his insights on how access and air connectivity constitute a barrier to the African tourism market in terms of high costs for internal travel and expanding new markets and to which extent this is an obstacle for Africa to take advantage of the opportunities in the tourism sector. In the words of Mr. Gallego, the traditional markets in Africa for Spanish tourists have been Morocco and Tunisia, the latter affected by the tragic events that have recently hit the country. In the sub-Saharan region, Gambia is a tourist destination for Spanish tourists primarily thanks to its proximity with Canary Islands and relatively good air connectivity conditions between them. To Mr. Gallego, in first place it is key to establish agreements with reliable airlines – in this sense Mr. Gallego added that some national airlines are included in the European Union black lists and are not allowed to travel to European countries. Secondly, Mr. Gallego welcomed the measures adopted by the countries – he specifically mentioned the good job done by Ghana and Morocco and finally he mentioned the challenges in security issues. Mr. Gallego claimed that the strength of Africa is its potential and the fact that the region remains undisclosed for many Spanish tourists. In this point, Mr. Gallego invited all the Ministers present in the Forum to liaise with CEAV and its members and concluded his intervention claiming that the Spanish travel agencies are willing to have a better knowledge of Africa as a tourist destination and work more closely with African countries.

Mr. Mzembe then underlined the importance of understanding the significance of tourism as an economic pillar and a tool for sustainable development for the African region and the need to engage stakeholders and decision makers and other role players in the national economies. The route to achieve this is by mainstreaming the common grounds agreed by all countries in terms of tourism. The same as agriculture was regarded as a pillar in the economies of African countries and policies and strategies were put into practice by the national policy makers and heads of state were convinced that more budget from the GDP should be devoted to agriculture promotion, it is vital now for Ministers of Tourism in Africa to join their efforts to convince their respective heads of state of the importance of tourism as an economic pillar and lobby and advocate for a

minimum of at least 1 per cent support in promotion and raising visibility of the African tourism product and promote it in international media (CNN, BCC, etc.). Mr. Mzembi also discussed the issue of air connectivity and stated that aviation future relies on three areas: government intervention, which mean governments creating sound policies which comply with international standards and engage heads of state of African countries in the open sky policy; the second area is airports and feature appropriate infrastructures to accommodate large craft airplanes and global coalitions since none of the national economies can make this way alone and except from some examples such as Ethiopian Airlines or Kenya Airways, aviation needs the support of all the countries in the region and now more than ever before the Ministers of Tourism need to capture the attention of their respective heads of state and consolidate the impulse given to tourism policies. Mr. Mzembi concluded his intervention with a statement on the importance of more collaboration and interdisciplinary approach and the need of getting from the isolation of each country and work together. As an example Mr. Mzembi cited the issue of the common visa and the need to engage national authorities other than tourism ones, for example, Ministers of Foreign Affairs in the African region.

Mr. Norman added to his previous intervention the importance to ensure hotel chains planning to invest in a country that they will be able to fill the hotel with tourists and businessmen and in order to achieve this it is crucial to facilitate access into the country.

Mr. Perrottet, added that this roundtable was an excellent opportunity to discuss very important and topical issues at the moment and one of the conclusions from this round table was the need to establish common grounds for private and public sector collaboration and work together in the several layers of cooperation identified. This morning session has shown that things are going in the right direction, governments are making valuable progress and are working to create an appropriate and sound legal and policy framework to attract the private sector and although it takes time to change things the prospects are positive and there are reasons to be optimistic and believe that things are moving forward.

Mr. Perrottet then concluded the roundtable by thanking the distinguished panelists for their fruitful exchange and all participants for their presence and invited them to join in future occasions.

2.3. Second round table

The second round table on "Africa: The future is now" was moderated by Mr. Olivier Jager, CEO and Co-founder of Forward Keys. The panel was composed of:

- H.E. Lahcen Haddad, Minister of Tourism of Morocco
- Mr. Matthew Weihs, Managing Director Bench Events
- Mr. Greg Bakunzi, Amahoro Tours Director, Rwanda
- Mr. Tewolde Gebremariam, Chief Executive Officer, Ethiopian Airlines

The moderator started by extending words of thank to the organizers of the Forum and extended a warm welcome to the distinguished members of the panel and before giving the floor to them he made a brief presentation on some figures and unique findings his company, Forward Keys had done. Mr. Jager's company is specialized in providing applied traveller intelligence to tactical

marketers. Forward Keys provides hoteliers, retailers and stakeholders in the tourism industry with metrics and statistics on tourism performance to understand travel and tourism trends and help them in their decision-making process. Mr. Jager shared with the audience the positive figures of African economies and also of tourism, despite 2015 decrease in international tourists arrivals due to the crisis in the region (terrorism, Ebola, etc.). From the demand side, prospects are also positive, the number of reservations until June 2016 have increased. The question then is about the offer, according to Mr. Jager. What are the airlines making available in front of this demand? Mr. Jager stated that the answer is also positive since the number of seats available in airlines travelling to and from Africa would also meet this demand, according to the data available.

Then Mr. Jager shared with the audience some successful case studies:

In 2015 the South African government put in place a new visa programme to protect the countries and the citizens from child trafficking but the new process made it more complicated for families from around the world to get a visa to travel to South Africa; as a result, reservations from families to visit South Africa decreased by 6.4%; in the light of these results, the South African government corrected this measure. Mr. Jager then added that leisure travelers are indecisive and unstable, they can change their mind at any time and make an alternative reservation for an alternative destination.

Another point Mr. Jager focused on to spur the debate was that of Ebola and how much it has damaged the region. Although the outbreak of this epidemic was located in some western countries, all countries, even South Africa or Zimbabwe, far away from the disease focus, have suffered numerous cancellations of bookings since the beginning of the epidemic. This illustrates the importance of being aware that misperception about the outbreak has affected the whole of Africa and a poor communication on these matters and these situations are inappropriately generalized throughout the region. If something happens in one country in Africa it will impact on the image of the continent as a whole. There is a brand Africa and the image, effective communication and proper crisis management in the region is an issue to improve.

The third example Mr. Jager used to generate a dynamic debate in this round table was the case of Ethiopia and its national airline, Ethiopian Airlines, whose CEO, Mr. Tewolde GebreMariam was also panelist in this round table. Mr. Jager claimed that Ethiopian Airlines is a successful airline with a fantastic hub in Addis Ababa. Each and every destination in Africa believes that it has to have its own airline and hub to foster direct air connectivity. However, looking closer at the metrics, the growth of Ethiopian airlines is faster than that of Addis as a hub and this showcases, according to Mr. Jager, that the travel industry is a value chain.

Then, Mr. Jager welcomed all the panelists in the second roundtable and invited them to join the stage. Mr. Jager started by asking Mr. Tewolde GebreMariam, Ethiopian Airlines' CEO how the airline makes its decisions in order to match the supply with the demand and to anticipate the demand prospects. Mr. GebreMariam stated that Ethiopian Airlines is the largest airline in Africa operating 92 destinations around the world, 52 of them in Africa; it has the youngest fleet with 78 planes and carries 7.4 million passengers per year, covering the entire sub-Saharan Africa. For each travel segment (leisure, business, etc.) the airline plans how to match the supply with the demand. For example, for leisure segment, the largest part of tourists come from Europe, followed by the USA, Middle East and Asia, in particular China. Their plan capacity is based on demand, by using ICT tools and they also forecast demand by analyzing previous year's figures provided by the travel agencies.

Mr. GebreMariam said that the challenges are daunting in Africa, the continent is not as well connected as the rest of the world, in part because, (and in this Ethiopian Airlines's CEO agreed with H.E. Eng. Walter Mzembi's words,) of the fact that there is a lack of national policies at country and regional level and especially inter-Africa connectivity is far behind the demand for a handful of reasons. For instance, as mentioned before, the lack of national policies that could stimulate and encourage the airlines to connect two points. Unlike Europe or USA, where air traffic is dense, the inter-Africa traffic is small and fragmented and this creates a vicious circle: the airlines wish to increase their capacity, they wish to attract travelers who are not traveling by air today and to achieve this they need to offer them affordable fares, cheaper and more competitive than they are today but this is not possible due to the high taxes, unreasonable high compared to the rest of the world and due to the high prices of oil. Even now, when the international oil prices are low, in Africa the jet prices are high and compared to a 1.25 dollar in Washington or a 1.50 dollar in Europe per gallon of jet fuel, in Africa they pay 4 dollars per gallon of jet fuel. According to Mr. GebreMariam, the reasons behind these high prices are taxes, refining and inland transport and the government does not help to reduce these prices. Together with this, infrastructure costs, airport costs, navigational and operational fees in Africa are high and most of these metrics are controlled by governments and they have direct or indirect influence in these charts. All these factors make that air fares are very high in Africa and are not affordable for the average person travelling in Africa. Mr. GebreMariam advocated for the idea that if governments really wish to promote inter-Africa or international tourism in Africa, they should address these crucial issues and embrace tourism as a strategic sector.

Then Mr. GebreMariam explained that people in Africa are forced to travel to Europe in order to reach a neighboring country in the region. To alleviate this situation, they have established a new airline in West Africa, Asky Airlines on the initiative of West African governments, and it has its head office in Lomé, Togo. It operates across several West and Central African countries, operating out of its hub at Lomé-Tokoin Airport. Before Asky, travelling from Côte d'Ivoire to Ghana or to Togo or Nigeria was extremely difficult and now this airline has solved this problem in the area. However, this airline is suffering the issues mentioned before and to Ethiopian Airlines' CEO, it is crucial that governments address these challenges and create a sound legal and policy framework at the national and regional level.

After Mr. GebreMariam, H.E. Lahcen Haddad, Minister of Tourism of Morocco took the floor and started his intervention by claiming that low cost airlines have been dominating Moroccan skies to a 50% approximately. Mr. Haddad also agreed with Ethiopian Airlines' CEO that despite the decrease in international oil prices, fuel for airplanes is still high and suggested that countries should take some measures to avoid this. First, he proposed that countries should create a fund to deal with the fix change rate with the dollar because when oil prices go down the dollar usually goes up and this is a recurring problem in financial markets. A second issue is about taxes, airport taxes are high and airport authorities should work to reduce the taxes that airlines pay since airport connectivity is a very important challenge for countries that wish to develop their tourist destinations. Another issue is to develop joint strategies between certain regions and open routes to connect countries in a specific region. In this point, Mr. Haddad acclaimed the good work done by Ethiopian Airlines in the Eastern region and Royal Air Morocco in the Western region, where this company has connections with more than 30 air hubs. However, he added that this is not enough and interregional connectivity has to be improved. Mr. Haddad also congratulated Côte d'Ivoire on their efforts to be a hub for their neighboring nations in the region.

The Minister of Tourism of Morocco then commented on the theme of the image of Africa and he underlined the importance of creating regional brands and marketing tools to differentiate African destinations and address the problem of communication in moments of crisis, such as Ebola and try to avoid stigmatization as a consequence of seeing the region as a whole. Africa is a mosaic of 54 countries each with its specificities and this should bring all analysts to take into account this diversity and plurality of the region.

Another important challenge for Africa as a tourist destination is how countries measure tourism metrics and according to Mr. Haddad there are two indicators. Domestic tourism figures on one side are important since the more people within the country travel, the more the destination becomes mature in the sense that there is a middle class that consumes the product. Yet, a second indicator is how much tourism a country receives from outside Europe, since African destinations depend to a large extent on Europe and it is important to branch off to diversify the markets and this is also a challenge for the region. Mr. Haddad mentioned some examples, such as Brazil, China, India, markets which are close to the continent and he noted that it is key to develop and improve air connectivity with those regions.

Finally, Mr. Haddad also emphasized the need to undergo a digital revolution in Africa and take the most of the IT tools in regards with tourism. He said that some countries like Kenya, South Africa, Namibia and Morocco had done a very good work in this regard and had invested in IT to increase digital visibility but in general terms there was still a long way to go.

After the Minister of Tourism of Morocco, Mr. Greg Bakunzi, Amahoro Tours Director, Rwanda took the floor and said that his country had gone half the way of the bridge and explained that they had done great efforts in the promotion of tourism and the country has opened its doors to other countries by, for instance, implementing a visa policy that facilitates entrance into the country without a long wait and visa procedures have been simplified so that now it is easy to get a visa online. Mr. Bakunzi agreed with the speakers that it is capital to promote domestic tourism and be self-confident in the strengths of the region and be aware of its potential to attract tourism from abroad. The moderator then asked Mr. Bazunzi how his company specifically promotes Rwanda as a tourist destination and differentiates it from other regions. To this question, Mr. Bakunzi replied that tourism in Rwanda is promoted through the government institutions and the Office of Tourism of the country and underlined the need to build strategies to promote domestic tourism, engage local communities and open the borders to and from Rwanda so that all stakeholders in the tourism industry in Africa can see what other countries are doing and be open for international investors to come to the country. As an example, he added before concluding, a person from Rwanda, Uganda, Kenya or Tanzania can travel to one of these countries without a passport, only with an identity card and this is easing travel within the region and it is the only way to attract foreign investors.

It was then the turn for Mr. Matthew Weihs, Managing Director Bench Events, who said that this kind of debate is really driving the development of the tourism industry. Mr. Weihs agreed with Mr. Norman in his statement on how interrelated hotel industry development and air connectivity are and to further promote this debate Bench Events will also organize an event in Rwanda this year to explore the challenges and opportunities from air connectivity and its impact in the hotel industry in Africa. One of the issues underlined by Mr. Weihs is the lack of diversification in the markets and the need to have reliable data since investors take their decision based on metrics. Another important issue is the ease of doing business and the need to create friendly environments to attract FDI.

The moderator then spurred an active debate and invited the panelists to exchange their views on the topics discussed.

Mr. Haddad said that there is a great opportunity in the secondary market, hotels managed by local owners that are purchased by foreign investors and then resold. This secondary market also attracts the primary market and potential foreign investors interested in building and running new hotels and it is positive to have a mature secondary market in the country.

For Ethiopian Airlines' CEO, it is crucial that heads of state should ensure that all their Ministries (Home Affairs, Foreign Affairs, Finance) are aligned in the issues affecting tourism and investment (visa policies, repatriation of benefits, etc.).

Mr. Weihs stressed the importance of diversification of tourism destinations in Africa. His company, Bench Events has a large experience in East Africa but this year, with the support of the government of Togo Bench Events will be organizing an event in April and this illustrates the need to diversify markets. Mr. Weihs is also convinced that it is essential for the development of the region as a tourist destination that countries diversify their strategies to attract different tourism segments, such as business tourists and leisure tourists.

The Minister of Tourism of Morocco added that there is a boom in real estate in some African countries, for example in Côte d'Ivoire and this has a very positive impact on tourism. He also brought to the debate an issue that had not been mentioned and that is governance, which includes concepts like political stability, democracy, corruption fighting. Governance, he said, is a key issue because it brings confidence to the international community interesting in doing business in the region.

Mr. GebreMariam also added that tourism revenue in Africa, even if it is low at the moment, doubles aid coming to Africa and he said that governments must promote tourism marketing as a tool and driver for socio-economic development. Mr. GebreMariam is convinced that tourism is going to change the face of the continent. He also said that there is a great opportunity with the African diaspora in Europe: on the demand side these people are potential clients generating tourists arrival in the continent and on the supply side they can also invest in the region and they are skilled, they have the know-how, expertise and networks.

The moderator thanked all the panelists and all participants for their contribution to such an important issue, and closed the debate.

2.4. Closing remarks

H.E. Mr. Ignacio Ybáñez, the Secretary of State for Foreign Affairs of Spain was honored to formally close the Forum. In his speech, he launched a first question to the audience: why should we travel to Africa? He then referred to Mark Twain, American writer, who said that *"travel is fatal to prejudice, bigotry, and narrow-mindedness"*. For this reason, Mr. Ybáñez claimed that in a digitalized world the tourist experience is a tool to fight these three elements and achieve knowledge, respect to differences and open-mindedness. For Europeans, Africa is an alluring and uncharted destination and we are willing to learn and have a better knowledge about this region and this is the reason why we are here today, he said.

The Secretary of State for Foreign Affairs of Spain made a second question: why should our fellow African welcome us? To his question, Mr. Ybáñez said that tourism is an unarguable socio-economic driver and its impact is clear in the GDP of the countries who receive tourist arrivals as the weight of tourism to GDP amounts to 10% at the global level. The prospects show that this contribution of tourism to GDP will be increased in the forthcoming years and its growth will be higher than that of the economy in general terms. Besides, Mr. Ybáñez claimed that tourism has

a direct positive impact in other tourism-related sectors and he mentioned that, according to UNWTO reports, other sectors such as construction, agriculture and IT are also stimulated by the increase of international tourist arrivals. Therefore, the positive effects of tourism permeate societies as a whole and foster diversification in the host economies. Beyond this economic impact, tourism also stimulates and improves social conditions in the local communities and it constitutes a useful instrument to combat poverty and creates employment among disadvantaged sectors of society. We should not forget, Mr. Ybáñez noted, that tourism creates more than 200 million employments at global level, contributes to develop and strengthens business fabric by fostering the creation of small and medium companies.

After answering these two questions, Mr. Ybáñez moved to a third question: what are the benefits that this Forum, INVESTOUR can offer to us? For Mr. Ybáñez INVESTOUR is a strategic platform that puts African tourism project leaders and potential international partners in direct contact with one another. Since its first edition in 2009 INVESTOUR has brought together more than 1200 participants from more than 30 African countries and an important number of projects have been presented. Mr. Ybáñez said that INVESTOUR is a sounding board where African sounds harmonically merge with European sounds and part of them are captured in the report *"Tourism Africa: A tool for development"*, a joint publication between UNWTO and Casa África.

The Secretary of State for Foreign Affairs of Spain concluded his intervention by recalling the words H.E. Mr. Mariano Rajoy, the President of the Spanish Government in the plenary session of the African Union, and quoted: "I have not come here to promise anything because I do not have anything that the African countries cannot give to themselves" and this is the philosophy of the Spanish diplomacy in Africa, Mr. Ybáñez said, also in the tourism sector. He added that the African countries can be sure that they can count on Spain as a partner; they can count on our companies, our know-how, experience, commitment to service and our hospitality. The Secretary of State for Foreign Affairs of Spain concluded by stating that we are not here to impose our vision or to replicate successful case stories but to continue to learn together and in this sense, he encouraged all participants of INVESTOUR to continue on the route taken and regard Spain as a strategic partner in the tourism sector.

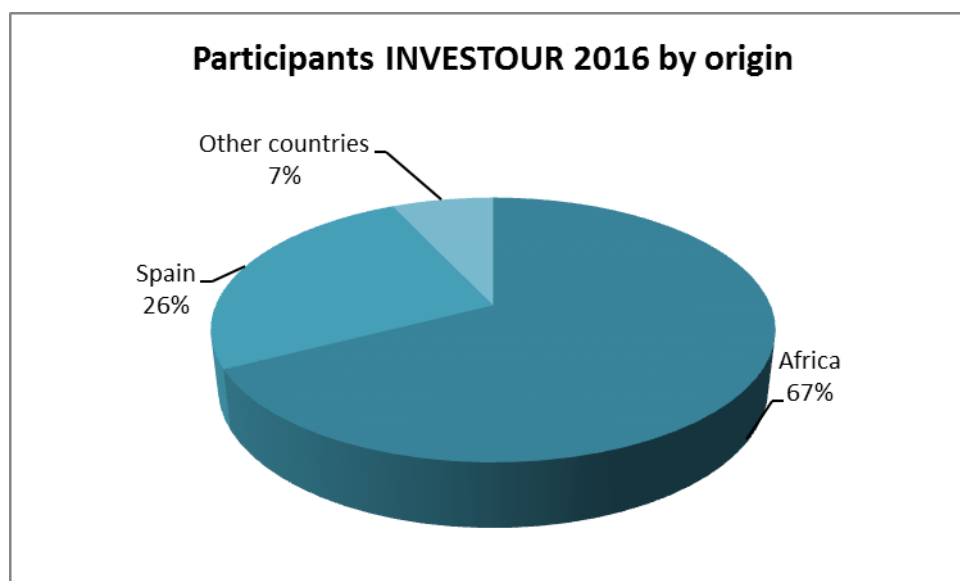
Mr. Ybáñez finalized by claiming that our doors are and will always be open, as INVESTOUR shows year after year and officially closed the morning session of INVESTOUR 2016.

2.5. Participation data

The first session of INVESTOUR 2016 saw the participation of 316 persons from 49 countries of the world. Of the 49 countries represented, 36 were African and other world countries are: Ecuador, France, Honduras, Hungary, Italy, Jordan, Lebanon, Poland, Portugal, Russia, United Kingdom, United States of America and of course Spain. It should be noted that a total of 417 people registered for the Forum, which implies a real participation of around 76%. The distribution of participation can be read on the table and the graph below:

Origin	Number of participants	Participation rate
Africa	213	67 %
Spain	81	26 %

Other countries	22	7 %
Total	316	100 %



The distribution of participants per country is in the following table. Note that from Africa, the delegation of Niger was the largest, with 19 members, followed by Sudan (17 members), Senegal (14 members), Algeria (12 members) and Ghana with 11 participants. We also recall that this seventh edition of INVESTOUR was graced by the presence of the Spanish Minister of Industry, Energy and Tourism; 14 African Tourism Ministers (Algeria, Burkina Faso, Côte d'Ivoire, Ghana, Guinea Equatorial, Kenya, Madagascar, Morocco, Mozambique, Sudan, Seychelles, Zimbabwe), Ministers of Tourism from Palestine and Lebanon and 1 Secretary of State from Spain.

Nº	Countries	Participants
1	Algeria	12
2	Angola	2
3	Benin	3
4	Botswana	1
5	Burkina Faso	8
6	Burundi	2
7	Cameroon	8
8	Cape Verde	1
9	Democratic Republic of the Congo	6
10	Ecuador	3
11	España	81
12	Ethiopia	5
13	France	3
14	Gabon	3
15	Gambia	7
16	Ghana	11
17	Guinea Conakry	8
18	Guinea Equatorial	4

19	Guinea-Bissau	3
20	Honduras	1
21	Hungary	1
22	Italy	1
23	Ivory Coast	9
24	Jordan	2
25	Kenya	8
26	Lebanon	2
27	Madagascar	5
28	Mali	8
29	Mauritania	6
30	Morocco	6
31	Mozambique	7
32	Niger	19
33	Nigeria	6
34	Poland	1
35	Portugal	1
36	Russia	2
37	Rwanda	1
38	Senegal	14
39	Seychelles	2
40	Sierra Leone	1
41	South Africa	2
42	Sudan	17
43	Tanzania	3
44	Togo	1
45	Tunisia	5
46	United Kingdom	4
47	United States	1
48	Zambia	7
49	Zimbabwe	2
Total		316

2.6. Comments

Most participants in the morning session were satisfied of very satisfied with the first session and overall, we can say that the first session was a success according to participants in terms of roundtables (themes, panelists' profiles, etc.), timing and logistics.

Participants found interesting the topics discussed this year in the roundtables and most participants were in perfect agreement with the choice of these themes. Some participants have also suggested the following topics for discussion in the next editions:

- Development of new tourism products and projects;
- Good practice in the creation of sustainable tourism products;
- The promotion and responsible exploitation of natural resources.
- Investment opportunities for medium and small companies
- Finance of investment projects in Africa
- Promotion of Africa as tourist destination

- How can web ring community promote conservation and tourism as a tool of development?
- Discuss about good tourism practices in participating countries
- Visa issue

Like in the previous edition, the debate on single or common visa in different regions of the continent has been a remarkable issue for many participants. The Ministers of Tourism of Africa are especially in agreement on this subject, because for many delegates, liberalized border movements is certainly beneficial to the development of tourism in Africa like it's the case in the European Union. Participants would like these decision-makers and senior officials finally to have a common vision on this important topic.

3. Second Session

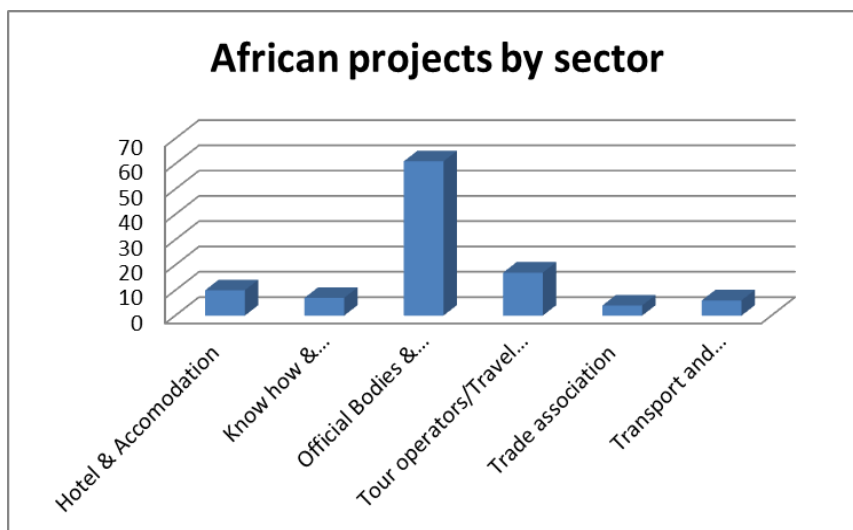
The second session of INVESTOUR was held from 16:00 to 19:30 and for the first time, this year it was held in Pavilion 6, where African companies and institutions were exhibiting in FITUR. Registration took place from 15:00 to 16:00 and the participants collected the meetings agendas.

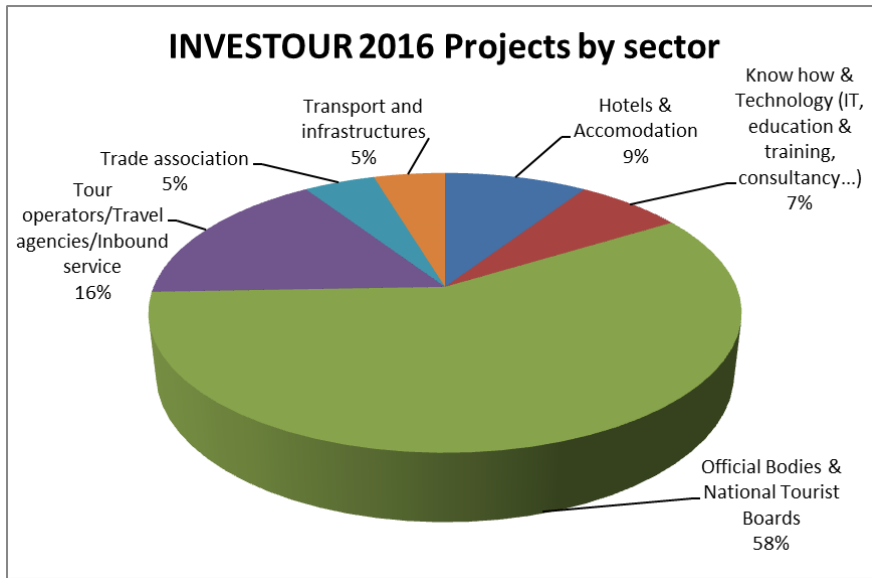
The second session was preceded by a cocktail, offered to participants by INVESTOUR, from 13:30 to 15:00 also in Pavilion 6 as an innovation this year and a Ministerial Lunch was offered for African and Middle East Ministers by IFEMA and UNWTO in Colon Room on the second floor in the North Convention Center.

Registration for the morning session and for the business to business meetings of INVESTOUR was opened on 5 November 2016, when the first invitations and note verbal were sent to public and private tourism stakeholders of UNWTO African member states, UNWTO Affiliate Members and INVESTOUR database contacts. As an innovation this year, registration was done exclusively online. The participants of this second session were invited to give a detailed description of the project to present during the Forum. This information was included on the online platform. Registrations after extension of the deadline were closed on 11 January 2016, to allow time for the organizers to proceed with the business to business matchmaking and refine the meeting agendas. From 11 to 18 January participants registered in the B2B had access to their private area on the online platform to select their preferences for the B2B according to their needs.

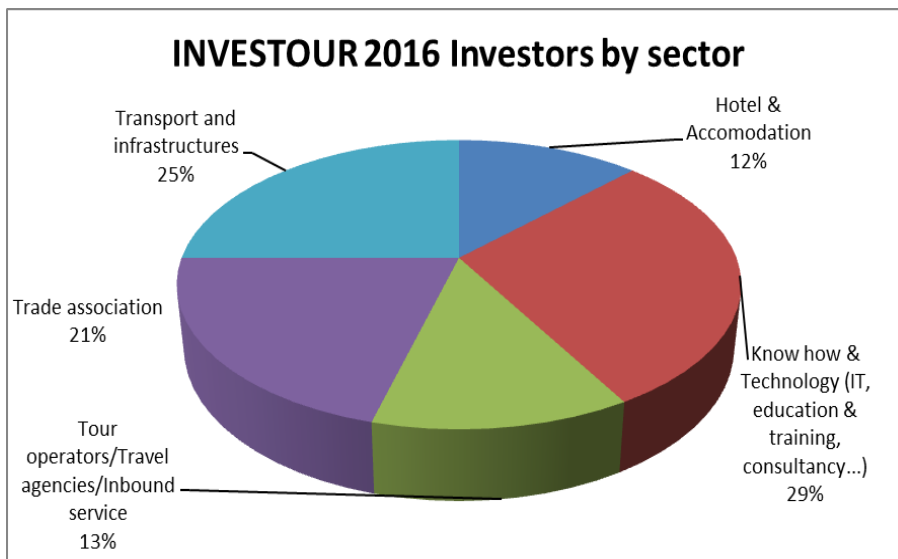
As in the previous edition, a payment of 100 euros was required from non-African companies to participate in this session of B2B meetings (the morning session online registration remained free as in the previous editions)

Projects from the public and private sector were presented by African companies and institutions. The following chart shows the distribution by areas:





From the investors' side, the following chart shows the distribution of companies and institutions by sector:



4. Annex

4.1. Technical Secretariat Datasheet

Denomination:

Tourism Investment and Business Forum for Africa (INVESTOUR)
 Foro de Inversiones y Negocios Turísticos en África (INVESTOUR)
 Forum touristique sur les investissements et les opportunités d'affaires en Afrique (INVESTOUR)

Date: January 21, 2016, from 9h00 to 19h30

Location: North Convention Centre (morning session) and Pavilion 6 (cocktail and B2B), Madrid's International Fair (IFEMA)

Participants:

Pre-Registration in the morning session: 417 people
 Participants in the morning session: 316 people
 Pre-Registration in the B2B session: 129 organizations
 Participants in the B2B session: 57 organizations
 Number of African countries in the Forum: 36
 Number of non-African countries: 13
 African Ministers: 12
 The Middle East Ministers: 2
 Spanish Minister: 1
 Spanish Secretaries of State: 1

4.2. Steering Committee

	Luis Padrón Director-General
	Ana Cárdenes Head of Economy and Enterprise
	Joan Tussel Prats Jefe de Área de Medios de Comunicación
	Mario Muñoz Fernández Área web y mediateca online
	Yurena Ojeda Técnico del Área de Economía y Empresa
	Ana Larrañaga Director
	Lourdes Sierra Commercial Manager International Area
	Ana Mucientes Coordinator
	Carlos Vogeler Director – Executive Secretary of Member Relations

	Elcia Grandcourt Director, Regional Programme for Africa
	Jaime Mayaki Deputy-Director, Regional Programme for Africa
	Lydia Bebekum Senior Programme Assistant, Regional Programme for Africa
	Patricia Carmona INVESTOUR Consultant

4.3. List of participants by countries

N.	COUNTRY	COMPANY NAME
1	Algeria	Tourisme Jeunesse
2	Angola	INTERSERVIÇOS
3	Benin	DESTINATION BENIN
4	Benin	Ministère De L'artisanat
5	Burkina Faso	Investment Promotion Agency Of Burkina Faso
6	Burkina Faso	AGENCE DE PROMOTION DES INVESTISSEMENTS DU BURKINA FASO (several participants)
7	Cameroon	ALLIANCE INTERNATIONALE DE TOURISME
8	Ethiopia	ME Toure & Travel
9	Gabon	CONSERVATION & TRAVEL INITIATIVES
10	Gambia	EMBAJADA DE LA REPUBLICA DE GAMBIA EN ESPAÑA (several participants)
11	Gambia	Specialized Marketing And Logistics, S.L.
12	Ivory Coast	CÔTÉ D'IVOIRE TOURISME - OFFICE NATIONAL DU TOURISME
13	Kenya	TONFRA SERVICES CO. LTD
14	Kenya	Urko Sanchez Architects
15	Madagascar	Office National Du Tourisme De Madagascar
16	Mali	CTE VOYAGES & TOURISME (2 participants)
17	Mali	Office Malien Du Tourisme Et De L'Hôtellerie (OMATHO) (several participants)
18	Morocco	Hôtel El Andalous Lounge & Spa
19	Mozambique	MINISTRY OF CULTURE AND TOURISM
20	Mozambique	Embajada De Mozambique
21	Mozambique	Special Economic Zones Office - GAZEDA
22	Mozambique	Mozambique Tourism Authority
23	Niger	APCAN
24	Niger	US AFRICAN AND EUROPEAN BUSINESS GROUP SARL
25	Niger	FEDERATION NATIONAL
26	Nigeria	Afro Tourism West Africa
27	South Africa	Bowela-Kalana Trading Enterprise

VII Tourism Investment and Business Forum for Africa

28	Sudan	SUDANESE ASSOCIATION TRAVEL & TOURISM AGENCIES
29	Tanzania	ANGALIA TENTED CAMP (ANGALIA LODGE & RESTAURANT) (several participants)
30	Zimbabwe	Ministry Of Tourism And Hospitality Industry
31	España	ESM Y Asociados
32	España	ACCIONA Ingenieria
33	España	ANINVER INFRAPPP PARTNERS S.L.
34	España	OPTA ARQUITECTOS SLP
35	España	EUROPAIR BROKER S.A. (several participants)
36	España	L&S Abogados
37	España	TRAMASA, S.L.
38	Portugal	HOTUSA - Hoteles Turisticos Unidos SA
39	España	Centro Logístico De Hostelería Y Asociados Hoalve, S.L.
40	España	MEDICAL STAY BCN, S.L.
41	España	FOLELÉ PRODUCCIONES S.L.
42	España	Wallenius Wilhelmsen LoGISTICS
43	España	PH ARQUITECTOS
44	España	HOSPITALES SAN ROQUE MASPALOMAS (several participants)
45	France	Visiterlafrique.com
46	Algeria	Ministère De L'Aménagement Du Territoire Du Tourisme Et De L'Artisanat (several participants)
47	Algeria	ENTREPRISE PUBLIQUE DE LA TÉLÉVISION ALGERIENNE (several participants)
48	Algeria	Syndicat National Des Agences De Voyages Algerienne
49	Algerie	TV Algerie (several participants)
50	Algerie	Broad Consulting
51	Angola	SAAMA ENG
52	Benin	Ministère Du Tourisme
53	Botswana	Botswana Tourism Organisation
54	Burkina Faso	UNION ECONOMIQUE ET MONETAIRE OUEST AFRICAIN (UEMOA)
55	Burkina Faso	CHARISMA AGENCY
56	Burkina Faso	Office National Du Tourisme Burkinabé
57	Burkina Faso	Ministre de la culture et du tourisme
58	Burundi	Ministère Du Commerce, De L'Industrie Et Du Tourisme (several participants)
59	Cameroon	Cameroon Tourism & Travel Agency(CTTA) Ltd

VII Tourism Investment and Business Forum for Africa

60	Cameroon	ONG -SOUV CLUB CAMEROON (several participants)
61	Cameroon	Cameroon Touris & Travel Agency(CTTA) Ltd
62	Cameroon	Agence de Développement Touristique
63	Cameroon	Syndicat Patronale des Industries de l'Hotellerie et du Tourisme
64	Cape Verde	Kriola Representações & Investimentos, SU LDA
65	Côte d'Ivoire	EMBAJADA DE COSTA DE MARFIL
66	Democratic Republic of the Congo	Ministère Du Tourisme RDC (several participants)
67	Democratic Republic of the Congo	Ambassade De La R.D. Congo À Madrid
68	Ecuador	Ministerio de Turismo de Ecuador (several participants)
69	España	SEGITTUR
70	España	IDcs RP Architecture & Urban Design
71	España	AfricaChefs
72	España	GLORIA THALASSO & HOTELS
73	España	Santander
74	España	INNOVABRAND
75	España	CABILDO INSULAR DE TENERIFE
76	España	LA LAJITA OASIS PARK
77	España	MERCASA, S.A.
78	España	Ilunion
79	España	AMADEUS IT GROUP
80	España	CAMARA DE MADRID
81	España	AFROIBEROAMERICA
82	España	Adigital
83	España	Fly Tenerife Elite
84	España	Angel Rodriguez Andrade
85	España	Horwath HTL
86	España	Ilunion
87	España	L&S Abogados (several participants)
88	España	EQUIPO DE COMUNICACIÓN
89	España	JORDAN TOURISM BOARD
90	España	Fomento Al Desarrollo Del Comercio Internacional
91	España	TATELES Asset Management SL

VII Tourism Investment and Business Forum for Africa

92	España	Nexos Alianza
93	España	CÁMARA DE COMERCIO DE ESPAÑA
94	España	GOLDEN (www.goldenspain.com)
95	España	UNIVERSIDAD DE CADIZ
96	España	ABESOLO
97	España	MEDICAL STAY BCN, S.L. (several participants)
98	España	MINISTERIO DE INDUSTRIA, ENERGÍA Y TURISMO (several participants)
99	España	RADIO NACIONAL DE ESPAÑA
100	España	FETAVE (several participants)
101	España	Camara Oficial de Comercio, Industria y Servicios de Madrid (several participants)
102	España	Embassy Of Ghana, Madrid
103	España	Pepe Polymers Internacional
104	España	21st Century Language & Multiservice Consult S.L
105	España	AFRICA 2.0
106	España	ANIMATIUM
107	España	CONSORCIO DE LA ZEC (several participants)
108	España	Future Places
109	España	AEPUOS
110	España	Euroklima Ingeniería, S.L.
111	España	IGRAMAR HOTELES
112	España	Amadeus (several participants)
113	España	World Investment News (several participants)
114	España	Director of Sales & Marketing at Pefaco Hoteles
115	España	Iberia Airlines
116	España	Madrid Soccer Camps
117	España	Revista 21
118	España	Ebiz Guida
119	España	Amadeus
120	España	Bara Bara Comunicación
121	España	Finequipo Internacional
122	España	Ebiz Africa Review
123	Ethiopia	Ethiopian Airlines (several participants)

VII Tourism Investment and Business Forum for Africa

124	Ethiopia	Ethiopian Embassy Paris
125	France	PARLEMENTAIRE - ASSEMBLEE NATIONALE
126	France	GRE
127	Gabon	AMBASSADE DU GABON
128	Gabon	Association Tourisme & Actions Solidaires
129	Ghana	ACCIONA INGENIERIA
130	Ghana	Center For Africa Development And Progress (CADeP)
131	Ghana	Sureway Travels
132	Ghana	FAIRFAX TRAVEL AND TOUR LTD.
133	Ghana	MINISTRY OF TOURISM, CULTURE AND CREATIVE ARTS OF GHANA (several participants)
134	Ghana	GHANA TOURISM AUTHORITY (several participants)
135	Republic of Guinea	Association Humanitaire Pour Le Developpement International (AHDI) (several participants)
136	Republic of Guinea	Fédération Patronale du Tourisme et de l'Hôtellerie (FEPATOUR) - IPC Voyages
137	Republic of Guinea	AIME - Action d'Integration Mère et Enfant
138	Republic of Guinea	FEPATOUR
139	Republic of Guinea	Ministère de Tourism (several participants)
140	Republic of Guinea	Ministère de Tourism
141	Guinea Ecuatorial	Embajada De Guinea Ecuatorial (several participants)
142	Guinea-Bissau	Ministry Of Tourism And Handycraft Guinea Bissau
143	Guinea-Bissau	Ministère Du Tourisme Et De L'Artisanat (several participants)
144	Honduras	ARRECIFE TOURS
145	Hungary	Embassy Of Hungary
146	Italia	EMBAJADA DE ITALIA
147	Côte d'Ivoire	Ministère Du Tourisme (several participants)
148	Côte d'Ivoire	COTE D'IVOIRE TOURISME (several participants)
149	Jordan	Ministry Of Tourism And Antiquities Of Jordan (several participants)
150	Kenya	KENYA EMBASSY SPAIN (several participants)
151	Kenya	MINISTRY OF TOURISM KENYA (several participants)
152	Kenya	Kenya Tourism Board
153	Lebanon	Trans Capital Finance
154	Lebanon	Minister of Tourism
155	Madagascar	Embassy Of Madagascar In France

VII Tourism Investment and Business Forum for Africa

156	Madagascar	ARICTIC SARLU
157	Madagascar	Centre National De Formation D'Etudes Et De Recherche En Environnement Et Foresterie
158	Madagascar	Ministère Du Tourisme, Des Transports Et De La Météorologie
159	Mali	Ministère de l'Artisat et du Tourism
160	Mauritania	Ministère Du Commerce, De L'industrie Et Du Tourisme
161	Mauritania	Somasert (several participants)
162	Mauritania	Office National du Turisme Mauritanie (several participants)
163	Mauritania	Société des aéroports de Mauritanie
164	Morocco	Ministère Du Tourism Du Maroc (several participants)
165	Morocco	Nomaade Life
166	Morocco	Ministère Du Tourisme, Rabat - Maroc
167	Morocco	Hôtel El Andalous Lounge & Spa
168	Morocco	ZAWAN International
169	Mozambique	Ministry Of Culture And Tourism (several participants)
170	Mozambique	Ministerio Da Cultura E Turismo
171	Niger	ETS AMOUMOUNE MOHAMED (several participants)
172	Niger	APDA TASSAK
173	Niger	ETS MOUSSA KARIM (several participants)
174	Niger	ETS MOUSSA BOUBACAR
175	Niger	ENTC CENTRAL FAMAYE
176	Niger	ETS MOUSSA KARIM
177	Niger	Lipako-tours
178	Niger	ETS MOUSSA BOUKARI
179	Niger	TAMGAK VOYAGES
180	Niger	COOPERATIVE ARTISANALE TAGASTE
181	Niger	ETS BOUBACAR MOUSSA
182	Niger	Centre Nigerien De Promotion Touristique (CNPT)
183	Niger	FEDERATION NATIONALE
184	Niger	Cooperative Tagazte
185	Niger	TAMGAK VOYAGES
186	Niger	Federation Regionale
187	Nigeria	Embassy Of Nigeria, Madrid (several participants)

VII Tourism Investment and Business Forum for Africa

188	Nigeria	GLOBAL TRADE & MARKET PROMOTION SERVICES LIMITED
189	Nigeria	FOLASOGO MULTI INTERNATIONAL LTD
190	Nigeria	FirstLadyNaija
191	Poland	Katowice School Of Economics
192	Portugal	Turismo De Portugal
193	Russia	Russian Travel Guide Co Ltd. (several participants)
194	Rwanda	Amahoro Tours
195	Senegal	AFRIG
196	Senegal	Fatib Voyages
197	Senegal	Agencia Senegalesa De Promocion Turistica (several participants)
198	Senegal	SAPCO SENEGAL
199	Senegal	Agence Des Aéroports Du Sénégal (several participants)
200	Senegal	Agence Pour La Promotion Des Investissements Et Des Grands Travaux (APIX)
201	Senegal	AIBD. Sa
202	Senegal	Aeroport International Blaise Diagne(AIBD)
203	Senegal	UNWTO
204	Seychelles	Seychelles Tourist Office
205	Seychelles	Ministry Of Tourism And Culture
206	Sierra Leone	CONSULADO HONORARIO DE SIERRA LEONA EN MADRID
207	South Africa	SOUTH AFRICAN EMBASSY
208	Sudan	EMBAJADA DE SUDAN (several participants)
209	Sudan	Intishar For Tourist Patches (several participants)
210	Sudan	Ministry Of Tourism, Antiquities & Wildlife (several participants)
211	Sudan	SUDANESE ASSOCIATION TRAVEL & TOURISM AGENCIES
212	Tanzania	Tourism Research Tanzanian Institute
213	Togo	MINISTÈRE DU TOURISME DU TOGO
214	Tunisia	EMBAJADA DE TUNEZ
215	Tunisia	OFFICE NATIONAL DU TOURISME TUNISIEN (several participants)
216	Tunisia	TUNISIAN FEDERATION OF TRAVEL AGENCIES AND TOURISM (several participants)
217	United Kingdom	Bench Events (several participants)
218	United Kingdom	Centre Of Sport, Tourism And Leisure Studeis - University Of Brighton
219	United Kingdom	European Bank For Reconstruction And Development

VII Tourism Investment and Business Forum for Africa

220	United States	International Gay And Lesbian Travel Association
221	Zambia	Embassy Of The Republic Of Zambia (several participants)
222	Zambia	Ministry Of Tourism And Arts (several participants)
223	Zambia	Hotel And Tourism Training Institute Trust
224	Zimbabwe	Ministry Of Tourism And Hospitality Industry (several participants)

4.4. Ministers attending INVESTOUR 2016

1. H.E Ammar GHOUL, Ministre de l'aménagement du territoire, du tourisme et de l'artisanat de l'Algérie
2. H.E. Tahirou Barry, Ministre de la Culture et du Tourisme du Burkina Faso
3. H.E Roger Kacou, Ministre du Tourisme du Côte d'Ivoire
4. H.E Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana
5. H.E Guillermina Mekuy Mba Obono, Ministra Delegada de Información, Cultura y Turismo de Guinea Ecuatorial
6. H.E Hon Najib Balala, Cabinet Secretary for Tourism of Kenya
7. H.E Mr.Jacques Ulrich Andriantiana, Ministre du Tourisme, des Transports et de la Météorologie of Madagascar
8. H.E Mr. Lahcen Haddad, Ministre du Tourism du Maroc
9. H.E. Mr. Silva Armando Dunduro, Minister of Tourism of Mozambique
10. H.E Dr. Mohammed Abu Zaid Mustafa, Minister of Tourism, Antiquities & Wildlife of Sudan
11. H.E. Mr. Alain Saint-Ange, Minister of Tourism and Culture of Seychelles
12. H.E. Mr. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe
13. H.E. Ms. Rula Ma'ayah, Minister of Tourism and Antiquities of Palestine
14. H. E. Michel Pharaon, Minister of Tourism of Lebanon

4.5. Programme



VII TOURISM INVESTMENT AND BUSINESS FORUM FOR AFRICA

FITUR (IFEMA), Madrid, Spain, 21 January 2016

PROGRAMME

First session (9.00 – 13.00) North Convention and Congress Center, Rooms 107-108

09.00 – 10.00	Registration
10.00 – 10.30	<ul style="list-style-type: none">- Official Opening Ceremony- Welcome by Mrs. Elcia Grandcourt, Director, UNWTO Regional Programme for Africa (Master of Ceremony)- Mr. Luis Padrón, Director-General, Casa África- Mr. Luis Eduardo Cortés, Chairman of the IFEMA Executive Committee- Mr. Taleb Rifai, UNWTO Secretary-General

Investour 2016 Official inauguration: H.E. Mr. José Manuel Soria López, Minister of Industry, Energy and Tourism of Spain

- Official photo

58th UNWTO Commission for Africa (CAF) presentation by host country-Côte d'Ivoire (19 to 21 April 2016 in Abidjan, Côte d'Ivoire) and

Signature of CAF Agreement

10.30 – 10.45

10.45 – 11.45

Roundtable 1: Challenges of investing in Africa

One of the major challenges that the African continent faces is creating a friendly, trustworthy investment environment that makes African countries an attractive investment destination for global investors. Whilst there is an accelerated economic expansion in the region, the potential of Africa's tourism sector as an economic and social driver is a

valued reality. Still, Africa needs to address certain issues to continue to attract Foreign Direct Investment (FDI) and enhance the development of the tourism sector in the continent.

Moderator: Mr. John Perrottet, Global Lead for Tourism in the Trade & Competitiveness Global Practice, World Bank Group

Panelists:

- H.E. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe
- H.E. Roger Kacou, Minister of Tourism of Côte d'Ivoire
- H.E. Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana
- Mr. Peter Norman, Senior Vice President Real Estate and Development for Hyatt Hotels and Resorts
- Mr. Rafael Gallego, Spanish Federation of Travel Agencies (CEAV) President, Spain

Debate

11.45 – 12.45

Roundtable 2: Africa: The future is now

Aware of the relevance of tourism as catalyst for socio-economic development, and infrastructure the cornerstone of the African economy, African governments have stepped up their investment in this sector. Africa has undergone fundamental changes over the last decade which in turn has fuelled demand for infrastructure services including energy, transportation, ICT, water supply, growing agriculture and urban infrastructure. To further increase the competitiveness of tourism in Africa, stakeholders from both public and private sectors need to continue to focus their collective efforts on enhancing infrastructure, communications, use of technology and develop the African tourism product.

Moderator: Mr. Olivier Jager, Co-founder and CEO of ForwardKeys

Panelists:

- H.E. Lahcen Haddad, Minister of Tourism of Morocco
- Mr. Matthew Weihs, Managing Director Bench Events
- Mr. Greg Bakunzi, Amahoro Tours Director, Rwanda
- Mr. Tewelde Gebremariam, Chief Executive Officer, Ethiopian Airlines

Debate

12.45 – 13.00

Closing remarks: H.E. Mrs. Isabel Borrego Cortés, Secretary of State for Tourism of Spain

13.30 – 15.00 Cocktail offered by INVESTOUR to the participants (African Pavilion – Hall 6)

13.30– 15.00 **Luncheon for the African and the Middle East Tourism Ministers offered
by IFEMA and UNWTO** (North Convention and Congress Center, Room Colon,
Second Floor) – **Only with invitation**

Second session (15.00-19.30), African Pavilion (Hall 6)

15.00 – 16.00 **Registration**

16.00 – 19.30 **Workshop Meetings B2B (Business to Business)***

*Each participant will be provided with a previously arranged agenda of appointments on the basis of the information provided in the registration online platform. All participants must have their own necessary logistic material in order to guarantee a successful meeting (Laptop, leaflets, catalogs, etc....) N.B. Participants are informed that there will be no technical assistance available such as computers with printers, photocopier, fax, scanner, WIFI internet, nor translation services.

4.6. Profile of the Panelists

Roundtable 1: Challenges of Investing in Africa

Moderator: Mr. John Perrottet, Global Lead for Tourism in the Trade & Competitiveness Global Practice, World Bank Group

John Perrottet has worked in tourism for 30 years, mostly in emerging markets where he specializes in tourism development and tourism investment generation. His experience extends across the developing world – in Africa, Asia and the Pacific, Latin America and the Caribbean, South Eastern Europe and the Middle East – where he has advised governments and private clients.

He is currently the Global Lead for Tourism in the Trade & Competitiveness Global Practice at the World Bank. This work involves helping governments and industry work together to build a competitive and attractive investment environment and then mobilizing the right type of investment which builds destinations, creates sustainable jobs and improves peoples' lives.

Panelists:

- ***H.E. Walter Mzembi, Minister of Tourism and Hospitality Industry of Zimbabwe***

Dr Walter Mzembi (MP) has been Zimbabwe's Minister of Tourism and Hospitality Industry since 2009. Before then, he was Deputy Minister for Water Resources and Management.

He has indicated a very clear policy direction for Zimbabwe's Tourism, highlighting the massive potential that the country and Africa as a whole possess in this sector. He has held, and still holds, several high-level positions in a number of international organizations, including: the Presidency of the New York-based Africa Travel Association (ATA). He currently sits on the International Advisory Board of the Berlin based Institute of Cultural Diplomacy (ICD).

A major highlight of his career as Tourism Minister was the successful lobbying and hosting by Zimbabwe and Zambia of the 20th Session UNWTO General Assembly in 2013 which he steered, leading to his election as UNWTO Regional Commission for Africa (CAF) Chairperson. Dr Mzembi currently holds the same position of Chairmanship of CAF following his unanimous re-election to the same during the 21st UNWTO General Assembly held in Medellin, Colombia in 2015.

Minister Mzembi has a passion for wildlife conservation and has contributed to the current UNWTO thought on the issue. He holds BBS and MBA degrees from Azteca University in Mexico. He has just been awarded a doctorate by Aldersgate University College following submission of a thesis entitled 'An Exploratory Study of Conservation Management in Zimbabwe: A Governance Perspective'.

Dr Mzembi is a Registered Professional Engineer with the Engineering Council of Zimbabwe, a Fellow of the Zimbabwe Institute of Engineers and a Member of the Engineering Institute of Zambia. Walter is a sought after speaker at home and abroad, accredited by the prestigious London Speakers Bureau.

A recipient of numerous national and international accolades and awards amongst them African Tourism Minister of the Year (2011), Public Service Manager of the Year (2012, Zimbabwe Institute of Management), he was recognised as Honorary Academician of the Bucharest-based European Council on Tourism and Trade Academy (2014). He twice voted Best Minister of the Year by an independent Zimbabwean national daily newspaper (2012 and 2013).

- ***H.E. Roger Kacou, Minister of Tourism of Côte d'Ivoire***

Marié et père de quatre enfants, Monsieur Roger KACOU occupe la fonction de Ministre du Tourisme depuis le 22 novembre 2012. Il est titulaire d'un "Master of Professional Studies de la School of Hotel Administration de Cornell University", Ithaca, New York, d'un Master en Sciences et Economies Appliquées à l'Université d'Abidjan et d'un Bachelor en Sciences Economiques de l'Université d'Abidjan.

Avant sa nomination, il a occupé les fonctions ci- après:

- Septembre 2010 : Senior vice président pour l'Afrique de la Chaîne MOVENPICK Hôtels and Resorts
- Juillet 2008 à Juin 2010 : Vice président de Hôtel and leisure development de la Compagnie Blue City à Oman, où il avait la responsabilité de 3 hôtels et d'un golf club à Al Madina A'Zarqa
- De 2003 à 2008, Il était Directeur des Opérations Afrique, Directeur Général d'Intercontinental Nairobi, (Kenya) en charge des opérations à Libreville, Asmara et Lusaka.
- De juillet 1999 à juin 2003, Il fut Vice Président des opérations – Afrique de l'Est d'Intercontinental Group.
- Il fut de 1982 à 1984, Directeur Administratif de l'Hôtel Ivoire Intercontinental d'Abidjan, de 1984 à 1988, Directeur Général du Golf Hôtel Intercontinental d'Abidjan, puis de 1988 à 1991, Directeur Général de l'Hôtel Ivoire Intercontinental et Directeur Régional des opérations pour la Côte d'Ivoire.

Le Ministre Roger KACOU a bénéficié des distinctions honorifiques suivantes:

- Commandeur de l'ordre National de Côte d'Ivoire
- Officier de l'Ordre National de Côte d'Ivoire
- Officier du Wissam Alaouite du Royaume du Maroc
- Chevalier de l'Ordre du mérite ivoirien,
- Médaille d'Honneur du Travail, Côte d'Ivoire
- Vice président d'Africa Travel Association (ATA)

Il parle le Français, l'Anglais (couramment) et l'Espagnol (modérément).

- ***H.E. Elizabeth Ofosu-Adjare, Minister of Tourism, Culture and Creative Arts of Ghana***

Hon. Mrs. Elizabeth Oforu-Adjare was sworn in as Minister of Tourism, Culture and Creative Arts on 14th February 2013. The Hon Minister is a lawyer by profession having graduated from the Ghana Law School in 2004. Before her appointment as Minister of Tourism Culture and Creative Arts, she worked as the Legal Aid Officer at the Legal Aid Scheme in the Ashanti Region. Prior to her work at the Legal Aid Scheme, she worked at the law firm, Holy Trinity Chambers where she rose to become a partner.

The Hon Minister has contributed and served on the boards of Multi Trust Financial Services and Tema Oil Refinery. She is also a member of the Ghana Bar Association and the Ashanti Bar Association. She is married with two children.

- ***Mr. Peter Norman, Senior Vice President Real Estate and Development for Hyatt Hotels and Resorts***

Peter Norman is the Senior Vice President Acquisitions & Development for Hyatt Hotels Corporation. He heads up the team responsible for developing Hyatt's various hotel brands in the region Europe, Africa and Middle East. Previously, Peter has held development positions in a number of international hotel groups including Dolce, Le Meridien, Marriott, Whitbread and Choice Hotels International. A senior executive with a diverse background and extensive experience in the hospitality industry, Peter has been involved in all aspects of real estate finance, development and consulting for more than 25 years. Earlier in his career, Peter held a number of operational roles, with groups such as Hilton and Accor in France, Germany, Sweden and the United Kingdom before moving into consultancy working on market and financial feasibility studies throughout the world.

- ***Mr. Rafael Gallego, Spanish Federation of Travel Agencies (CEAV) President, Spain***

Rafael Gallego Nadal, tiene una larga trayectoria profesional en el sector del turismo al que está unido profesionalmente desde 1986 desarrollando durante varios años la dirección comercial corporativo de Vik Hoteles Group, y en la actualidad su labor profesional en LOGITRAVEL, que compagina con la Dirección como Administrador único de Viajes Océano.

A lo largo de su trayectoria profesional ha estado estrechamente vinculado a las Islas Canarias formando parte como Secretario, Director o Presidente, de diversos organismos públicos y privados del turismo canario, AAVFGL, Federación Empresarial Canaria, Confederación Canaria de Empresarios, Canaria de Comercio de las Palmas, entre otros.

En la actualidad, ostenta diversos cargos en organismos de carácter nacional Consejo Español de Turismo, Comité Organizador de Fitur, Secretario del Instituto de Calidad Turística Española.

Tiene una destacada presencia en medios de comunicación tanto nacionales como internaciones, a lo que traslada en todo momento las inquietudes del sector turístico al que como Presidente de CEAV, representa, desarrollando así mismo una intensa actividad de representativas asociativa, con su presencia en Congresos y Conferencias a nivel nacional e internacional.

Es Diplomado por la Facultad de Ciencias Económicas y Empresariales de la Unidad Pontificia de Comillas en Planificación, Organización, dirección y Control de Agencias de Viajes.

Roundtable 2: Africa: The future is now

Moderator: Mr. Olivier Jager, Co-founder and CEO of ForwardKeys

Olivier Jager is the Co-founder and CEO of ForwardKeys, a tactical intelligence company analysing 14 million daily booking transactions to predict future travel patterns for businesses worldwide and help them monitor and anticipate traveller arrivals and trends.

Before launching ForwardKeys in 2010, Olivier had already accumulated cutting-edge experience in IT and travel with companies including AOL, Amadeus, PhoCusWright, Market Metrix and TravelCLICK.

A strategic thinker with a zest for innovating and solving problems, Olivier's expertise has focused on marketing and distribution, management and business development.

Key achievements:

- Opened up the EMEA market for Market Metrix, establishing the brand and securing major deals with leading companies.
- Led TravelCLICK's commercial efforts in Southern Europe, doubling sales and establishing its reservation system as the market leader in Spain.
- Internationalised PhoCusWright content as senior analyst, producing influential reports that enabled the company to penetrate the European market.
- Directed the product management efforts to create Amadeus' first online booking system – a leading technology now used by airlines and travel agencies around the world.
- Helped establish and further develop AOL's business in Europe through a major deal with Bertelsman.

French-born, Olivier graduated in marketing from the University of West London. He speaks 3 languages and has lived in seven countries. True to his technophile and entrepreneurial roots, he lists his interests as new technology and alternative business models.

Panelists:

- ***H.E. Lahcen Haddad, Minister of Tourism of Morocco***

Dr. Lahcen Haddad est titulaire en 1993 d'un PhD en sciences humaines et sociales de l'Indiana University - USA et d'un MBA de Saint Thomas Aquinas College, New York en 1999.

Expert Certifié en planification stratégique (par MSI, Washington en 2000), en suivi et évaluation (par MSI, Washington par MSI en 2001), en Diversité (par TWI, Toronto en 2002) et en Entreprenariat (par MSI, Washington par MSI en 2003), Dr HADDAD est également expert international en études stratégiques, démocratie, gouvernance et développement.

Son expérience au Maroc et à l'international (une quarantaine de pays), lui a permis de développer une vision globale, intégrée et stratégique des questions de développement économique et social du Maroc et d'autres pays en voie de développement.

Son intervention dans des projets et études d'importance nationale et internationale lui confère une maîtrise des dossiers de géostratégie, développement économique, politiques publiques, relations internationales, gouvernance, tourisme etc.

Dr. Lahcen Haddad a enseigné en tant que professeur universitaire depuis plus de vingt ans auprès de prestigieuses institutions telles que: Université d'Indiana, Saint Thomas Aquinas College à New York, la School of International Training à Vermont, Université Mohamed V, Université Al Akhawayn etc.

Sous forme de livres et d'articles en Anglais, Arabe, Français et Espagnol, les publications de Dr. Lahcen Haddad englobent les domaines de géostratégie, des sciences sociales, du développement, de la communication et du management ainsi que des sujets d'actualité et d'intérêt général.

Membre du Bureau Politique du Mouvement Populaire depuis 2006, Dr. Lahcen Haddad est chargé de la communication et de la rédaction de la plateforme électorale du Mouvement Populaire, des relations étrangères du MP et Chef de la Commission de veille politique du même parti.

Très actif dans la société civile, il est membre de plusieurs associations telles que le CSSF, Tanmia.org et Boujad Développement Durable. Il est membre désigné de l'Observatoire National du Développement Humain.

Dr HADDAD a été nommé Ministre du Tourisme en Janvier 2012, il est marié et père de 2 enfants.

Dr. Lahcen Haddad obtained a PhD in Social Sciences and Humanities in 1993, from Indiana University - USA and an MBA from St. Thomas Aquinas College, New York in 1999.

He is an international expert in strategic studies, democracy, governance and development, as well as a certified Expert in strategic planning (By MSI, Washington in 2000), in Monitoring and Evaluation (By MSI, Washington in 2001), in Diversity (By TWI, Toronto in 2002) and in Entrepreneurship (By MSI, Washington by MSI 2003).

His involvement in projects and studies of national and international importance awards him with a mastery of geostrategic files, economic development, public policy, international relations, governance, tourism etc.

Dr. Lahcen Haddad taught as a university professor for over twenty years with prestigious institutions such as Indiana University, Saint Thomas Aquinas College in New York, the School of International Training in Vermont, Mohamed V University, University Al Akhawayn etc. .

The publications of Dr. Lahcen Haddad, in English, Arabic, French and Spanish, include the geostrategic areas, of social sciences, development, communication and management as well as topics of general interest.

Member of the Popular Movement's Political Bureau since 2006, Dr. Lahcen Haddad is in charge of the electoral platform's communication and writing, of MP foreign Relations and is head of the Commission policy with the same party.

He is a very active member in civil society, affiliate to several associations such as CSSF, Tanmia.org and Boujad Sustainable Development, and he is an appointed member of the National Observatory for Human Development.

Dr. Haddad has been appointed Minister of Tourism in January 2012, he is married with 2 children.

- ***Mr. Matthew Weihs, Managing Director Bench Events***

Matthew Weihs is the Director of the African Chapter of Destination Develop. Having founded the Africa Hotel Investment Forum (AHIF) for Bench Events, partners of Questex Hospitality, his work has led to a number of high profiled engagements with African Governments.

With over 16 years' experience in B2B conferencing his main roles have focused on the development of new business opportunities. Having worked at the Guardian News and Media for 3 years he had direct experience of leveraging creative media products and services for his clients. He has been working as Managing Director for Bench Events for 5 years and continues to develop profitable events for the business and their partners – in 2013 he launched the Morocco Tourism Investment Forum (MTIF) – an invitation only event for the industry. In 2015 he founded and launched the Mediterranean Resort & Hotel Real Estate Forum (MR&H) the newest of the products in the portfolio.

After launching the Africa Hotel Investment Forum in 2011 his primary work has been focused on developing the African market in more detail whilst also supporting the direction of the Bench Events business and providing commercial support for the other eight events. AHIF has created a passion for doing business in the African market and working closely with the UNWTO his he has been instrumental in promoting better public private partnerships to ensure a better investment climate across the continent. Work with the UNWTO has included chairing closed door meetings between Government and private sector leaders; presenting at the UNWTO's CAF Meeting and Regional Seminar on Tourism and Air Connectivity and at a previous Investour meeting.

Becoming a Director of Destination Develop (D2), a business unit of Questex Hospitality, will support his work across the African continent. Increasing the number of creative services and products outside of large scale events D2 will provide a platform and continuous voice to aid promotion of projects looking for investment.

As an extension to this work Matthew has also launched his own business, Africa Event Services. A company that works in partnership with African Governments and international event companies or organisations helping them attract and host best in class conferences in Africa.

- ***Mr. Greg Bakunzi, Amahoro Tours Director, Rwanda***

Greg Bakunzi is an entrepreneur in tourism and sustainability. Since 1997 he has been a driving force of the tourist industry in the northern parts of Rwanda. He's a Tourist Operator, founder and Owner of Amahoro Tours and Redrocks Hostels. Greg and his team are one of the most successful tourism companies in Rwanda. Greg knows how to make the work fun, so it is always fun for him and those around him.

This is the sixth year that Mr. Bakunzi is participating in INVESTOUR.

- ***Mr. Tewolde Gebremariam, Chief Executive Officer, Ethiopian Airlines***

Tewolde GebreMariam was appointed Group Chief Executive Officer, the position that he is currently holding, of Ethiopian on January 2011. He began his career with Ethiopian in 1985 as Transportation Agent and has held a number of senior leadership positions in a number of divisions in the Airline including; Ethiopian Cargo, Area Offices and Sales and Marketing.

On July 2006, Mr. Tewolde was also appointed as Chief Operating Officer to head all the operating divisions of the airline.

In July 2013, he became the first CEO of an African airline to receive "The Airline Strategy Award for Regional Leadership" in the award's 12 year history. The award is given out annually by Airline Business Magazine, a publication of Flight Global, a leading media brand in the aviation world.

Mr. Tewolde graduated from Addis Ababa University with a B.A. Degree in Economics. He earned his Master's Degree in Business Administration from the Open University in the United Kingdom.

4.7. Media Coverage Report

Organization: UNWTO

Title: Investour consolidates role as catalyst of tourism development in Africa

Date: 22.01.2016

Link: <http://media.unwto.org/press-release/2016-01-22/investour-consolidates-role-catalyst-tourism-development-africa>

Organization: UNWTO

Title: INVESTOUR 2016 brings new opportunities to do business in Africa to FITUR

Date: 07.01.2016

Link: <http://media.unwto.org/press-release/2016-01-07/investour-2016-brings-new-opportunities-do-business-africa-fitur>

Organization: UNWTO

Title: The Spanish Federation of Travel Agencies (CEAV) join UNWTO, IFEMA/FITUR and Casa África to promote INVESTOUR 2016

Date: 09.11.2015

Link: <http://media.unwto.org/press-release/2015-11-09/spanish-federation-travel-agencies-ceav-join-unwto-ifemafitur-and-casa-afri>

Organization: Casa África

Title: Casa África renueva su colaboración con la OMT y Fitur para la próxima edición de Investour

Date: 18.02.2016

Link: <http://www.casafrica.es/detalles-notas-prensa.jsp?DS13.PROID=880565>

Organization: Casa África

Title: Investour se consolida como catalizador del desarrollo turístico de África

Date: 21.01.2016

Link: <http://www.casafrica.es/detalles-notas-prensa.jsp?DS13.PROID=878517>

Organization: Casa África

Title: INVESTOUR 2016 trae a FITUR nuevas oportunidades de hacer negocio en África

Date: 13.01.2016

Link: <http://www.casafrica.es/detalles-notas-prensa.jsp?DS13.PROID=876509>

Organization: Casa África

Title: Casa África. Newsletter 265: INVESTOUR 2016. VII Foro de Inversiones y Negocios Turísticos en África

Date: 10.12.2015

Link: http://www.casafrica.es/agenda_europa_africa.jsp?DS28.PROID=872512

Organization: IFEMA

Title: FITUR News Bulletin

Date:

Link:

Organization: IFEMA

Title: Tourism, sustainability and development go hand in hand at INVESTOUR 2016

Date: 4.12.2015

Link: http://www.ifema.es/Institucional_06/noticias/NoticiasdeFerias/ferial/INS_067045_06

Organization: IFEMA

Title: FITUR, the UNWTO and Casa África gain the support of the Spanish Confederation of Travel Agents for the promotion and dissemination of INVESTOUR 2016

Date: 26.10.2015

Link: http://www.ifema.es/Institucional_06/noticias/NoticiasdeFerias/ferial/INS_064410

Organization: IFEMA

Title: INVESTOUR, renewed commitment at FITUR to the African tourist industry

Date: 10.09.2015

Link: http://www.ifema.es/fitur_06/Prensa/INS_060481

Organization: ebiz Africa Review

Title: Desarrollo Sostenible y Turismo: el tándem posible

Date: November 2015

Link: http://www.ifema.es/PresentacionInet/groups/public/documents/formulario/if_094081.pdf

Organization: Confederación Española de Agencias de Viajes (CEAV)

Title: CEAV se suma a las entidades organizadoras de INVESTOUR 2016

Date: 15.10.2015

Link: http://www.ceav.info/notas_prensa/ceav-se-suma-a-las-entidades-organizadoras-de-investour-2016.htm

Media: El país

Title: África: el reto de mantener las esencias y desarrollar el turismo

Date: 22.01.2016

Link: http://elpais.com/elpais/2016/01/21/planeta_futuro/1453394924_706613.html

Media: Hosteltur

Title: Las tendencias y nuevos negocios turísticos de África, en Fitur

Date: 09.01.2016

Link: http://www.hosteltur.com/114468_tendencias-nuevos-negocios-turisticos-africa-fitur.html

Video INVESTOUR 2016 (Casa África)

Link:

<https://www.youtube.com/watch?v=jmLGQE6JDX8&list=PLxzIclmLkGUVUAHvKQmxjJDcEbgPfh2wr>

Video INVESTOUR 2016 (Empresa Exterior)

Link: <http://empresaexterior.com/not/56962/celebrada-la-septima-edicion-del-foro-de-inversiones-y-negocios-turisticos-en-africa-investour/>

Radio interview África Ahora:

<https://docs.google.com/uc?id=0B4moiDirhUJ-Z3JGMjBJOEhKZ3c&export=download>

Radio interview Radio Nacional de España (RNE):

http://mvod.lvl.rtve.es/resources/TE_SMUNCAS/mp3/9/8/1452854716589.mp3

Social media outreach: Facebook 13.570 people reached. Tweeter 3.571 impressions