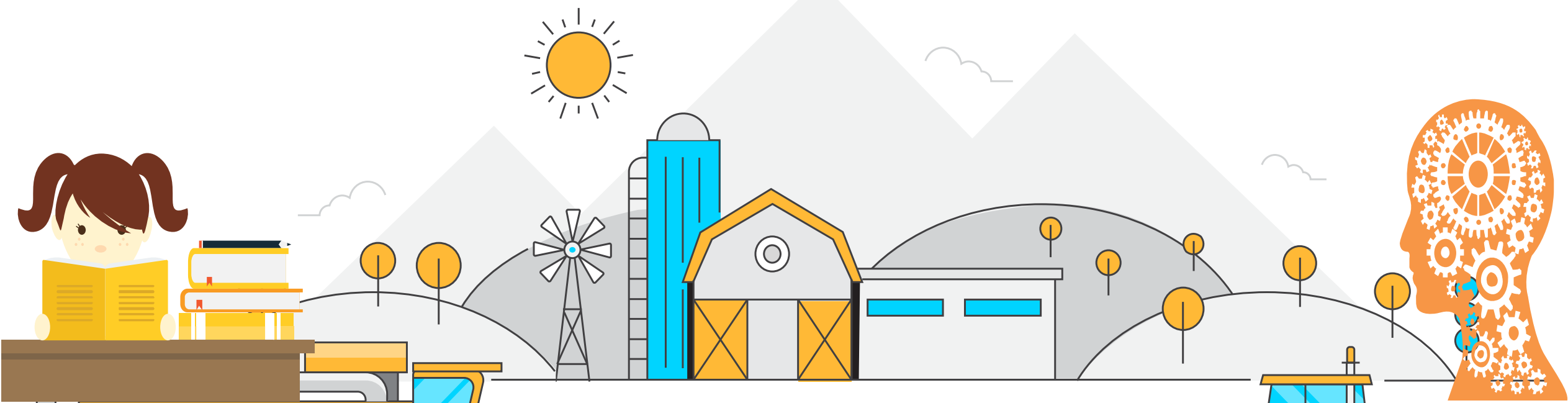


Arabic Republic of Egypt  
Ministry of Tourism

# Egypt — Tourism Reform Program

Dr. Rania Al-Mashat  
Minister of Tourism



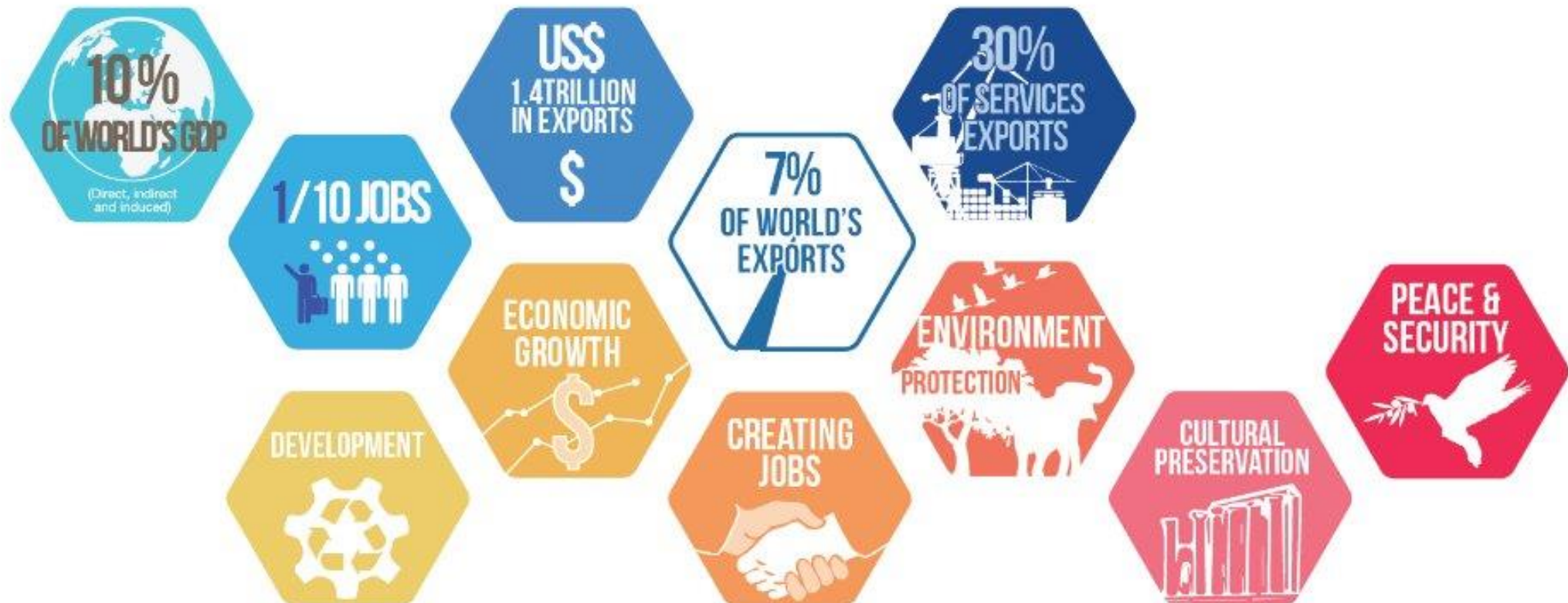


# Introduction



# Why Tourism Matters

## WHY TOURISM MATTERS



TOURISM IS MUCH MORE THAN YOU IMAGINE



# Sustainable Development Goals



## Sustainable Developments Goals, SDGs 2030

Tourism has a great potential to accelerate progress across SDGs

Through direct and / or indirect contribution

Tourism is explicitly mentioned in SDGs 8, 12 & 14


**SDG “8”**  
Decent work and economic growth

**SDG “12”**  
Responsible consumption and production

**SDG “14”**  
Conserve and sustainably use the oceans, seas and marine resources

17 Goals and 169 Targets for Sustainable Development



# Direct, Indirect and Induced Effect of Tourism Spending



How  
money  
travels?



Direct, indirect  
and induced  
effect of tourism  
spending



# Contribution of Travel and Tourism



Global GDP:	2017	2018*	2028*
Direct contribution to GDP (trillion USD)	2.6	2.7	3.9
Total contribution to GDP (trillion USD)	8.3	8.6	12.5

Global Employment:	2017	2018*	2028*
Direct contribution to Employment (million)	118	121	150
Total contribution to Employment (million)	313	323	414

Global Investment	2017	2018*	2028*
Contribution to Investment (billion USD)	882	925	1408

Source: WTTC Economic Impact 2018

\* Expected value



# Egypt—Tourism Reform Program



Launched from Parliament on November 27, 2018



Endorsed by the Government.



Published in both Arabic and English on the web site:

<http://www.egypt.travel/media/2338/egypt-tourism-reform-program.pdf>

<http://egypt.travel/media/2337/برنامج-الاصلاح-الهيكلي-لتطوير-قطاع-السياحة.pdf>

# The Vision



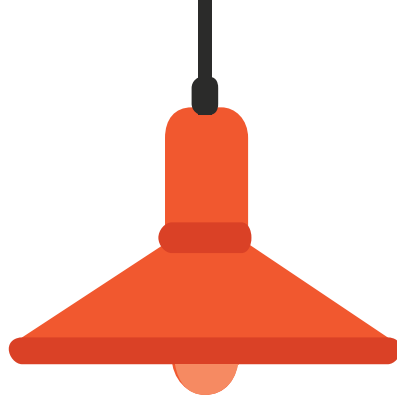
Achieving a sustainable tourism sector through implementing structural reforms that strengthen the sector’s competitiveness and are in line with international standards.



# Overarching Objective



At least one Individual from each Egyptian Household works either directly or indirectly in the Tourism Sector



# Pillars of Structural Reform

**Institutional  
Reforms**

**Legislative  
Reforms**

**Promotion  
&  
Marketing**

**Infrastructure  
&  
Tourism  
Development**

**Global  
Tourism  
Trends**

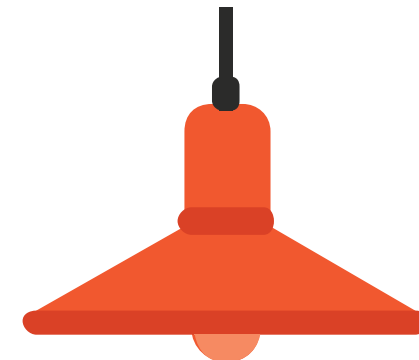


# Institutional Reforms





# Institutional Reforms



## Administrative Restructuring

Modernizing the Ministry's organizational structure; ensuring managerial vacancies are filled; empowering junior staff, consistent with the reforms envisioned for the sector.

## Capacity Building

Improving and elevate the skillset of the workforce; ensuring that the quantity and quality of workforce meets labor market needs; linking educational curricular to the needs of the labor market; including 'Code of Ethics for Tourism' in school curriculum.

## Incentive Programs

Strengthening price competitiveness to increase inbound tourism in coordination with Ministry of Civil Aviation.

## International Relations

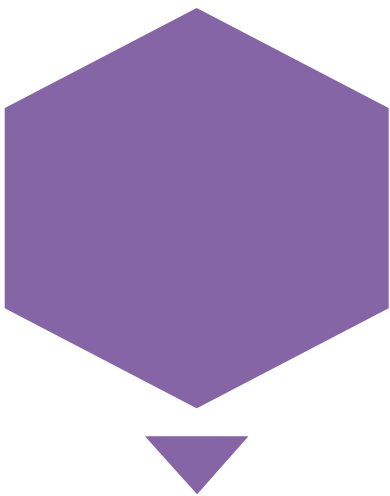
Redefining strategic partnership with international institutions to work towards achieving SDGs; enhancing local community development in collaboration with international donors; ensuring that existing international grants are utilized effectively to meet the Ministry's vision.

## Haj & Omrah

Liaising and supervising the Haj and Omrah to ensure the successful completion of each season.

## Tourism Satellite Accounts

Measuring tourism's contribution to the national economy, to create a database indicating tourism's economic effect on other economic sectors, and to enable the Ministry's formulation of tourism policies.



# Administrative Restructuring







# Administrative Restructuring



## Organizational structure

Modernize organizational structure to effectively implement the Ministry's vision.



## Managerial Level Vacancies

Fill open managerial vacancies with qualified staff.



## Empower Junior staff

Enable junior staff to assume senior positions.

# Administrative Restructuring



## Goal

1. Modernize the organizational structure to effectively implement the Ministry's vision.

## Procedures



Define, review and update job profiles for all departments.



Establish new units (i.e. Management Unit; Internal Audit Unit) in accordance with the Prime Minister's Decree No. 1146 / 2018.



Update internal work flow chart process in accordance with Central Authority for Organization and Administration (CAOA).



Comply with the e-government initiative by implementing the 'Functional Census Project' managed by CAO A.



# Administrative Restructuring



## Goal

2. Ensure open managerial vacancies are filled with qualified staff.

## Procedures



Select most qualified staff to fill vacant managerial positions in accordance with CAO A instructions.



Conduct extensive capacity building workshops to improve technical and managerial skills of selected staff.



# Administrative Restructuring



## Goal

**3. Empower junior staff to assume senior positions to carry out the Ministry's vision effectively.**

## Procedures



Assess the competencies of the Ministry's junior staff (25 – 40 years).



Conduct training workshops (i.e. Training of Trainers; Presentation & Communication; Business Etiquette) for the Ministry's junior staff to enhance their skills & qualifications for the full utilization of their potential while preparing them as future successors.

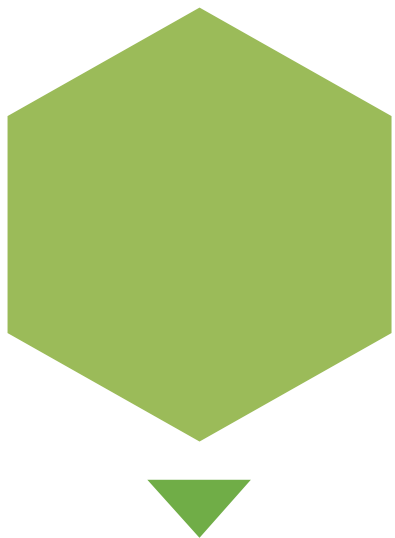


Develop a succession plan by utilizing highly educated staff within the Ministry (i.e. MBA holders, Presidential Leadership Program graduates).



Create a learning driven culture by establishing an internal base of trainers able to conduct regular workshops at the Ministry aiming at improving technical & soft skills.





# Capacity Building





# Capacity Building



## Improvement of skillset

Improve and elevate the skillset of the workforce in the tourism sector.



## Meet market needs

Ensure that the quality and quantity of workforce in the tourism sector meets labor market needs.



## Educational curricular

Link educational curricular to the needs of the labor market.



## Ethics of Tourism

Cooperation with the Ministry of Education to incorporate UNWTO's 'Code of Ethics for Tourism' into school curricula.

# Capacity Building



## Goal

1. Improve and elevate the skillset of the workforce in the tourism sector.

## Procedures



Cooperate with the private sector, 'Technical and Vocational Education Training' (TVET), donors and supporting civil society organizations to conduct training courses to improve the skill level of employees.



Rehabilitate & restructure the Ministry's training centers.  
Build a pool of accredited trainers and specialists in various tourism fields.



Develop and update the training programs in line with international standards.



Establish a unified accreditation system to ensure a streamlined standard of qualification for all workforce, issued by the Ministry.



# Capacity Building



## Goal

**2. Ensure that the quantity (one family members in every Egyptian household) and quality of the workforce meets labor market needs.**

## Procedures



Implement plan to raise qualification of graduates from Hotel & Tourism faculties to meet requirements of the tourism sector.

Develop specialized technical training programs for graduates and job seekers in various tourism fields.



Set criteria for job admission in cooperation with responsible chamber.  
Conduct comprehensive training needs assessment for the Ministry's staff.



Develop programs related to enhancing soft skills of the Ministry's staff.



# Capacity Building



## Goal

### 3. Link educational curricula to the labor market needs.

## Procedures



Review the curricula of all hospitality schools in cooperation with the Egyptian Tourism Federation (ETF) and its chambers.



Improve the dual education system at technical tourism schools in cooperation with the Ministry of Education.



Update admission requirements for students according to requirements of the private sector by including tourism experts in selection committees.





# Capacity Building



## Goal

4. Cooperation with the Ministry of Education to incorporate UNWTO's *Code of Ethics for Tourism* into the school curricula.

## Procedures



Coordinate with the Ministry of Education and Technical Education and the Ministry of Higher Education to modernize the curricular related to tourism and the criteria for acceptance in hotels.

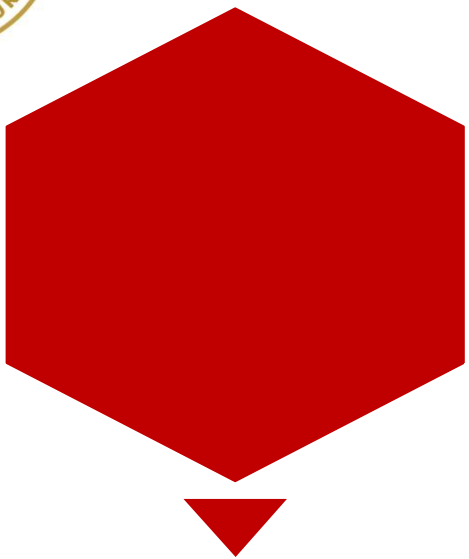


Work towards finalizing a protocol with the Ministry of Education to introduce “Ethics of Tourism” in school curricular; promoting competitions; and announcing tourism awards.

World Committee on  
Tourism Ethics

For Responsible Tourism





# Incentive Programs



# Incentive Programs



## Goal

**Strengthen price competitiveness to increase inbound tourism in coordination with the Ministry of Civil Aviation.**

## Procedures



Launch 2018-2020 Aviation Incentive Program in cooperation with Ministry of Civil Aviation (Nov, 1 2018 – Apr, 29 2020).



Introduction of an incremental growth incentive, granted every six months.

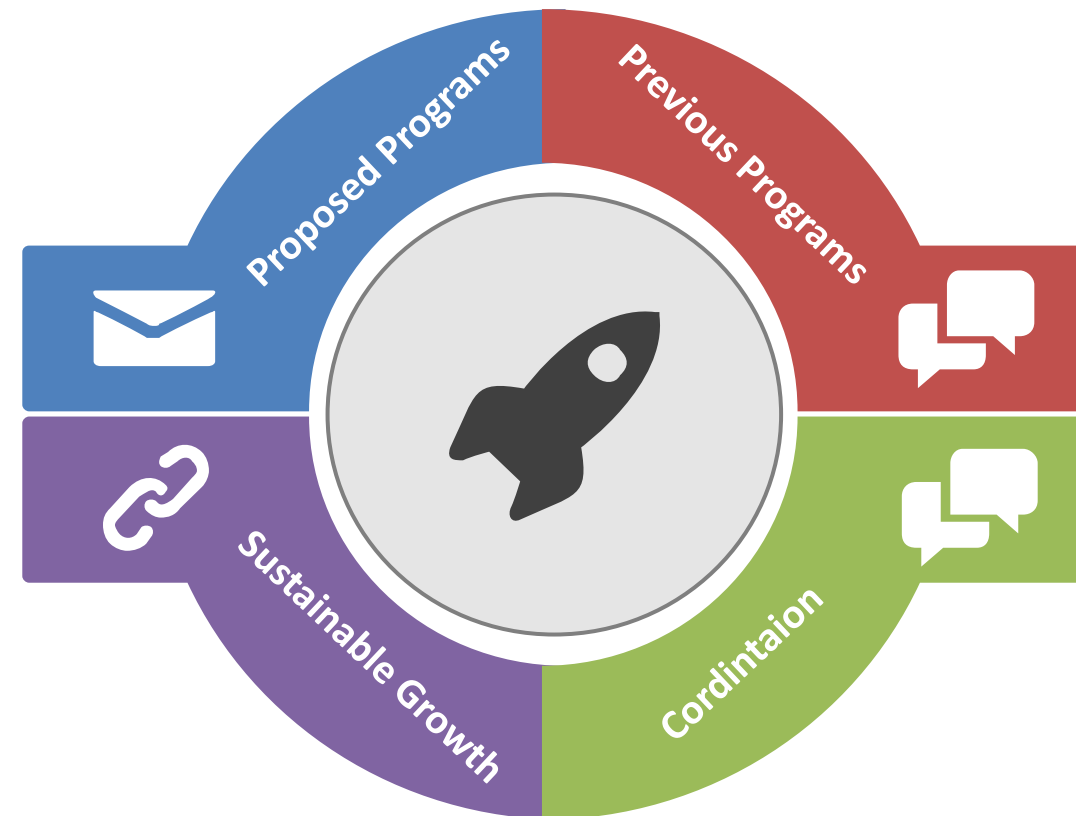


Incentives vary by destination depending on the tourism flows to various tourism destinations.



Streamlined and reduced administrative cycle for payments.

Set deadlines for the submission of incentive requests and payments.





# International Relations



# International Relations



## International institutions

Redefine partnership with international institutions to work towards achieving SDGs.



## Local community development

Integrate local community and enhance their development around touristic sites in collaboration with international donors.



## International grants

Ensure that existing international grants are utilized effectively to meet the Ministry's vision.

# International Relations



## Goal

**1. Redefine partnership with intergovernmental organizations and foreign development agencies to work towards achieving the Sustainable Development Goals (SDGs).**

## Procedures

-  Identify crosscutting areas regarding SDGs and Tourism.
-  Identify national partner ministries to collaborate in sustainable tourism projects.
-  Identify international partners to collaborate in sustainable tourism projects.
-  Establish a 'Sustainable Tourism Unit' within the Ministry.







# International Relations



## Goal

2. Integrate local community and enhance their development around Egyptian cultural heritage sites in collaboration with international donors.

## Procedures



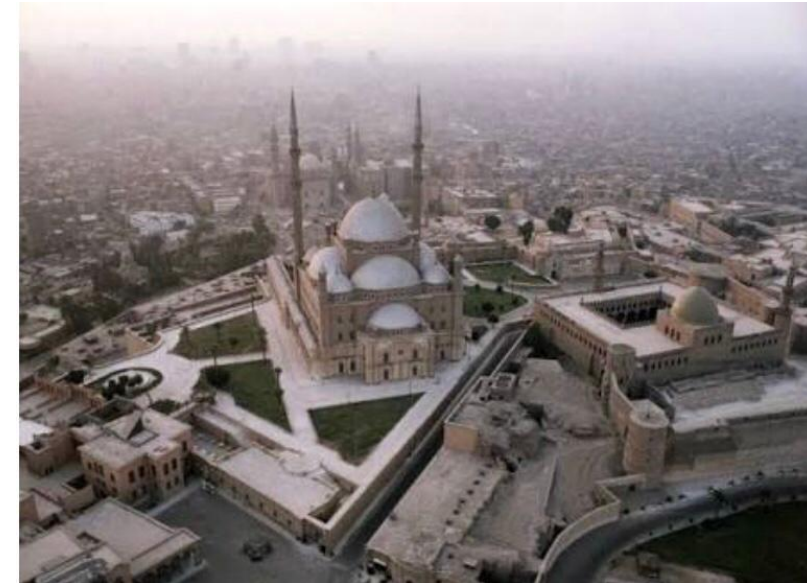
Implement USAID project on “Sustainable Investment in Tourism in Egypt” (SITE), aiming at linking cultural heritage assets to tourism development activities and improving the skills of worker in collaboration with the Ministry of Antiquities.



Build connections between cultural heritage sites and surrounding communities to provide incentives for local inhabitants to protect and preserve the sites.



Protect and restore cultural heritage sites from damage caused by ground water invasion, and producing sustainable site management plans for cultural heritage sites in collaboration with the Ministry of Antiquities.



# International Relations



## Goal

3. Ensure that existing international grants are utilized effectively to meet the Ministry's vision.

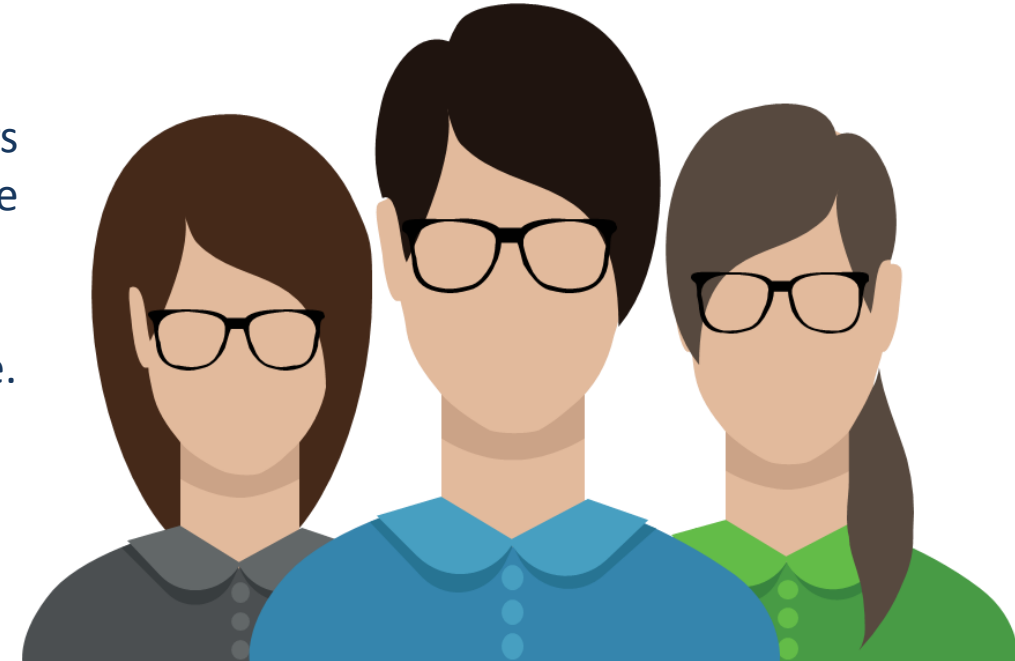
## Procedures



Monitor all grants provided to the Ministry by different donors and review all bilateral agreements to ensure its effective utilization.



Explore cooperation with new donors to utilize foreign expertise.





# Haj & Omrah



# Haj & Omrah



## Goal

**Liaise and supervise the Haj and Omrah to ensure the successful completion of each season.**

## Procedures

-  Empower the Higher Committee for Haj and Omrah with more authorities to allow flexible decision making, while ensuring adequate representation of various travel agents specialized in religious tourism.
-  Liaise with relevant stakeholders to provide automated procedures for Haj and Omrah.
-  Prepare technical reports on seasonal events in order to further enhance the process in the future.
-  Introduce digital tools and technology to facilitate the Haj and Omrah process.



# Tourism Satellite Accounts (TSA)





# Tourism Satellite Accounts (TSA)



## Goal

**Measure the contribution of tourism to the national economy; create a comprehensive database, indicating economic effect of tourism on other economic sectors, for better formulation of policies.**

## Procedures



Collect data of inbound, domestic and outbound tourism surveys in collaboration with the Central Agency for Public Mobilization and Statistics (CAPMAS).



Enhance the data collection of inbound tourism survey series that CAPMAS has implemented since 1990 to study the tourism expenditure of international tourists and Egyptians residing abroad.



Conduct tourism survey to assess domestic tourism expenditure for Egyptians and foreign residents.



Further collection of outbound tourism surveys which are not regularly collected.

Collect and analyze data from other entities such as the Information and Decision Support Centre, Ministries Interior, Civil Aviation, Planning and International Cooperation, CBE.

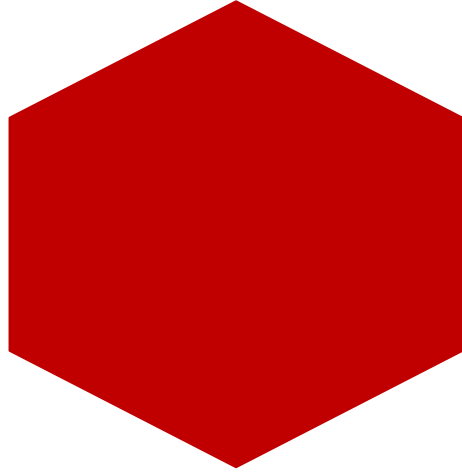
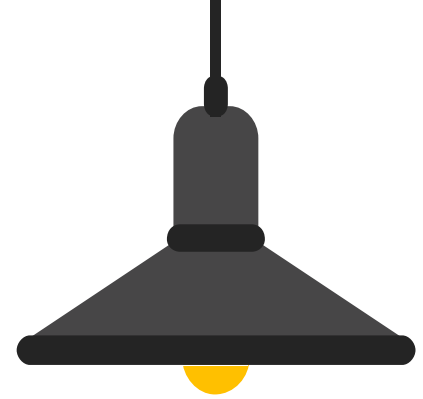


# Legislative Reform



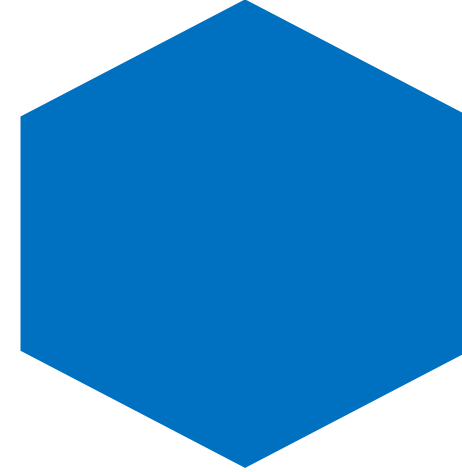


# Legislative Reforms



## **Tourism Federation & Chambers**

Ensure that the private sector is elected.



## **Legislative framework governing tourism laws**

Draft and adopt comprehensive and contemporary legal framework governing tourism.

# Tourism Federation and Chambers



## Goal

Ensure transparent and adequate representation of the tourism private sector (Federation and Chambers) by means of elections to guarantee inclusive legislative reform process.

## Procedures



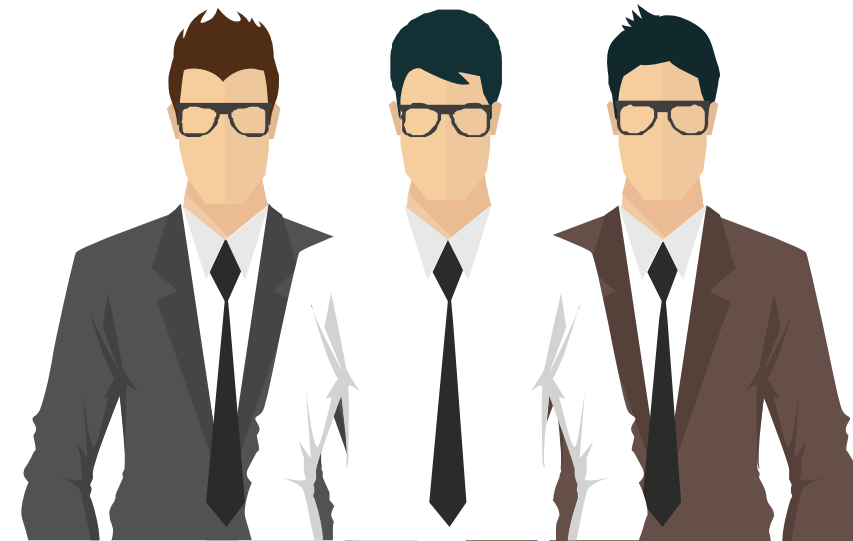
Simplify executive procedures to conduct elections of the Egyptian Tourism Federation (ETF) and its chambers.



Issue Ministerial Decree No. 520 / 2018 to update the tourism chambers law regulations.



Issue additional Ministerial Decree to conduct elections on October, 31 2018.





# Tourism Law Reforms



## Goal

**Draft and adopt comprehensive and contemporary legal framework governing tourism.**

## Procedures



Review outdated and dispatched legal framework regulating tourism activities (dated 1970) and draft new legal framework.



Conduct inclusive round table discussion with all stakeholders, tourism experts, academics and parliamentarians to review draft legal framework.



Submit draft legal framework to Parliament for adoption of new law.



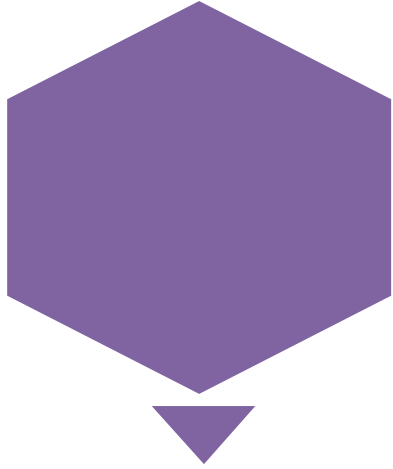


# Marketing & Promotion



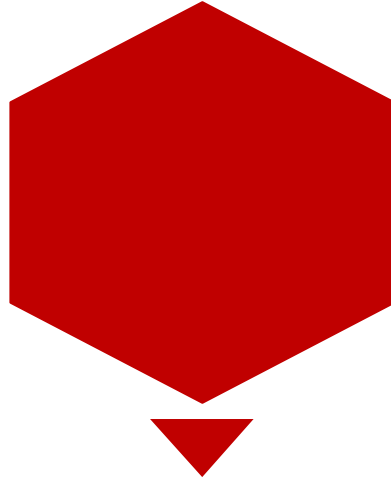


# Marketing & Promotion



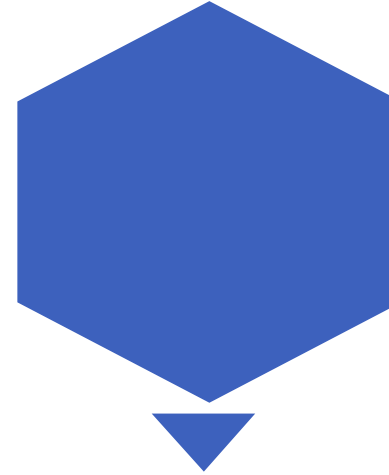
## International Promotion Campaign

Launch new promotion campaigns to showcase Egypt's contemporary dimension; adopt modern, digital and competitive promotion approaches; diversify revenue streams and increase the sector's resilience by tapping new source markets.



## Modern Marketing Tools

Modernize the modalities of marketing tools consistent with international trends.



## International Travel Exhibitions

Refine the Ministry's presence at international travel exhibitions to fully exhaust its promotional potential, focusing on quality not quantity.

**Momentum**  
The Total Brand Experience Agency

**FP7** / PART OF McCANN  
WORLDGROUP

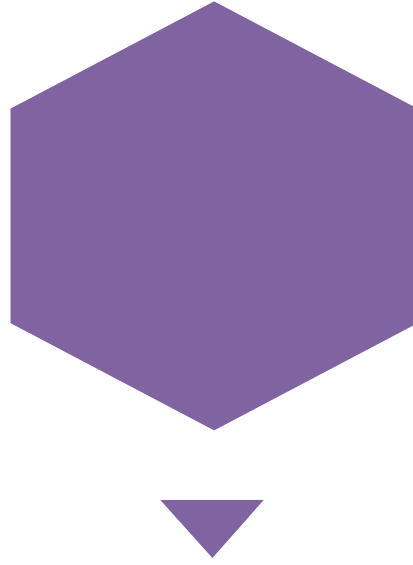
**McCANN**

GOO JACK MORTON

**UM** Initiative

**CRAFT**

**WEBER SHANDWICK**  
engaging always.



# International Promotion Campaign

# International Promotion Campaign



## Goal

1. Launch new promotion campaigns to showcase Egypt's contemporary dimension.

## Procedures

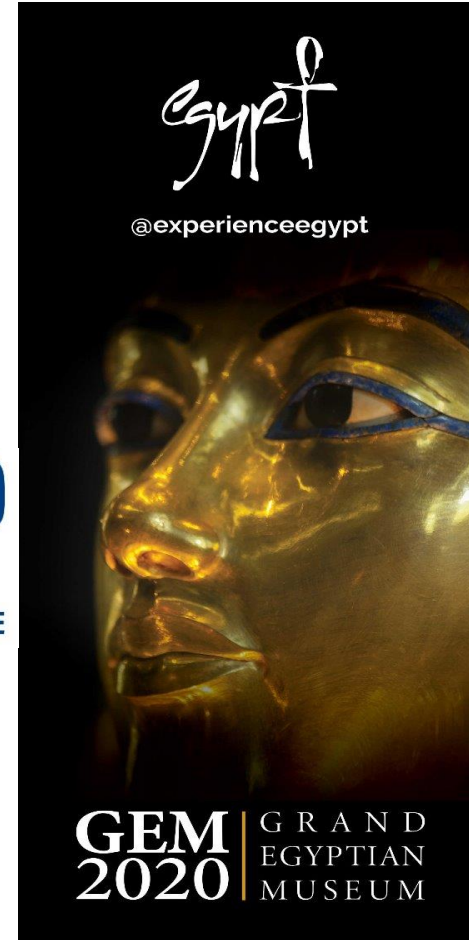
Establish an Egyptian-international consortium to promote Egypt:

- International representation by IPG/MCN group, covering: advertising, media, PR, brand consulting, digital, data & insight, technology, sports and experience events, health and wellness, production
- National representation by 'Synergy', one of the leading advertising companies in the region.

Launch People to People "P2P" campaign, portraying Egypt not only as a prime tourism destination but also shedding light on the diversity of the Egyptian people. By showcasing Egyptians are pioneering various disciplines (art, sports, music, culinary activities), P2P intends to shift tourists' perception on one hand, and encourages community engagement, on the other hand. Sustainable tourism is not just about places but about people in places.

Promote the opening of the Grand Egyptian Museum 'GEM2020', one of the largest museums in the world.

**P2P**  
PEOPLE TO PEOPLE





# International Promotion Campaign



## Goal

2. Adopt modern, digital and competitive promotion approaches.

## Procedures



Branding by destination, creating an identity for each of Egypt's tourism destinations. Utilizing the network of the Ministry's regional and internal offices to promote the branding by destinations approach.



Enhance efficiency of the Ministry's regional offices by updating job profiles, conducting regular performance appraisals, ensuring the utilization of modern digital marketing tools.



Create an annual event calendar, including international events and festivals.



Promote Egypt during international events: The Ministry launched campaign during the World Cup in Russia, where Egypt was an Official Regional African Supporter of the 2018 FIFA World Cup.



Conduct interviews with international media news outlets (i.e. CNN, BBC, Euro News) to promote Egypt.



# International Promotion Campaign



## Goal

**3. Diversify revenue streams and increase the sector's resilience by tapping new source markets.**

## Procedures



Increase promotional efforts in new source markets, including Asia (particularly China), East Europe (particularly Ukraine), and Latin America.

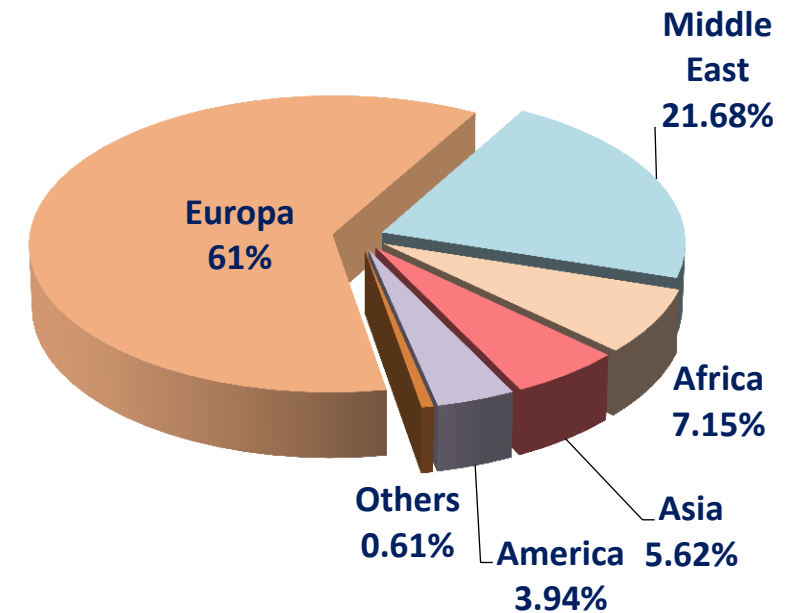


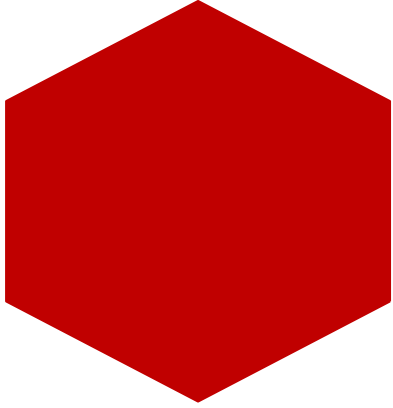
Organize workshops with Arab states (particularly countries of Gulf Cooperation Council) to determine the most effective promotion tools.



Participate in national and international conferences to promote Egypt as an attractive all-year-long tourism destination.

January – October 2018





# Modern Marketing Tools



# Modern Marketing Tools



## Goal

**Modernize the modalities of marketing tools consistent with international trends.**

## Procedures



Use digital platforms and social media for promotion activities.



The Ministry launched the first specialized tourism IGTV (Instagram television) channel in the MENA region.

Invite international bloggers and influencers to visit Egypt.



Upgrade the Ministry's official Facebook account; as well as the official website.





# International Travel Exhibitions



Quality not quantity!



# International Travel Exhibition



## Goal

**Refine the Ministry's presence at international travel exhibitions to exhaust its full promotional potential focusing on quality not quantity.**

## Procedures



Streamline Egypt's message to be conveyed abroad with private sector and spread positive news on international media outlet.



Use state of the art interactive technology and digital platforms in designing Egyptian booth in line with international marketing trends.



Use promotional trademark of "GEM2020", P2P and destinations branding in designing the Egyptian booth abroad.



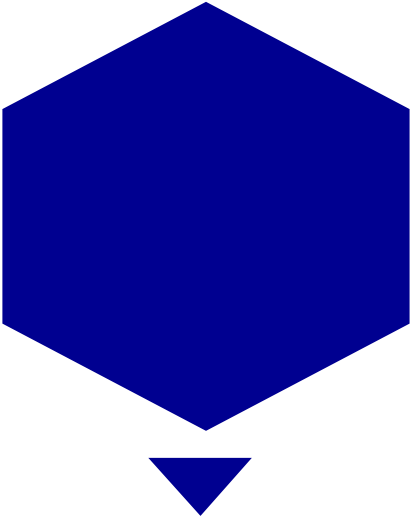
# Infrastructure & Tourism Development





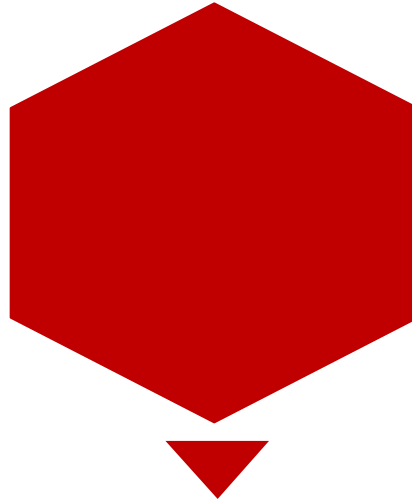


# Infrastructure & Tourism Development



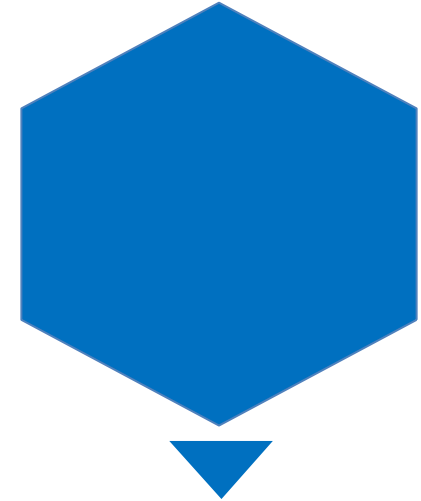
## Tourism Development

Complete tourism development projects to raise investment; implement a strategy for sustainable tourism development until 2030.



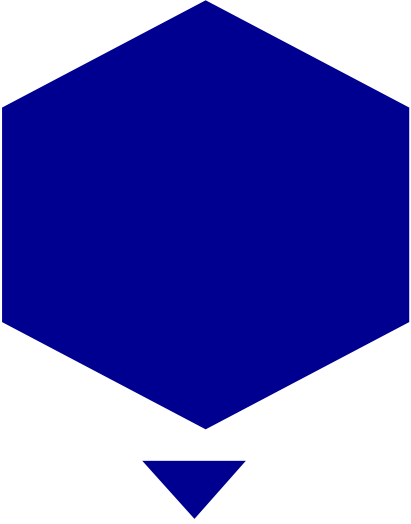
## New Norms for Hotel classification

Update hotel classification criteria according to international standards in collaboration with UNWTO; improve international health and food safety standards of hotels.

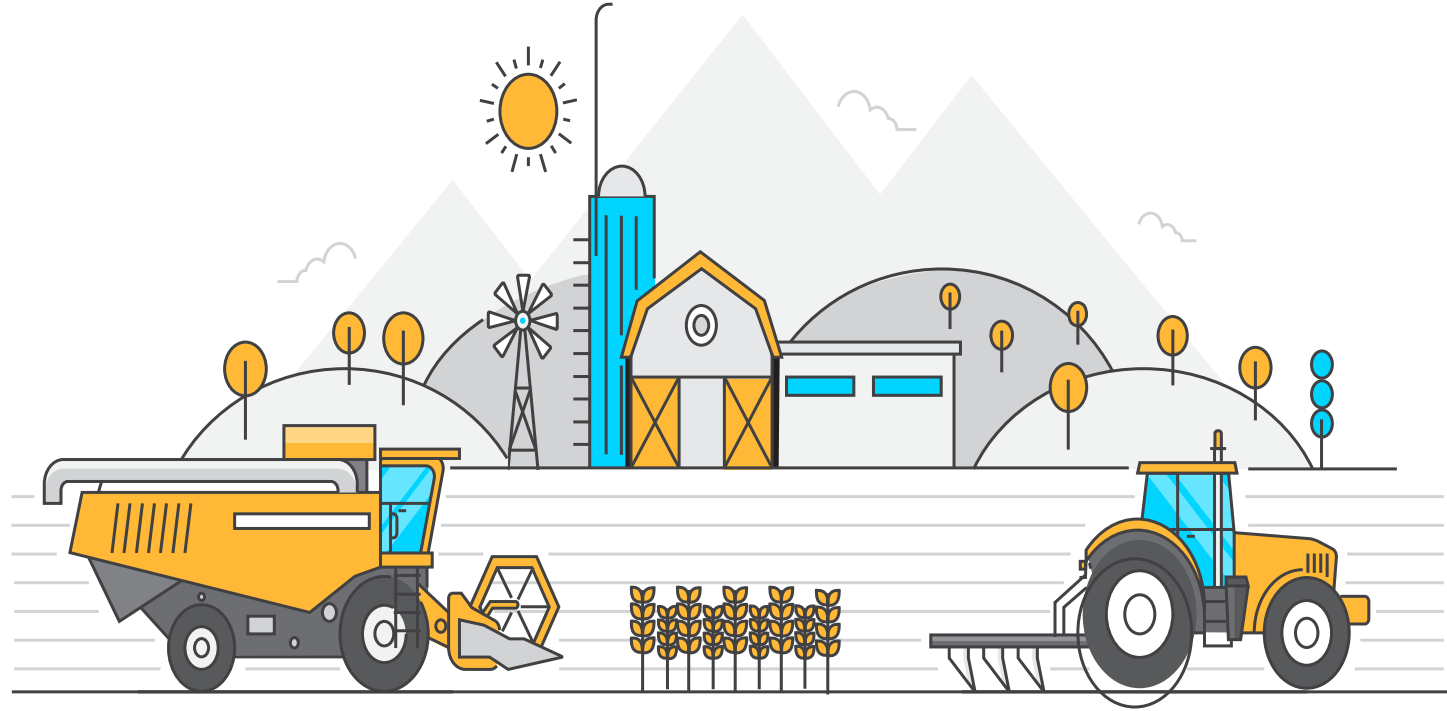


## Hotel Development Fund

Establish a private equity fund aimed at restructuring financially impaired hotels and other tourism establishments.



# Tourism Development




# Tourism Development



## Goal

**1. Complete tourism development projects in 67 touristic areas.**

## Procedures


An orange speech bubble containing a white eye icon.

Expand Egypt's current capacity of 89,993 hotel rooms to a total of 238,114 rooms by completing the ongoing construction of 55,121 rooms in touristic areas as well as fostering the construction of additional 183,000 rooms subject to the Ministry's Tourism Development Authority (TDA).

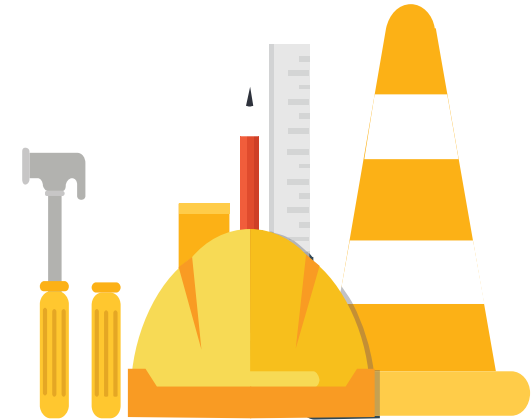
A blue speech bubble containing a white icon of a server rack.

Enhance the existing infrastructure in TDA's touristic areas, including:

- 168 water desalination stations (capacity of 222,516 m<sup>3</sup>/day)
- 226 sewage treatment stations and
- 508 electric generators and stations (capacity of 380.2 megawatt)
- 478 kilometers of road network.

A red speech bubble containing a white eye icon.

Provide technical and financial support for urban touristic destinations in governorates that are excluded from TDA's jurisdiction in order to create new job opportunities.





# Tourism Development



## Goal

2. Implement a strategy for sustainable tourism development until 2030 aiming at diversifying Egypt's tourism product; increasing the number of tourist nights; creating direct and indirect employment with community integration.

## Procedures



In accordance with the Presidential Decree No. 62 / 2018 on the establishment of a Land Development Map, TDA prepares a development plan for touristic areas until 2030.



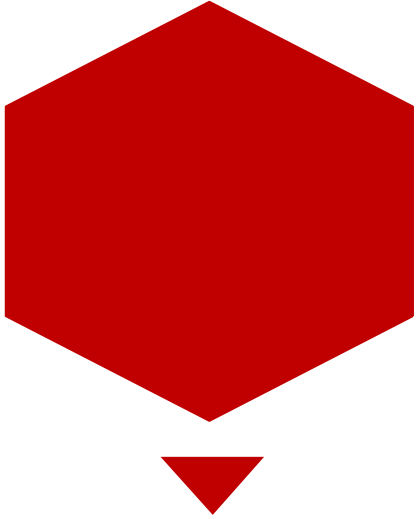
Prepare an integrated tourism development plan to attract investment focusing on the diversification of Egypt's tourism product and accommodation types.



Finalize an investment implementation system (i.e. land allocation) within the integrated tourism development plan in accordance with Investment Law No. 72 / 2017 and its executive regulations.

Analyze the current service infrastructure and provide additional incentives for developers and investors to complete projects in a timely manner.





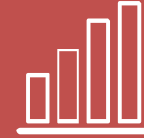
# New Norms for Hotel Classification



Quality  
Control



Hotel  
Classification



Service  
Automation



Hotel's  
Database

# New Norms (NNs) for Hotel Classification



## Goal

Update the hotel classification criteria according to international standards.

## Procedures



In collaboration with UNWTO and the Egyptian Hotel Association (EHA) update hotel classification criteria to meet current trends and demands for quality standards in the hotel sector.



Build a team of inspectors, from the Ministry's and other government authorities, which will be trained and certified by a UNWTO expert.

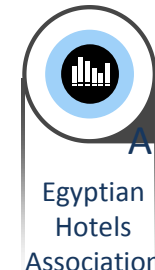


Collaborate with other governmental entities to equip the team of inspectors with tablets to conduct digitalized inspections.



Conduct classification of all hotels in Egypt by team of trained inspectors under auspices of UNWTO expert according to newly adopted NNs .

Validate classification based on “mystery guest program” and “online guest review system”.



November 2018

# Health and Food Safety Standards



## Goal

**Improve international health and food safety standards of hotels in collaboration with independent internationally accredited audit firms and the Ministry of Health.**

## Procedures



Coordinate with the Ministry of Health to align health and food safety standards with those applicable at the governorate level.



Conduct a comprehensive survey of all hotel employees working in food and beverages in the Red Sea and other governorates.







# Hotels Development Fund



# Hotels Development Fund



## Goal

**Establish a private equity fund aimed at restructuring financially impaired hotels and other tourism establishments.**

## Procedures



Establish a hotel development fund aiming at providing capital to financially impaired hotels to conduct necessary investments.



Coordinate with experts to manage the Hotel Development Fund.



Coordinate with Egyptian banks for debt restructuring of tourism sector establishments.





# Global Tourism Trends

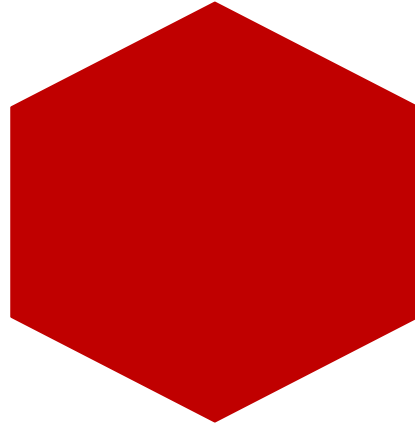


# Global Tourism Trends



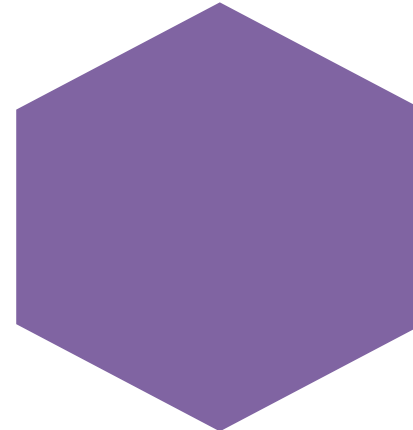
## Green Tourism

Branding Egypt as a responsible destination with recognized environmental and social sensitivities to meet future demands on green tourism products.



## Economic Empowerment of Women

Promote economic empowerment of women by increasing workforce of women in the tourism sector.



## Innovation & Digitalization

Encourage innovative and digital solutions for the tourism sector to enhance its competitiveness.






# Green Tourism




## Goal


**Branding Egypt as a responsible destination with recognized environmental and social sensitivities to meet future demand on green tourism products and services.**

## Procedures

 Increase hotel sector's green competitiveness through global recognition – the 'Green Star Hotel' certification led to approx. 10% of hotel capacity recognized by global industry stakeholders.

 Link green tourism standards to the 'New Norms' currently being developed for hotel ratings.

Encourage Investments in Energy Efficiency and Renewable Energy technologies.

 Develop Green performance Indicators to measure progress and support promotional efforts. Leverage available donors and development partners' support and resources. Cooperate with Ministry of Environment to promote 'Ecotourism'.



10 %  
Capacity



20000  
Rooms



80  
Hotels





# Economic Empowerment of Women



## Goal

**Promote economic empowerment of women by increasing female workforce in the tourism sector.**

## Procedures



Cooperate with tourism faculties to address the low school-to-work transition.



Improve the image of tourism as a profession through media campaigns including successful female role models.



Collaborate with foreign development agencies to provide anti-harassment training at the workplace.



Establish gender quotas for all capacity building workshops for Startups.



## Goal

**Encourage innovative and digital solutions for the tourism sector to enhance its competitiveness.**

## Procedures



Collaborate with business innovation centers to create an enabling environment for innovative startups.

Collaborate with UNWTO to conduct startup competition and hackathons to encourage entrepreneurs' engagement in the tourism industry and thereby expand the entrepreneurship ecosystem.



Collaborate with academic institutions to conduct joint startup competitions.



Develop advanced technological communication program to be the link between public and private stakeholders in order to facilitate the transfer and exchange of knowledge on the models of the European Training Foundation (ETF).



Collaborate with international institutions to enhance productive inter-linkages between MSMEs and large businesses in the tourism industry.

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

"إِنْ أُرِيدُ إِلَّا الْإِصْلَاحَ مَا اسْتَطَعْتُ وَمَا تَوْفِيقِي إِلَّا بِاللَّهِ"

صدق الله العظيم

هود 88

"I only desire reform so far as I am able and my success cannot be achieved without Allah"

**Hud 88**





# Thank You

