

**Date: Saturday, 2<sup>nd</sup>  
November 2024**

**Time: 10:00am – 3:30pm**

**Duration: 5.5hours**

**Venue: BON Hotels,  
Ikeja GRA, Lagos State.**

**DOMESTIC TOURISM PROMOTION DEPARTMENT**  
**2024 CAPITAL PROGRAMME: REVIEW OF THE NATIONAL TOURISM**  
**POLICY OF NIGERIA: STAKEHOLDERS' VALIDATION SESSION**  
**(EGRP6208088)**

**SESSION REPORT**

**Details of Discussants:**

- **Mrs. Ibiene Roberts, FNIM, OON**, Permanent Secretary, Federal Ministry of Art, Culture, Tourism, & Creative Economy  
Represented by **Ms. Dorothy Duruaku**, Public Sector Co-Chair, Tourism Policy Drafting Committee & Director, International Tourism Relations & Cooperation, Federal Ministry of Art, Culture, Tourism & Creative Economy
- **Mrs. Lola Ade-John**, Former Minister, Federal Ministry of Tourism
- **Barr. Hannatu Musa Musawa**, Honourable Minister, Federal Ministry of Arts, Tourism, and Creative Economy
- **Ms. Dorothy Duruaku**, Public Sector Co-Chair, Tourism Policy Drafting Committee & Director, International Tourism Relations & Cooperation, Federal Ministry of Art, Culture, Tourism & Creative Economy
- **Mrs. Ngozi Ngoka**, Private Sector Co-Chair, Tourism Policy Drafting Committee & Thematic Lead, Tourism and Hospitality Industries Thematic Group, THECCS Policy Commission, NESG

**Panelists:**

- **Dr. Munzali Dantata**, Chairman, Board of Trustees, Federal Tourism Associations of Nigeria (FTAN)
- **Chief Abiodun Odunsowo**, National President, Institute for Tourism Professionals of Nigeria (ITPN)
- **Mrs. Abosede Ayeni**, CEO, Tantalizers PLC
- **Alhaji Kabir Malan**, Chairman, Board of Trustees, Association of Tourism Practitioners of Nigeria (ATPN)
- **Dr. Philip Maga**, Overseeing the Office of the Director-General

**Moderated by: Dr. Taiwo Famogbiyele**

**Background**

The tourism sector in Nigeria holds significant potential for economic diversification, job creation, and cultural preservation. Recognizing this potential, the Ministry of Arts, Culture, Tourism, and Creative Economy has initiated a validation workshop of the National Tourism Policy. This exercise aims to ensure that the policy reflects the current

realities of the tourism industry, aligns with global best practices, and meets the goals of the nation for sustainable tourism development.

Historically, Nigeria's tourism industry has faced numerous challenges, including inadequate infrastructure, limited marketing efforts, and a lack of skilled human resources. These challenges have hindered the sector's growth and its ability to compete on a global scale. The revalidation of the National Tourism Policy is a critical step towards addressing these issues and creating a robust framework that fosters innovation, investment, and sustainable growth.

The policy serves as the foundation for the entire tourism sector, providing strategic direction in key areas such as infrastructure development, marketing strategies, human resource development, and investment opportunities. It is essential that the policy not only addresses the unique challenges faced within the Nigerian context but also adapts to the rapidly evolving global tourism landscape, which is increasingly influenced by emerging technologies and sustainability considerations.

Stakeholder engagement is a vital component of this validation process. The involvement of government, private sector, civil society, and academia is crucial to ensure that the policy is inclusive and adaptable. By gathering insights and feedback from various stakeholders, the policy can be refined to better meet the needs of the tourism sector and the broader goals of national development.

## Context

The context of the National Tourism Policy validation in Nigeria is shaped by several interrelated factors that shows the importance of a strategic approach to tourism development.

**Economic Diversification:** Nigeria's economy has historically been heavily reliant on oil exports, making it vulnerable to fluctuations in global oil prices. In recent years, there has been a concerted effort by the government to diversify the economy by tapping into other sectors, including tourism. The tourism industry is recognized as a key driver for economic diversification, offering opportunities for job creation, investment, and cultural exchange.

**Cultural and Natural Heritage:** Nigeria is endowed with a rich cultural heritage and diverse natural resources, which presents unique opportunities for tourism development. From historical sites and festivals to natural parks and wildlife, the country has much to offer. However, these assets have often been underutilized due to inadequate infrastructure and marketing strategies. The validation of the National Tourism Policy aims to harness these resources effectively to attract both domestic and international tourists.

**Global Tourism Trends:** The global tourism landscape is rapidly evolving, influenced by changing consumer preferences, technological advancements, and a growing emphasis on sustainability. As travellers increasingly seek authentic experiences and environmentally responsible options, Nigeria must adapt its tourism offerings to remain competitive. The validation process seeks to align the National Tourism Policy with global best practices, ensuring that Nigeria can effectively respond to these trends.

**Stakeholder Engagement:** The success of the tourism sector relies heavily on collaboration among various stakeholders, including government agencies, private sector players, local communities, and civil society. The validation process highlights the importance of inclusive stakeholder engagement to ensure that the policy reflects the diverse perspectives and needs of all parties involved. This collaborative approach is essential for creating a policy that is not only comprehensive but also actionable and sustainable.

**Challenges and Opportunities:** The tourism sector in Nigeria faces several challenges, including security concerns, inadequate infrastructure, and a lack of skilled workforce. However, these challenges also present opportunities for growth and innovation. By addressing these issues through a well-defined policy framework, Nigeria can create an enabling environment that fosters investment, entrepreneurship, and sustainable tourism practices.

## Opening Remarks

**Mrs. Ibiene Roberts,**  
FNIM, OON, Permanent  
Secretary, Federal Ministry  
of Art, Culture, Tourism, &  
Creative Economy

Represented by Ms.  
Dorothy Duruaku, Public  
Sector Co-Chair, Tourism  
Policy Drafting Committee  
& Director, International  
Tourism Relations &  
Cooperation, Federal  
Ministry of Art, Culture,  
Tourism & Creative  
Economy

Welcome to this important engagement in the revalidation of the draft National Tourism Policy of Nigeria. Today marks a significant step in our collective journey towards strengthening Nigeria's tourism sector, a journey that is not only possible through the collaboration and impact of every stakeholder here present. The National Tourism Policy of Nigeria is being revalidated, reviewed by the ministry, in collaboration with the Nigerian Economic Summit Group (NESG), and other stakeholders across the public and private sector. Our goal is to ensure that this policy reflects the current realities of the tourism industry, aligns with global best practices and meets with the aspiration of our nation in sustainable tourism development.

Tourism is one of Nigeria's most vulnerable assets, rich with untapped potentials to drive economic diversification, job creation and cultural preservations. However, to fully realize this potential, we must have a well-defined, inclusive and adaptable policy framework. This is why today's revalidation exercise is very critical. It is an opportunity to ensure that this policy remains robust, relevant and responsive to evolving needs in the tourism sector. Their presence here is a testament to this important collaboration in shaping the future of our tourism industry, whether from government, the private sector, civil society, academia, your insights and expertise and feedback today will help

build a policies finalization, ensuring that it addresses the challenges opportunities of today, while providing a clear vision for tomorrow.

As we engage in these discussions today, let us keep in mind that tourism is not just an economic activity, it is a driver for national unity, cultural pride and international engagement. Our policy must reflect this multi-dimensional role and create an enabling environment that fosters innovation, investment and sustainable growth. The Ministry of Arts, Culture, Tourism and Creative Economy is committed to supporting this process and ensuring that the outcome of this engagement informs the future direction of tourism in Nigeria, together, we can craft a policy that not only boost our tourism, domestic tourism industry, but also positions Nigeria as a leading destination. I want to sincerely thank the NESG and all partners for their invaluable contributions to this review process. To all stakeholders present here, we look forward to your active participation and constructive input as we take this next crucial step in shaping the future of tourism in Nigeria.

#### Special Remarks

**Dr. Ikenna Nwosu,  
Facilitator, THECCS Policy  
Commission, NESG**

Honourable Minister, Federal Ministry of art, culture, tourism and the creative economy, my colleague, Barr. Hannatu Musawa; the erstwhile Honourable Minister of Tourism, Mrs Lola Ade-John; the Permanent Secretary of the Federal Ministry of arts, culture, tourism and the creative economy, here represented; States commissioners of tourism, art, culture and creative economy. Here present our professional colleagues, both from the public sector in the ministry and the private sector business membership organizations, gentlemen of the press, organized private sector ladies and gentlemen, the protocol established here today, I respectfully request to stand by it, and I bring the felicitations of the Chairman of the Board of Directors of the Nigerian Economic Summit Group, the CEO of the Nigerian Economic Summit Group and the members of the Board of Directors, I would like to especially recognize the presence of the public sector co-chair for the committee that drafted it. Miss Dorothy Duraku, please stand up to be recognized. Please a round of applause for her. And I'll also like to recognize the private sector co-chair of the drafting committee. Mrs. Ngozi Ngoka, you please stand up to be recognized. Thank you. And I also want to recognize the presence of members of the drafting committee for the National Tourism policy who are all, I believe, largely present here.

I represent the Nigerian Economic Summit Group. The policy commission in charge, in charge of tourism, hospitality, entertainment, culture, creatives and sports and I will respectfully thank the two Honourable Ministers in the room for being the first two ministers in this regime that signed memorandum of understanding with the NES G to move their sectors forward. Please. A round of applause for them both. We have an MOU with the Federal Ministry of Tourism, as it then was, and you had an MOU with the Federal Minister of art, culture and creative economy, as he then was, now the emerge.

So, our presence in this room is part of the implementation of that memorandum of understanding. So, I'm very, very delighted to be making special comments on the stakeholder validation for the review of the National Tourism policy.

Why the policy? Our policy is 2005 or so. It's obsolete. We need to move forward the tourism on tourism. Since after COVID 19, the sector has moved much faster than the governance processes around the sector, electronic tourism, electronic hospitality, are all there now. So that's why we had to move forward. To do this, the private sector and the public sector co created the document we are validating today, leading the way with two coaches, public and private, and getting all stakeholders involved in an extensive consultation process that has ended in this first draft, which is now being brought forward to everybody for validation having been shared.

The objective of what we are doing here today is to ensure that Nigeria's tourism policy is in consonance with the expectations of the United Nations World Tourism Organization, now called un tourism, and in line with expectation of investors and stakeholders across the world, because our country is a major destination for tourism, but we want to make it even better. It took 17 ladies and gentlemen who are members of the drafting committee to sit together create subgroups, bringing other people together to come out with this document, please, I will ask, I would like all of us to give a round of applause to the drafting committee. Please, a louder round of applause, because it took a lot of effort to get this done. The Nigerian Economic Summit Group, as a leading economic think tank, as basically one objective: optimize the governance process of any economic sector, and the governance process is policy, legislation, institutional framework, human capital, and development. So policy is always number one, because policy drives legislation to give effect to policy targets. So once we do our best co creating, that's our mode of working. We co create with the public sector and with all other stakeholders, the final output now becomes a document that everybody can claim ownership. And so compliance is achieved through voluntary compliance, rather than false compliance because everybody can lay claim to ownership of the document. So today, we are very, very pleased that the Honourable Minister of art, culture, tourism and Creative Economy invited her colleague who midwife this process, the former Honourable Minister of Tourism.

Please give the two ministers. A round of applause. A round of applause. I want to hear it again. I want to hear it again. I want to hear it again. I want to hear it again. It is not only a mark of friendship and professionalism, but that's good governance. You. Honourable Lola Ade-John, we would like to thank you for the commitment you demonstrated to get us to where we are today.

The Hon. Minister Barr. Hannatu Musa Musawa, NESG, thank you because at short notice, you cancelled everything you had to do to be here today for this validation. Thank you very much, because this is a fantastic event that will go down watershed in Nigeria's History. We make one request on behalf of the entire committee; a stakeholder validation is an allocation for improving the document that has been shared for validation. So, we ask everybody that has any views that can optimize the document to please share it orally and in writing, because at the end of the day, we will collect and give back to everybody to say, this is what we agreed and then is looking forward for the final steps.

### Keynote Address

**Mrs. Lola Ade-John, former  
Minister, Federal Ministry  
of Tourism**

I would like to thank the Hon. Minister of Arts, Culture, Tourism and Creative Economy, Barr. Hannatu Musa Musawa, my sister and very, very close friend. I am, I am. I appreciate everything you've done, and I know that the tourism industry will continue to grow and all go well in your dispensation. Thank you, my distinguished stakeholders, members of the press, ladies and gentlemen, please forgive me for not mentioning everybody you know. I stand on existing protocol. It is a great honour to make my remarks at such a momentous occasion, the presentation of the draft national policy on tourism and hospitality for Nigeria. This initiative marks a defining milestone of my brief tenor a statement to our collective determination and vision.

When we set out to review and update the existing tourism policy, we recognized that the last substantive document was prepared in 2005. Only two decades ago, global tourism has since transformed dramatically, with international tourist arrivals growing from 809 million in 2005 to over 1.4 billion pre pandemic.

Although a draft revised document was prepared by the legacy Federal Ministry of Information, Arts & Culture between 2021 and 2022, this was not presented to stakeholders for validation. Nonetheless, it has formed the framework for this present policy. Our aim was to draft a policy that would provide a comprehensive framework to harness our vast potentials and catalyse the development of the tourism sector.

Nigeria, as we all know, is a country richly endowed with beautiful natural landscapes that are home to over 1,400 identified tourist sites. We possess a rich and very diverse cultural heritage encompassing over 371 documented ethnic groups, more than 500 indigenous languages, and multiple UNESCO-recognised historical sites.

Our uniquely vibrant populace, represented by a population of over 200 million people with a median age of 18.1 years, positions us perfectly to develop a dynamic tourism sector.

This policy represented the first critical step in many others we had envisioned. The formulation of a Tourism Development Masterplan, which was to kick off immediately after the adoption of the policy document. The constitution of the Presidential Council on Tourism – an inter-ministerial council which would have provided the backbone for the effective implementation of the Masterplan.

These initiatives were designed to help create a firm structure to capture a larger share of Africa's tourism market, with the potential to unlock annualised growth of 6.5%, reaching a contribution of more than 350 billion US dollars.

Through our strategic partnership with the Nigeria Economic Summit Group (NESG), who provided invaluable pro bono support, we engaged stakeholders across every segment of the industry to craft a comprehensive tourism policy. With collaborative efforts we were able to complete the exercise by the end of May 2024 and the draft policy was officially presented to me on the 22nd of August 2024. I am proud to say that this National Policy on Tourism and Hospitality presented to you today, was meticulously crafted with input from various stakeholders including government agencies, private sector partners, and international experts.

It is robust and reflects current trends in international best practices. It outlines strategic initiatives aimed at improving infrastructure, promoting sustainable and responsible tourism practices, enhancing visitor experience, and ensuring the safety and security of our tourists.

My profound gratitude goes to the management of the NESG, headed by Mr. Tayo Aduloju; Particularly the Thematic Lead, Tourism and Hospitality Industries Thematic Group, Mrs. Ngozi Ngoka, for her dedication and hard work; The Director of International Tourism Relations, Ms. Dorothy Duruaku, who worked tirelessly as co-chair with Mrs. Ngoka to see the project through to the end. A huge thank you to all the members of the Policy Drafting Committee, the team leads and members of each of the Sub-Committees. My deepest appreciation to the Secretariat that did a fantastic job in co-ordinating the process. The lawyers who worked effortlessly to compile the submissions from the sub committees-I thank you. And last but not the least, my Special Advisor Policy, Mrs. Jibike Teniola who gave the initial push to get the project going.

To all of you, I would like to say that your dedication and expertise have been invaluable. We have laid the groundwork for a sector that could potentially contribute 4.9% to Nigeria's GDP, generating approximately 12.3 trillion by 2032. A sector that will grow at an average rate of 5.4% between 2022-2032, outpacing the overall economy.

And finally, an industry that will create 2.6 million new jobs over the next decade, reaching over 5.1 million by 2032 and showcasing the growing appreciation market for exploring Nigeria.

These figures do not just underscore the current impact of tourism on our economy, but also its immense potential for growth and the importance of cementing the foundations and structures for Nigeria's tourism industry. It was wonderful working with you all, and I look forward to the fruition of all our collective efforts towards a brighter future for Nigerian tourism.

## Welcome Address

**Barr. Hannatu Musa  
Musawa, Honourable  
Minister, Federal Ministry  
of Arts, Tourism, and  
Creative Economy**

It is with immense pleasure and a deep sense of responsibility that I address this august gathering today. We are here for a crucial dialogue, one that will shape the future of Nigeria's tourism industry—a sector with immense potential to drive economic growth, foster cultural exchange, and enhance Nigeria's global image.

Today's Stakeholders Engagement on the Revalidation of the National Tourism Policy is not just a meeting of minds, but a strategic step in our journey to ensure that Nigeria's tourism sector becomes a significant contributor to our national development goals. The review and revalidation of this policy are essential if we are to position our nation as a top global tourism destination and harness the potential of our rich cultural heritage, biodiversity, and historical legacy.

Let me begin by acknowledging the collaborative efforts that have brought us this far. I extend my heartfelt thanks to the Nigerian Economic Summit Group (NESG) for their unwavering partnership in this endeavour, and to the and to the private sector stakeholders whose expertise and insight have been invaluable. This collective approach, driven by public-private partnerships, underscores the importance of working together to achieve a shared vision for tourism in Nigeria.

A National Tourism Policy is the foundation upon which the entire tourism sector is built. It provides the strategic direction for sustainable tourism development, addressing key areas such as infrastructure, marketing, human resource development, and investment. Our goal in revalidating this policy is to ensure that it aligns with global best practices while also reflecting the unique challenges and opportunities within the Nigerian context. The tourism sector is evolving rapidly, with emerging trends in technology, sustainability, and visitor expectations. To remain competitive and relevant on the global stage, it is imperative that our tourism policy is forward-looking and flexible enough to adapt to these changes. This revalidation process will help ensure that Nigeria remains attractive to both domestic and international tourists, while also creating an environment that encourages innovation, entrepreneurship, and investment in the sector.

Distinguished guests, this policy revalidation process would not be complete without the active participation of all stakeholders. Today, I call on each of you—whether you represent the private sector, local communities, government agencies, or the Diaspora—to take ownership of this process. Your voices, insights, and experiences are invaluable in shaping a policy that will stand the test of time and meet the aspirations of all Nigerians.

We need your collaboration to ensure that the National Tourism Policy is not just a document, but a living, breathing strategy that responds to the needs of our tourism industry and creates real opportunities for economic growth, cultural exchange, and social development. I urge you to engage actively in the discussions, share your ideas, and help us craft a policy that is truly inclusive and effective.

In conclusion, I want to emphasize that the future of Nigerian tourism is bright. With the right policies in place, supported by strong partnerships and investments, we can transform Nigeria into a top tourism destination in Africa and beyond. The revalidation of the National Tourism Policy is a critical step in this journey, and together, we will unlock the full potential of this dynamic sector.

Let us work collectively to build a tourism industry that not only attracts visitors from around the world but also empowers our people, preserves our environment, and celebrates our culture. Thank you, and I look forward to fruitful deliberations today.

**Presentation of Reviewed  
National Tourism: Opening  
Statement**

**Ms. Dorothy Duruaku,  
Public Sector Co-Chair,  
Tourism Policy Drafting  
Committee & Director,  
International Tourism  
Relations & Cooperation,  
Federal Ministry of Art,  
Culture, Tourism &  
Creative Economy**

The successful implementation of this policy will require continuous collaboration among all stakeholders, public and private sector. So, as we deliberate today, I encourage you to offer your candid feedback, ask critical questions and propose practical solutions. Our aim is to craft a policy that not only set ambitious goals, but also actionable and achievable. Finally, I want to express my sincere appreciation to all of you for being here today, because this event would have been possible without you being here today. Thank you so much. The tourism sector holds tremendous promise for our country and with the right policy and consented efforts, we can unlock all full potentials of the sector. So, as we engage in today's discussion, let us be guided by the shared vision of creating a policy that is not only a blueprint but also, a catalyst for transformation, and that can foster a sustainable, inclusive and responsible tourism for Nigeria.

## Presentation of Reviewed National Tourism Policy: Technical Presentation

Mrs. Ngozi Ngoka, Private Sector Co-Chair, Tourism Policy Drafting Committee & Thematic Lead, Tourism and Hospitality Industries Thematic Group, THECCS Policy Commission, NESG

For the past 30 years, the Nigerian Economic Summit Group has spearheaded major socio-economic reforms undertaken by several ministries through various administrations in Nigeria, we are truly honoured to partner with the present administration through several economic sectors, and we are partnering with them in reshaping the tourism and hospitality landscape and repositioning the tourism sector as a major contribution to Nigeria's GDP.

“A Significant step towards shaping the future of tourism in Nigeria”

**Engage Stakeholders:** Actively involve key stakeholders in the tourism industry, ensuring their perspectives and needs are considered in the policy.

**Collaborative Efforts:** Encourage collaborative efforts among stakeholders for finding, planning, and managing tourism development in Nigeria.

**Sustainable Development:** Focus on the implementation and management of the tourism development plan with an emphasis on sustainability.

**Overcome Challenges:** Address and overcome the political and administrative challenges that have previously hindered the implementation of the tourism policy.

**Effective Management:** Ensure the effective management of tourism facilities and destinations through the adoption of well-planned policies.

**Full Implementation:** Recommend and facilitate the full implementation of the tourism master plan for the benefit of the community, government, and private sector activities.

### **Rationale for the Policy Review:**

Ensure the policy remains relevant and effective in the rapidly evolving global landscape.

### **Importance of Review**

- Maintain the integrity and ability of the National Tourism Policy
- Guide the tourism industry towards global competitiveness, sustainable growth, and development

### **Review Involvement**

- Update the policy to reflect new legal and regulatory requirements
- Incorporate technological advancements affecting tourism, especially post-COVID-19 pandemic
- Align with current best practices for operational excellence

- Manage risk factors more effectively
- Respond proactively to changes in market conditions and tourist preferences

### **Policy Framework**

#### **Vision and Mission**

- **Vision:** Transform Nigeria into a leading tourism destination in Africa and globally
- **Mission:** Harness cultural heritage, natural landscapes, creative and sports industries, and vibrant communities to attract tourists and investors.

#### **Guiding Principles**

- **Sustainability:** Ensuring that tourism development is environmentally sustainable and benefits local communities
- **Inclusivity:** Promoting inclusive growth that involves all stakeholders, including marginalized communities.
- **Innovation:** Encouraging innovative approaches to tourism development and marketing.
- **Collaboration:** Fostering strong partnerships between the government, private sector, and host communities.

#### **Strategic Goals**

- **Infrastructure Development:** Improving transportation, accommodation, and tourist attractions to enhance the overall tourist experience.
- **Marketing and Promotion:** Branding Nigeria as a premier tourist destination and implementing effective digital marketing strategies.
- **Regulatory Reforms:** Establishing a robust regulatory framework to ensure the smooth implementation of tourism initiatives.
- **Stakeholder Engagement:** Engaging all stakeholders, including government, private sector, and communities, in the development and promotion of tourism.

#### **Expected Outcomes**

- Increased tourist arrivals
- Job creation.
- Enhanced revenue generation.
- Improved global perception of Nigeria as a premier tourist destination.

### **Key Components**

#### **Infrastructure Development**

- Transportation

- Accommodation
- Tourist Attractions

### **Marketing and Promotion**

- Branding Nigeria as a Tourist Destination
- Digital Marketing Strategies

### **Regulatory and Institutional Framework**

- Governance Structures
- Policy Implementation Mechanisms

### **Stakeholder Engagement**

- Roles of Government, Private Sector, and Communities
- Public-Private Partnerships
- Community Involvement and Benefits

### **Sustainability and Environmental Considerations**

- Eco-Tourism Initiatives
- Conservation Efforts
- Sustainable Practices in Tourism.

### **Economic Impact**

- Job Creation and Economic Growth
- Revenue Generation
- Investment Opportunities

### **Implementation Plan**

- Short-term and Long-term Actions
- Monitoring and Evaluation
- Key Performance Indicators

### **Summary**

- Transform Nigeria into a leading tourism destination
- Leverage rich cultural heritage, natural landscapes, and vibrant communities.

### **Key components:**

- Infrastructure development
- Marketing and promotion
- Regulatory and institutional frameworks
- Stakeholder engagement

- Sustainability
- Economic impact

**Actions:**

- Improve transportation, accommodation, and tourist attractions
- Brand Nigeria as a premier tourist destination
- Implement effective digital marketing strategies

**Emphasize:**

- Public-private partnerships
- Community involvement
- Sustainable tourism practices

**Ensure successful implementation:**

- Monitoring and evaluation mechanisms
- Key performance indicators

**Panel Discussion: Industry Insights**

**Panelists:**

**Dr. Munzali Dantata,**  
Chairman, Board of  
Trustees, Federal Tourism  
Associations of Nigeria  
(FTAN)

**Chief Abiodun Odunsowo,**  
National President,  
Institute for Tourism  
Professionals of Nigeria  
(ITPN)

**Mrs. Abosede Ayeni, CEO,**  
Tantalizers PLC

**Alhaji Kabir Malan,**  
Chairman, Board of  
Trustees, Association of

In the panel discussion, insights were given into the revised national policy document and the policy's potential impact.

***What are the short and long-term actions proposed to improve tourism infrastructure and attract more investors?***

Dr. Munzali Dantata

First, the short-term solution is to improve the tourism inflow to tourist sites in Nigeria from both international origins and domestic tourism. Also, to improve the economy for the host communities, where tourism assets like hotels, resorts, and others are located.

The long-term solution is to sustain the tourism business and enable it to impact the Nigerian economy. We also need the public sector to adopt the mindset that tourism is an economic activity where there must be money being made. This is important, as they have a huge effect on private sector activity. A long time ago, culture was chosen as the main driving tourism product, hence why there was a Ministry of Culture and Tourism. This is also why we have a similar ministry, with Arts and Creative Industry being added. With this, Nigeria has already put its main foot forward. We just need to consolidate so that, in the long-term, the industry will grow.

**Tourism Practitioners of  
Nigeria (ATPN)**

**Dr. Philip Maga, Director  
Special Duties; Overseeing  
Office of the Director-  
General, NIHOTOUR**

***What roles do you see public-private partnerships play in the successful implementation of the draft policy?***

Alhaji Kabir Malan

The public private sector partnership is very crucial in implementing the National Tourism policy. First, in forming a seamless partnership, we should investigate the regulatory and bureaucratic hurdles, where we have lengthy approval processes, inconsistent policies, and bureaucratic red tapes that deter private sector participation. The lack of streamlined procedures and regulatory frameworks can make it difficult for private investors to execute tourism projects efficiently. We need to develop a concrete action plan with timelines and responsibilities and agree on meetings/workshops to track progress and address emerging issues. There should be more collaboration between the private and public sector for us to have seamless programmes.

The security issue is also another problem, as we need to strengthen security around tourist hot spots and develop rapid response systems in collaboration with local law enforcement. We need to elevate our global image and perception by focusing on success stories and showcasing Nigeria's warm hospitality. Tourism practitioners should work closely with local communities to create environments where tourists feel safe and welcome.

We need to strengthen the NIHOTOUR for capacity building purposes, so that we can produce more well-trained tour guides. We seem to have a dearth of tour guides that can be improved by NIHOTOUR, if it is properly funded. Through this, we will produce as many capable tour guides as possible.

Sustainability is the future of tourism, and Nigeria must adopt practices that ensure environmental preservation, cultural aspects, and economic inclusiveness. By doing so, we can create a tourism industry that benefits future generations.

We need to review and implement this national policy. Nigeria's potential is undeniable, but unlocking it requires deliberate action with the right leadership and strategic interventions. The sector can become a powerful economic driver, generating jobs, fostering cultural pride, and contributing significantly to national development. The new Minister of Tourism must both be visionary and pragmatic, working closely with the stakeholders to implement transformative policies that will take Nigeria tourism industry to new heights.

***How does the draft policy address the current challenges facing Nigeria tourism sector?***

Dr. Philip Maga

The Tourism Sector in Nigeria has faced numerous challenges, which the new draft policy aims to address. This policy intends to serve as a guide for action. Once specific problems are identified, solutions must be implemented to resolve them effectively.

Firstly, there is a pressing need to focus on developing infrastructure and creating a framework to drive these solutions. Such improvements would help address the identified challenges within the tourism industry. Despite Nigeria's wealth of natural resources, which should ideally attract tourists, the sector has struggled. A primary issue hindering its progress is the lack of regulation. An unregulated industry struggles to attract interventions, support, or the benefits that align with global standards and best practices.

The draft policy also emphasizes the importance of synergy, particularly among industries and with local communities. For many projects in rural areas, local community members are often excluded, leading to a lack of inclusivity. This absence of local involvement negatively impacts the outcomes of tourism initiatives and diminishes their contributions to the national economy.

Another major issue is the neglect of tourist sites. Many of Nigeria's tourist destinations are in poor condition, and there is an urgent need for these sites to be revitalized. The policy strongly advocates for intervention to restore these sites and boost their appeal.

Information generation and sharing are also critical areas of concern. Without adequate data, it is challenging to direct developmental efforts or make informed decisions. This information gap limits the federal government's ability to prioritize tourism as a preferred economic sector. The policy outlines specific strategies to address these informational needs, which will aid in planning and implementation.

Regarding regulatory practices, there is currently no regulatory body overseeing Tourism. However, with the establishment of the National Institute for Hospitality and Tourism, there is hope for implementing a licensing program and introducing sectoral agencies. This regulatory framework will be essential to attract investors, draw government attention, and benefit practitioners within the sector.

The Institute plans to launch a licensing program for personnel within the tourism sector next year, contingent upon continued stakeholder involvement and collaboration. Additionally, there are numerous areas for further action, including addressing environmental concerns.

***What are some of the mechanisms that are in place to monitor and evaluate the effectiveness of the policy and make necessary adjustments?***

Mrs. Abosede Ayeni

Currently, there are various working groups in Tourism and Hospitality, but many more will likely need to be established to ensure consistent monitoring. Monitoring is essential to ensure that policies and standards are being followed. By closely observing these policies in action, we can quickly identify any deviations and address them—whether through training, where entities like the National Institute for Hospitality and Tourism (NIHOTOUR) play a key role, or by revisiting and adapting the policy itself.

Often, policies can be somewhat theoretical when first created. It's only in their practical application that we realize they may need adjustment to better fit local circumstances or respond to emerging challenges. Therefore, the working groups will now have to put significant effort into monitoring and evaluating these policies.

Additionally, policies aren't fixed; they're meant to evolve. The United Nations suggests a standard policy review every five years, but we may not need to wait that long. If it becomes clear that a policy isn't meeting its objectives, or if adjustments are needed, the working groups will reexamine the policies and make revisions for more effective implementation.

***How do you think this policy will ensure sustainable tourism practices that benefit both the environment and local communities?***

Chief Abiodun Odusanwo

What we're discussing here is the concept of having a central policy that can influence, and benefit related areas. Now, with the new Tourism Policy, we can see how it impacts various sectors within the tourism value chain. In Nigeria, the role of tourism is often tied to local governance, but this draft policy provides a foundation for additional policies at both state and sectoral levels.

This document offers guidance on how different aspects and products within the tourism value chain should be developed across sectors. In the past, there was no comprehensive roadmap to direct these efforts. Now, with this policy, states have a basis upon which they can build their own tourism policies. It enables sectors to understand their roles within the broader tourism value chain, recognizing tourism as an industry that spans multiple sectors.

With this policy, we can establish a clearer standard for developing related policies, encouraging everyone to align with it and reducing misunderstandings. Tourism, while

being multi-sectoral, ultimately serves a single purpose: sustainable development and economic growth for the country. It's crucial, then, for everyone to fully understand and apply this policy to ensure cohesion across the tourism value chain.

This document should be studied, utilised, and implemented across all sectors and at all state levels to support the sustainable development of tourism and contribute to Nigeria's economic growth.

***Look at the policy generally, and then talk about what you think should be done with it?***

Dr. Philip Maga

Tourism is a powerful force for enriching the population, and achieving this requires a streamlined and unified framework. This framework is embodied in the tourism policy. The policy will serve as an advocate for every participant in the industry, helping to attract funding, interventions, and development opportunities for the sector. To fulfill its potential, the policy should be embraced, carefully nurtured, and seen as a guide that can lead the industry toward growth and prosperity.

Alhaji Kabir Malan

There should be a stronger collaboration between the government and the private sector. There is room for improvement in our current relationship. The public sector brings essential oversight, while the private sector contributes the efficiency needed to drive the tourism industry forward. By closing the gap between these two sectors, we can create an effective and impactful tourism policy.

Chief Abiodun Odusanwo

There are a few key fundamentals we all need to keep in mind. Firstly, under Nigeria's Constitution, tourism is on the concurrent list. This means that both federal and state governments have a role, but it's crucial to understand that tourism policy from the federal level should serve primarily as guidance rather than an imposition.

Secondly, while this policy is issued by a federal ministry, implementation should be left to the relevant agencies and the private sector. Effective policies require input from those who will put them into practice. As noted, to ensure that a policy is accepted and effective, those involved in its implementation—such as state representatives and

private sector stakeholders—must have a voice in its development. This will foster a sense of ownership and commitment. As with an orchestra, where the government acts as a conductor, the policy should provide structure, while the various sectors play their parts to bring it to life.

In essence, the tourism policy should serve as a guide, leaving the details of implementation to the sectors and regions that understand the local context best. Let us avoid spending time on areas that could lead to legal disputes or jurisdictional conflicts. Tourism's place on the concurrent list means that any guidance provided must be advisory, not mandatory. Lastly, genuine engagement with those responsible for implementing the policy will ensure it is practical and beneficial.

Dr. Munzali Dantata

First, the Federation of Tourism Associations of Nigeria (FTAN) was established by the government approximately 30 years ago. There should be no dispute regarding FTAN's representation of the private sector, and its role is recognized in this context. The presence of the FM president and myself as the Chairman of the Board of Trustees at this gathering underscores that recognition, and we also acknowledge the significance of this event.

While other associations, such as the Association of Tourism Practitioners of Nigeria (ATPN), have also been invited, it is not a problem. As pointed out earlier, tourism falls under the concurrent list in our Constitution. We recently heard from a commissioner and the tourism adviser from Ekiti State about their efforts to develop their own policies, but there must be synergy among these efforts.

This is a common practice in other countries. For instance, we recall the case between Lagos State and the federal government over hotel classification, where Lagos State ultimately prevailed. Unfortunately, I say that because, in a global context, there is only one Nigeria, not 36 separate entities. There should be a unified hotel classification system; if the federal body responsible for classifying hotels designates one as five-star or four-star, that designation should be the standard recognized by tourists from abroad.

There was a situation where a hotel marketed itself as five-star, leading to a protest from a Brazilian team who demanded a refund. This illustrates the need for a coherent classification system to manage such discrepancies effectively.

It is essential for both state and federal governments to collaborate, as the Federal Government serves as the face of Nigerian tourism, even if it does not control any specific geographical areas or products. The commissioner mentioned that he was seeing the policy for the first time, and this policy is set for endorsement in two weeks.

However, this two-week timeline should not be rushed. Allowing more time for states to engage with the policy would be beneficial. As we know, hasty decisions could lead to legal disputes like those between Lagos State and the Federal Government. It is vital to ensure that states are fully onboard with the policy; Thus, we should extend the timeline beyond the two weeks.

Mrs. Abosede Ayeni

I would like to express my agreement with the last two speakers, particularly regarding the importance of achieving total buy-in for this initiative. Working with a two-week deadline may no longer be feasible if we aim to gather comprehensive input from the various stakeholders who will be responsible for implementing the policy. It is crucial that we obtain as much feedback as possible from different layers of the industry. The goal is for this policy not to become just another document gathering dust on our shelves; rather, it should be a dynamic framework that actively drives the tourism industry in Nigeria.

## Issues

The following issues were raised during the Question-and-Answer session, during the Panel Discussion:

- **Government's Role in Tourism Infrastructure:** Tourism is a broad sector that cannot be left solely to private enterprise; the government must lead by providing essential infrastructure like roads, security, telecommunications, and promotional efforts. Without this leadership, private efforts to develop tourism will struggle to succeed.
- **Public-Private Partnership (PPP) Synergy:** For PPPs in tourism to be effective, there needs to be clear collaboration and support between the public and private sectors. The public sector is responsible for establishing a conducive environment, while the private sector provides investment. The absence of a well-defined partnership framework weakens the tourism industry's potential.
- **Involvement of Local Communities and Cultural Custodians:** There is a need for deeper engagement with traditional leaders and community members who understand local customs, festivals, and cultural nuances. Their involvement is crucial for creating a unique tourism identity for each community. A lack of this local input undermines the authenticity and sustainability of tourism offerings.
- **The Director-General of the NTDA's objections:** The DG of the NTDA disagreed a number of details in the policy document and he has written to the NESG about it. For example, the policy is meant to be purely advisory, but if it goes beyond this status when being ratified by the Federal Executive Council (FEC), it will cause a lot of chaos in an already chaotic system.
- **Tourism Policy Implementation:** Defining and implementing the roles of stakeholders, including government, private sector, and communities, is a challenge. A clear framework for how each group should contribute to the

tourism sector is currently lacking, impacting the overall effectiveness of tourism policy.

- **Legal Framework for Tourism:** The current legal framework governing tourism in Nigeria is seen as inadequate, unenforceable, and inefficient. This creates a barrier to growth, as the sector lacks strong, clear laws to regulate activities and uphold standards, which are essential for a structured and stable tourism industry.
- **Consistency and Clarity in Policy Language:** The language in tourism policies, especially at the local government level, often lacks precision, using ambiguous terms that can lead to varying interpretations and poor enforcement. This creates confusion and hampers policy effectiveness.
- **Ownership of Tourism Policies by Stakeholders:** Previous tourism initiatives, like the 2006 National Tourism Master Plan, failed due to a lack of ownership by the tourism industry. Policies imposed on stakeholders without their direct involvement tend to lack the support necessary for successful implementation.
- **Need for Inclusive Policy Review:** It was suggested that all tourism-related associations and stakeholders be involved in reviewing and contributing to the draft policy. Without this inclusive approach, the policy risks being perceived as top-down and may not be adopted or followed effectively by those expected to implement it.
- **Implementation Challenges of Past Tourism Policies:** Historical examples, such as Vision 2020 and the Enugu airport designation, illustrate that policies and plans often fail to materialize due to a lack of effective coordination, inter-agency collaboration, and stakeholder ownership.
- **Standards and Regulation:** There's a call for the Standards Organization of Nigeria (SON) to be acknowledged as the sole national standards body for tourism-related services and products. This role is necessary for enforcing standards that align with international practices and monitoring sustainable development goals (SDGs) in tourism.
- **State-Level Tourism Autonomy:** States need their own versions of the policy to adapt to specific regional needs. The federal policy must allow flexibility for states to tailor implementation in line with local conditions and resources.
- **Lack of Stakeholder Engagement:** There is a significant concern about the absence of meaningful input from various stakeholders, particularly from the private sector, in the development of the tourism policy. Without their involvement, the policy risks becoming a mere advisory document that lacks practical relevance.
- **Historical Challenges:** The fluctuating status of the Ministry of Tourism over different administrations has led to inconsistencies and setbacks in the sector's development. The speaker pointed out the need to stabilise the ministry's role to effectively support tourism.

The following issues were raised during the Workshop:

### Infrastructure Development

- **General Infrastructure Concerns:** There is a need for comprehensive infrastructure development, including general infrastructure like roads and airports, to support tourism effectively.
- **Domestic Inflow and Transport:** The group emphasized the importance of addressing not just inflow from border stations (by sea, land, or air) but also domestic movement within Nigeria to obtain accurate statistics on tourist movements.
- **Tourist Transport Specialization:** The group noted the necessity for a branded tourist transport system that is specialized to cater to tourists, ensuring that every transport option includes knowledgeable guides to enhance the tourist experience.
- **Tourism Development Finance:** There is a call for the Federal Ministry of Tourism to facilitate sustainable financial mechanisms, including government funding partnerships and the establishment of a Tourism Development Fund. This should cascade down to state-level tourism initiatives without undermining their independence.
- **Limited Focus on Tourism Value Chain:** The group acknowledged that the tourism value chain is extensive (nearly 70%) but that their discussion only covered a few aspects. They recognized the need to address more components of the value chain in future discussions.
- **Integration with State Policies:** The group stressed the importance of states understanding and integrating the federal tourism policy into their own state tourism strategies for effective implementation.
- **Cultural Heritage Considerations:** As the policy document transitions to include a broader focus on arts, culture, and tourism, the importance of cultural heritage needs to be emphasized within the policy.

### Marketing and Promotion

- **Lack of a Defined Ministry of Tourism:** The transition from a dedicated Ministry of Tourism to other agencies has created ambiguity regarding responsibilities, impacting the effectiveness of marketing and communication strategies.
- **Legal Framework Clarity:** There is confusion surrounding the legal framework that governs the National Tourism slogan. Multiple entities, including the Nigerian Tourism Development Corporation (NTDC) and the Nigerian Tourism Development Agency (NTDA), have proposed slogans, leading to uncertainty about ownership and responsibilities.

- **Diverse Marketing Strategies Needed:** The subcommittee noted that marketing strategies should be tailored for international and domestic tourism, recognizing the unique aspects of different geopolitical zones and states.
- **Geopolitical Tourism Boards:** There is a need for regional tourism boards to effectively capture and promote the tourism assets of various states, rather than relying solely on state-level representatives to communicate with federal authorities.
- **Verification of Tourism Investors:** There is a need to engage local entities and grassroots organizations in identifying and verifying tourism investors, as they are better positioned to understand the private sector's landscape.
- **Overburdened NTDA Act of 2022:** The NTDA Act has placed excessive responsibilities on the agency, leading to concerns that the previous administration did not adequately plan for a Ministry of Tourism. This has resulted in an unclear distribution of roles and responsibilities.
- **Need for Harmonization of Roles:** There is a pressing need for collaboration between the ministry and tourism agencies to clarify roles and prevent legal disputes over responsibilities, which could hinder marketing efforts.

#### Regulations and Reforms

- **Lack of Clarity in Responsibilities:** There is confusion about the roles of federal and state ministries of tourism concerning the formulation and regulation of tourism policies. The need for clarity on whether states must adopt the National Tourism Policy or can develop their own policies is evident.
- **Regulatory Framework for State Tourism:** The current structure does not adequately define the role of state tourism boards in regulating tourism within their jurisdictions. There is a need for a clear separation of responsibilities between the formulation of policies and the regulation of tourism activities.
- **Ineffectiveness of Licensing and Regulation:** The existing regulations and licensing sections lack enforceability and effectiveness. There is a call for stronger measures to ensure that licensing and regulatory frameworks are robust and actionable.
- **Need for Collaboration with the National Assembly:** Establishing a relationship between the Federal Ministry of Tourism and the National Assembly is crucial for the successful passage and upgrading of tourism laws.
- **Inadequate Standardization and Quality Control:** The current policies do not effectively address issues of standardization and quality control for tourism-related businesses. There is a risk of inconsistency in the licensing requirements across different sectors.

#### Stakeholders Engagement

- **Lack of Clear Obligations for Associations:** The current policy does not specify clear obligations or rules for associations and professional bodies involved in tourism. This leaves a gap in accountability and participation from these entities.
- **Absence of Local Governance Involvement:** The need for a state-level structure that mirrors the National Council of Tourism is identified, emphasizing the importance of involving local government councils in tourism development.
- **Citizen Engagement and Responsibilities:** There is a lack of clarity on the obligations of citizens in the tourism development process. Citizens are recognized as stakeholders but their roles are not adequately defined.
- **Educational Curriculum Gaps:** The need for a tailored educational curriculum focused on tourism at schools and grassroots levels is noted. This indicates a gap in educating future generations about tourism and its importance.
- **Errors in Policy Documentation:** The policy document contains name changes and grammatical errors that need to be updated for clarity and accuracy.

### Questions and Answers

- **Lack of National Standards:** There is a need for a unified national standard in the tourism sector, similar to those in manufacturing and agriculture. Current regulatory discrepancies hinder effective implementation.
- **Duplication of Roles:** Multiple government agencies have overlapping responsibilities, leading to confusion and inefficiencies in tourism regulation.
- **Absence of a Central Regulatory Body:** There is no single regulatory authority for tourism, unlike other sectors (e.g., banking, communications), which complicates governance and standardization.
- **Legislative Conflicts:** Conflicts between different acts (e.g., NTDA Act and hotel registration laws) need resolution to clarify jurisdiction and responsibilities.
- **Recognition of Expertise:** Existing frameworks do not adequately recognize or assess the expertise of individuals with substantial industry experience, affecting their professional advancement.
- **Collaboration with Education:** There is a lack of collaboration with educational institutions to incorporate tourism education into curricula, limiting growth opportunities for younger generations.

### Recommendations

The following recommendations were made during the Question-and-Answer session, during the panel discussion:

- **Government Role in Tourism:** Government should lead tourism initiatives by providing essential infrastructure, security, and broad advertising. This will create a foundational support structure for the private sector, which can then focus on specialized tourism developments (e.g., building resorts).
- **Public-Private Partnership (PPP):** PPP should be encouraged as a primary model for tourism development. The government can offer infrastructure and

security, while the private sector can bring in investments, thus creating a collaborative environment.

- **Enabling Environment:** Government needs to ensure an enabling environment for tourism by fostering security, infrastructure, and business-friendly policies. This will attract private investment and enable sustainable tourism growth.
- **Community-Based Tourism Identity:** Each community or local government area should develop a tourism identity. This includes appointing individuals familiar with local culture and traditions to represent the community's tourism offerings, such as cultural festivals, heritage sites, and local products.
- **Involvement of Traditional Rulers:** Tourism agencies should actively engage traditional rulers as custodians of local culture and heritage. These leaders can help preserve and promote the unique cultural aspects that make each community attractive for tourism.
- **Tourism Policy as Advisory:** Any new tourism policy should be positioned as advisory unless ratified by the Federal Executive Council. This helps avoid excessive regulation and potential disruptions.
- **Private Sector Initiative:** Private sector stakeholders should leverage existing resources and infrastructure rather than relying on government for funding and initiatives. By using their current assets creatively, they can make significant contributions to the tourism sector.
- **Comprehensive Legal Framework:** There is a need for a clear, enforceable legal framework to support tourism. This includes defining roles and responsibilities at the federal, state, and local government levels, and specifying which entities oversee national parks, local tourism committees, and other essential bodies.
- **Inclusion of Industry Stakeholders in Policy Drafting:** All tourism associations and industry stakeholders should review and contribute to the draft policy to ensure it reflects diverse perspectives and promotes widespread ownership. This collaborative approach could strengthen policy implementation and relevance.
- **Establishment of Tourism Committees:** Tourism committees at local and state levels should be formalized to enhance coordination. These committees should be led by representatives familiar with local tourism needs and should ensure that policies are adapted to local contexts.
- **Standards and Quality Control:** In tourism services, adherence to national standards should be emphasized. The Standards Organization of Nigeria (SON) should be recognized as the sole authority for maintaining product and service standards within the tourism sector.
- **Extended Review Period for Policy Drafts:** Adequate time should be allocated (longer than two weeks) for stakeholders to review and provide input on draft policies. This ensures comprehensive feedback and that the resulting policy is well-informed and practical.

- **Stabilise the Ministry of Tourism:** There is a need to maintain a dedicated and stable ministry for tourism to ensure consistent support and development of the sector, avoiding the disruptions experienced in past administrations.
- **Facilitate Continuous Dialogue:** Ongoing dialogue between the government and the private sector should be encouraged to address any concerns and foster a collaborative environment for future policy development.
- **Focus on Implementation of Existing Laws:** There should be a concerted effort to engage stakeholders regarding existing tourism laws that have been enacted but may not be effectively implemented. This includes reviewing and ensuring that these laws align with the new policy initiatives.

The following recommendations were made during the workshops:

### Infrastructure and Development

- **Enhance Infrastructure Development:** Prioritize the development of roads, airports, and domestic transport systems to facilitate tourism growth.
- **Implement a Specialized Tourist Transport System:** Develop a branded and specialized tourist transport system that includes knowledgeable guides to assist tourists during their travels.
- **Establish a Tourism Development Fund:** The Federal Ministry of Tourism should create a Tourism Development Fund to provide sustainable financing for tourism projects, ensuring collaboration between federal and state governments.
- **Encourage State Policy Integration:** States should digest and integrate the federal tourism policy into their own tourism strategies to ensure cohesive implementation.
- **Broaden the Focus on the Tourism Value Chain:** Future discussions should expand to cover more aspects of the tourism value chain to enhance the overall strategy for tourism development.
- **Emphasize Cultural Heritage:** Incorporate cultural heritage into the tourism policy document to recognize its importance in enhancing the tourism experience and preserving Nigeria's cultural identity.

### Marketing and Promotion

- **Clarify Responsibilities:** Establish clear definitions of responsibilities among the various tourism bodies and stakeholders, particularly regarding the development of the National Tourism slogan.
- **Tailor Marketing Strategies:** Develop separate marketing strategies for international and domestic tourism, recognizing the unique characteristics and assets of each geopolitical zone.

- **Establish Geopolitical Tourism Boards:** Create regional tourism boards to better promote the tourism assets of various states, facilitating communication between states and the federal government through these boards.
- **Engage Local Entities:** Partner with local grassroots organizations to identify and verify tourism investors, leveraging their proximity to the private sector and local insights.
- **Harmonize Roles and Responsibilities:** Facilitate discussions and meetings between the ministry and tourism agencies to harmonize responsibilities and clarify the roles of each entity, preventing confusion and potential legal challenges.
- **Streamline the NTDA Act:** Review and adjust the NTDA Act of 2022 to reduce the burden on the agency and ensure a well-planned framework for tourism development and marketing in Nigeria.

### Regulatory Reforms

- **Clear Definition of Roles:** It is recommended that federal and state ministries of tourism should have well-defined roles, with a focus on formulating policies at the national level while allowing states to develop their own tourism policies guided by national frameworks.
- **Empower State Tourism Boards:** The policies should specify that state tourism boards are responsible for regulating tourism within their states, similar to the federal model where agencies regulate under the ministry's guidance.
- **Strengthen Regulatory and Licensing Sections:** Revise the regulations and licensing provisions to ensure they are enforceable. The Federal Ministry of Tourism should lead efforts to create clear, standardized licensing requirements for all tourism-related businesses through its agencies and other relevant government entities.
- **Foster Collaboration with the National Assembly:** Establish a symbiotic relationship between the Federal Ministry of Tourism and the National Assembly to facilitate the smooth passage and amendment of tourism-related laws.
- **Focus on Standardization:** Include provisions in the policies that require the ministry, through its agencies, to establish clear and standardized licensing requirements, ensuring that environmental and quality control standards are met across the tourism sector.

### Stakeholders Engagement

- **Define Clear Obligations for Associations:** Establish specific rules and obligations for tourism associations and professional bodies to ensure they actively contribute to tourism development and accountability.

- **Replicate National Council of Tourism at State Level:** Create state-level councils similar to the National Council of Tourism, involving local government councils to ensure a more integrated approach to tourism development at all governance levels.
- **Outline Citizen Responsibilities:** Include explicit statements about the obligations of citizens in tourism development, encouraging public participation and fostering a sense of ownership in local tourism initiatives.
- **Develop a Tourism-Focused Educational Curriculum:** Collaborate with stakeholders to design and implement an educational curriculum that emphasizes tourism in schools and grassroots programs, promoting awareness and knowledge from a young age.
- **Update Policy Documentation:** Review and revise the policy document to correct any grammatical errors and update the ministry's name or any other inaccuracies to ensure it reflects the current structure and language.

### Questions and Answers

- **Establish National Standards:** Develop and enforce a single set of national standards for the tourism industry, regulated by the federal government.
- **Unbundle Regulatory Agencies:** Consider unbundling the responsibilities of existing agencies (e.g., NTDA and NAIROTO) to focus on specific areas such as tourism promotion and capacity training.
- **Create a Single Regulatory Body:** Formulate a central regulatory body for the tourism sector to streamline governance and address regulatory conflicts.
- **Enhance Collaboration with Education:** Foster partnerships with educational institutions to integrate tourism into curricula and support the development of future professionals.
- **Implement Assessment Frameworks:** Introduce assessments to certify individuals based on their practical experience, ensuring appropriate grading within the National Skills Qualification framework.
- **Establish a Tourism Trust Fund:** Develop a fund with diverse sources (NGOs, grants, international partnerships) to support tourism initiatives and infrastructure development.

**Wrap up and Next Steps**  
**Mrs. Ngozi Ngoka, Private Sector Co-Chair**

The stakeholder validation workshop on the revised National Tourism Policy of Nigeria was a pivotal step towards modernizing and enhancing the tourism framework in the country.

### Next Steps:

- **Final Integration of Feedback:** Incorporate all constructive feedback and insights gathered during the workshop to refine the draft policy. This includes written and verbal contributions from stakeholders and newly received

documents such as the Standards Organization of Nigeria's guidelines and ECOWAS treaty standards.

- **Policy Finalization:** Work collaboratively with the drafting committee to finalize the policy document, ensuring that all aspects—standards, infrastructure, marketing, sustainability, and security—are addressed comprehensively.
- **Approval Process:** Submit the revised policy for approval by the Federal Executive Council (FEC). The current goal is to expedite this process to secure approval by the end of November, accelerating the timeline initially set for December.
- **Stakeholder Engagement Continuation:** Maintain open communication with both federal and state stakeholders, ensuring their active involvement during the finalization and implementation stages.
- **Implementation Planning:** Develop an actionable implementation plan with clear short-term and long-term goals. This plan will prioritize infrastructure development, community-based tourism initiatives, and targeted marketing campaigns.
- **Monitoring and Evaluation (M&E) Setup:** Establish robust M&E mechanisms with defined KPIs to track the success of the policy. Regular reporting and data collection will be essential to assess progress and make necessary adjustments.
- **Public Awareness Campaigns:** Launch campaigns to inform the public and industry professionals about the new policy, emphasizing its benefits and how it will transform the tourism landscape in Nigeria.

## Closing Remarks and Vote of Thanks

**Mr. Sunday Bisong, Public Sector Co-Secretary, Tourism Policy Drafting Committee**

As we come to the close of this important stakeholders' validation session on the review of the National Tourism Policy, I would like to take a moment to reflect on what we have achieved today and express our sincere gratitude.

Today's session marks a pivotal step in our collective journey to reshape Nigeria's tourism sector. The insights, suggestions, and perspectives shared by all of you have been incredibly valuable. It is clear that every stakeholder present is committed to advancing a vibrant and sustainable tourism industry, and I am confident that the contributions made here today will strengthen the final policy document.

Allow me to offer special thanks to the former Honourable Minister of Tourism, Mrs. Lola Ade-john, for leading this initiative and providing the strategic direction needed to drive the policy review. Your unwavering support has been instrumental, and we are grateful for your leadership.

I would also like to extend my heartfelt appreciation to the Nigerian Economic Summit Group (NESG) for their steadfast partnership in this process. Your collaboration has

enriched the policy review, ensuring that it reflects both economic realities and the opportunities within our tourism sector. To all our stakeholders, thank you for taking the time to be here today and for your active engagement. Your input has been critical in making this session productive and meaningful. Together, we have laid a solid foundation for the future of Nigerian tourism.

As we move towards finalizing the National Tourism Policy, we recognize that this is just the beginning. The task ahead lies in the effective implementation of this policy, and we will continue to rely on your cooperation and support to ensure its success.

Finally, I want to thank each and every one of you again for your contributions and participation today. Together, we are building a stronger, more competitive tourism sector that will benefit all Nigerians. We look forward to continuing this journey with all of you. Thank you, and safe journey to your various destinations. God bless you, and God bless the Federal Republic of Nigeria.

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