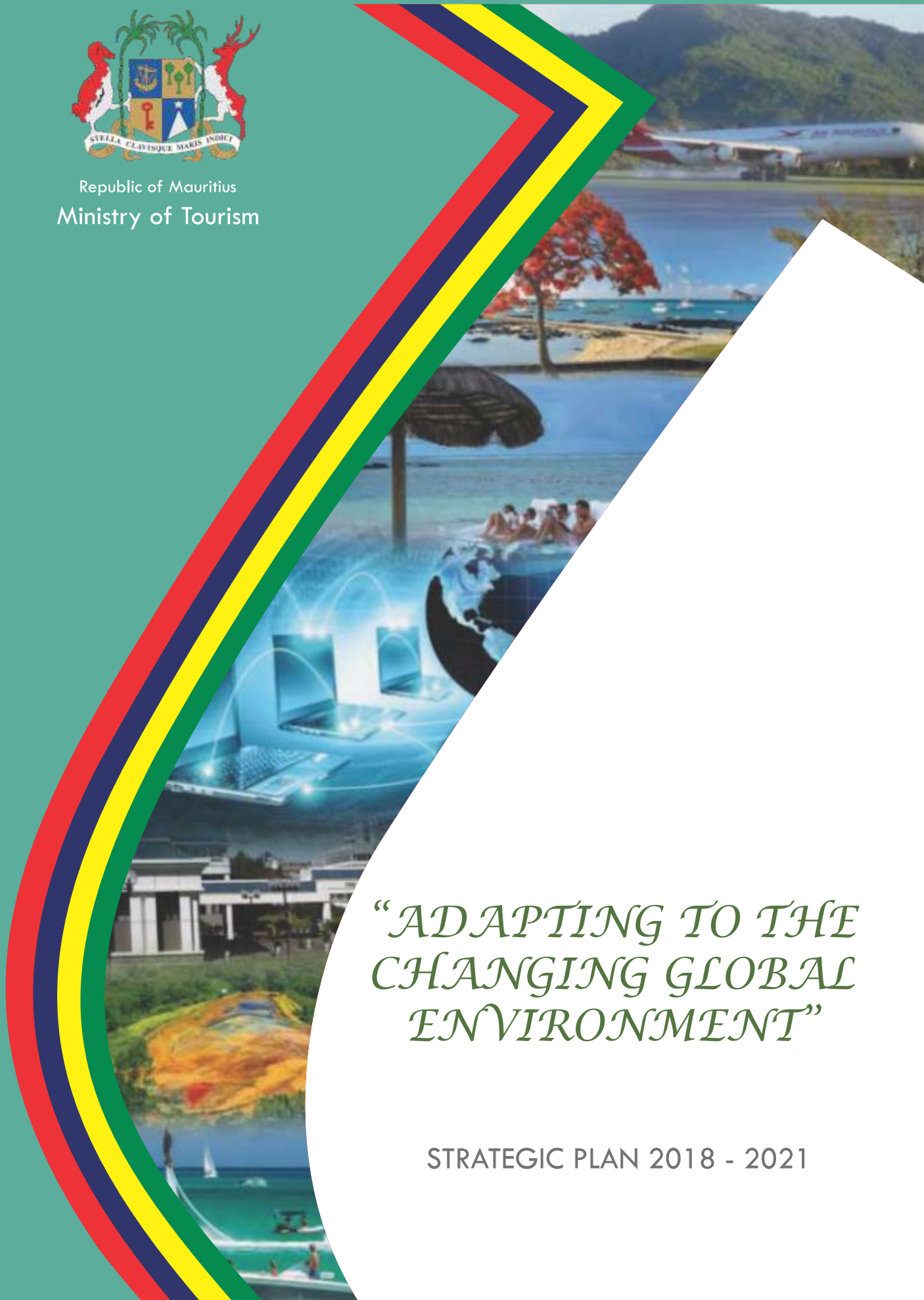




Republic of Mauritius
Ministry of Tourism



*“ADAPTING TO THE
CHANGING GLOBAL
ENVIRONMENT”*

STRATEGIC PLAN 2018 - 2021

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Message from Minister of Tourism



REPUBLIC OF MAURITIUS

The publication of a Strategic Plan for the Tourism industry is a watershed moment in our history. Mauritius has been promoting tourism since the 1970's and the industry has reached a level of development which is remarkable. The 'Assises du Tourisme' were held last year and a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis was conducted. The result of that analysis is reflected in the Strategic Plan 2018- 2021. It is my hope that the nation will welcome it as no tourism industry can prosper unless people develop a sense of belonging and ownership towards it.

The traditional tourism model has served the industry well over the past 50 years. The world, however, has undergone profound transformations and the tourism industry is facing new challenges. The existential threats posed by climate change, technology disruption, geopolitical changes, changing profile of tourists, emerging markets, the millennials and over tourism are just a few of them. In view of its unique and dynamic characteristics, we are called upon to constantly adapt to the new environment and adopt best practices.

Consequently, business as usual is no longer an option. The sector needs to reinvent itself and embrace new business models to address the challenges and adapt to the exigencies of the modern travellers. A business culture that fosters excellence, innovation, creativity, inclusiveness and sustainability principles should be the mantra for the industry.

Adaptation to the fast evolving tourism environment entails transformational changes in a number of areas, including product development, connectivity, technology, institutional and policy framework and human resources development. This strategy document, which has been drawn up after extensive consultations with all stakeholders and taking into account the emerging trends in global tourism, provides an action plan for the short and medium term.

Message from Minister of Tourism

The strategic plan advocates a people-centred, skill - intensive and technology - driven model of tourism development. The Strategic Plan covers the whole spectrum of the industry. Mauritius as a dream destination is the priority of priorities. Inclusive and sustainable tourism is our core objective as it is part of the Sustainable Development Goals adopted by the United Nations.

A Steering Committee will be responsible for the successful implementation of the different strategies, policies and projects and will coordinate with relevant Governmental bodies as well as organizations, both public and private.

I am confident that the Strategic Plan 2018-2021 will consolidate, diversify, modernize and enhance competitiveness and inclusiveness of the industry. I invite all stakeholders and the public at large to embrace it.



Anil Kumarsingh Gayan
Minister

13 September 2018

Message from Minister of Tourism

Executive Summary

EXECUTIVE SUMMARY

The new strategic plan, conceived through active interaction with key stakeholders is designed to consolidate, diversify, modernize and sustain the competitiveness of the tourism sector. It advocates a skill-intensive and technology-driven model of tourism development, taking into account measures announced in Government Programme 2015-2019 and the Vision 2030 statement.

Tourism is one of the largest and fastest growing sectors in the world accounting for 10% of global GDP, 10% of total employment worldwide, equivalent to 260 million jobs and 30% of the world services export in 2017. International tourist arrivals have increased from 25 million in 1950 to 1.322 billion in 2017 and tourism receipts surged from USD 2 billion in 1950 to USD 1.220 trillion in 2016. It is forecasted that by 2030 international tourist arrivals would reach 1.8 billion.

The Tourism industry which emerged in late 1970s triggered a paradigm shift from a monocrop sugar-based economy to a service-oriented economy. Today, the tourism sector is a key economic pillar contributing immensely towards the socio-economic development of the country. The sector accounted for 8% of GDP, 10% of total employment and 8% of investment in 2017. Tourist arrivals increased steadily from 74,597 in 1975 to reach 1,341,860 in 2017. Tourism earnings attained a record figure of Rs 60.3 billion in 2017 compared to Rs 35 million in 1975. The total hotel stock increased from 34 hotels in 1975 to 111 hotels in 2017, representing 13,511 rooms, which is indicative of massive investment injected in the sector over the years. Mauritius has over the years obtained several prestigious awards in recognition of the quality of its tourism product, excellence in service delivery and attractiveness of the destination.

The tourism sector is currently at the crossroads of its development and as such the existing tourism model is no longer relevant and needs to be revisited to successfully overcome the new challenges both at domestic and international level. At domestic level, the industry is faced with shortage of skilled labour to sustain excellence in service

Executive Summary

delivery and huge level of indebtedness hampering investment in hotel renovation and construction. On the external front, the sector is exposed to fierce competition from similar island destinations, particularly Maldives, Sri Lanka and Seychelles, declining demand from European source markets and high cost of travel due to the remoteness of Mauritius from its main markets.

The “Assises Du Tourisme” organised by the Ministry of Tourism in June 2017 brought together more than 200 tourism stakeholders from the public and private sector to reflect on the challenges facing the industry and chart a roadmap for the short and medium term to sustain the growth of the sector. The discussions were centered on four main axes: **accessibility, visibility, attractiveness** and **sustainability** of the destination. At the end of the “Assises” a series of recommendations emerged.

The recommendations have, after extensive consultations during the Post Assises Workshops with the industry stakeholders, been transformed into a Strategic Plan covering the period 2018 to 2021. The Strategic Plan outlines the policies, strategies, projects and programmes that would be implemented over a period of three years to enhance the global competitiveness of the destination.

The Strategic Plan incorporates some 84 projects and programmes that would have to be implemented by different Agencies within a given time frame. It also recommends the setting up of a high level Public and Private Sector Steering Committee co-chaired by the Ministry of Tourism and AHRIM to oversee the implementation of the different measures and monitor achievement of key performance indicators.

Acknowledgements

ACKNOWLEDGEMENTS

The Ministry of Tourism would like to place on record its appreciation for the invaluable support of the several Sub-Committees which comprised representatives of both public and private sector institutions towards the formulation of this Strategic Plan. A particular acknowledgment and thanks go to the Mauritius Tourism Promotion Authority, Tourism Authority, AHRIM, ATO, ATP, AIOM and the Association des Hotels de Charmes.

Our appreciation also goes to all tourism operators, Ministries and Departments which participated in the 'Assises du Tourisme 2017' and provided the Ministry with precious inputs and information. Their inputs have helped the Ministry to shed light on a number of issues and to come up with appropriate projects and programmes to propel the tourism sector to new level of development.

Finally, we would like to express our profound gratitude to those who have contributed in one way or other in producing this Strategic Plan.

List of Abbreviations

LIST OF ABBREVIATIONS

AHRIM	-	Association des Hoteliers et Restaurateurs de L'ile Maurice
AIOM	-	Association of Inbound Operators Mauritius
ATO	-	Association of Tourist Operators
ATP	-	Association of Tourism Professionals
ASEAN	-	Association of Southeast Asian Nations
BASA	-	Bilateral Air Services Agreement
DMCs	-	Destination Management Companies
EDB	-	Economic Development Board
GDP	-	Gross Domestic Product
GPS	-	Global Positioning System
HRDC	-	Human Resource Development Council
ICT	-	Information and Communication Technology
ICTA	-	Information and Communication Technology Authority
LGBT	-	Lesbian, Gay, Bisexual and Transsexual
MPA	-	Mauritius Port Authority
MTPA	-	Mauritius Tourism Promotion Authority
MSAW	-	Mauritius Society for Animal Welfare
NDU	-	National Development Unit
NHF	-	National Heritage Fund
NTA	-	National Transport Authority
RDA	-	Road Development Authority
SMEs	-	Small and Medium Enterprises
TEWF	-	Tourism Employees Welfare Fund
TMRSU	-	Traffic Management and Road Safety Unit
UAE	-	United Arab Emirates
USD	-	United States Dollar
UNWTO	-	United Nations World Tourism Organisation
VIO	-	Vanilla Islands Organisation

Introduction

1. INTRODUCTION

Over the last five decades, Mauritius has undergone profound changes in political, economic and social fields. Politically, Mauritius has evolved from the status of a colony to that of a Republic that has to struggle for its survival in an ever increasingly competitive world. Mauritius is a parliamentary democracy based on the Lancaster model, where the President is the Head of State and the Prime Minister is Head of Government, with full executive powers.

Contrary to the predictions of Nobel Prize winner economist James Meade and novelist, V.S. Naipaul, Mauritius succeeded through sound economic and social policies to attain the status of an upper middle-income economy. The per capita income which was USD 200 in 1968 has now reached USD 10,476 in 2017 and very few people live in absolute poverty. From a mono-crop sugar-based economy, the country diversified its economic base resting on agro-industry, export-oriented manufacturing, tourism, financial services and ICT services. The rapid pace of development and industrialisation has been due to good governance, political and social stability, sound economic management, strong institutions, a clearly defined development agenda and a strong partnership among Government, business community and civil societies.

Tourism is a key driver of socio-economic progress in terms of creation of jobs and enterprises, foreign exchange earnings and infrastructure development. However, the sector has to face stiff competition with opening up of new destinations, rising cost of airfares and constant innovation in ICT technologies which are fast changing the traditional way of doing business.

The new Strategic Plan, conceived through active interaction with key stakeholders, is designed to consolidate, diversify, modernise and sustain the competitiveness of the tourism sector. It centres on a skill-intensive and technology-driven model of development characterised by innovation and technology, high tech investment, product and market diversification and sustainable tourism.

The strategic response in this document takes into consideration the goals set in Government programme 2015-2019 and the Vision 2030 statement.

Global Tourism Trends

2. GLOBAL TOURISM TRENDS

Tourism is one of the fastest growing socio-economic sectors across the world that is fuelling growth, creating jobs, opening up business opportunities for SMEs and providing pathways out of poverty for millions across genders, ages and skills level. Tourism also drives the development of critical infrastructure like air and seaports, roads and hotels which connect economies at global value chains and increase trade. Travel and Tourism has become a powerful force for good for the world.

According to the UNWTO, the tourism sector accounted for 10% of global GDP, 10% of total employment worldwide, equivalent to 260 million jobs and 30% of the world services exports in 2017. Taking its wider indirect impact the sector contributed to USD 7.6 trillion to the global economy and generated 292 million jobs indirectly in 2016.

Despite global economic challenges and geopolitical changes, international tourist arrivals have registered uninterrupted growth from 25 million in 1950 to 1.322 billion in 2017 and tourism receipts surged from USD 2 billion in 1950 to USD 1.220 trillion in 2016. It is forecasted that by 2030 international tourist arrivals would top 1.8 billion. The major increase would be enjoyed by Asia and Pacific from 22% in 2015 to 30% in 2030, while Europe will register a decline from 51% to 41% by 2030. Africa's share will increase from 5% in 2015 to 10% in 2030. Leisure, recreation and holidays will remain the main purpose of travel followed by visiting friends and relatives, health, religion and other purposes. Travel for business and professional purposes ranks third.

The African and Asian propensity to travel will increase significantly with the rising middle class by 2030. China will top the list of countries with the increasing middle class potential to travel followed by India, Indonesia, Nigeria and Philippines.

Current state of Tourism Development in Mauritius

3. CURRENT STATE OF TOURISM DEVELOPMENT IN MAURITIUS

In Mauritius also tourism is an economic powerhouse and a key pillar of the economy accounting for 8% of GDP, 10% of total employment and 11% of investment in 2017. In fact, the story of tourism development in Mauritius over the last four decades is a remarkable one on several scores:

- **Tourist arrivals increased steadily from 74,597 in 1975 to reach 1,341,860 in 2017.**
- **Tourism earnings attained an all-time record of Rs 60.3 billion in 2017 compared to Rs 35 million in 1975.**
- **Hotel stock increased from 34 hotels in 1975 to 112 hotels in 2017 representing 13,544 rooms, which is indicative of massive investments injected in the sector over the years.**
- **Total direct employment in the sector stood at 40,800 in 2016 (based on the results of the continuous Multipurpose Household Survey) compared to 8,000 jobs in 1975.**

Indeed, the tourism sector has been instrumental in improving the living standards of Mauritians, alleviating poverty, empowering women, promoting social mobility and fostering economic diversification.

After more than a decade, the tourism sector registered double digit growth two years in a row. The growth momentum for 2017 has been pursued with a modest increase of 5.2%, taking into account a larger tourism base as compared to the previous years.

Current state of Tourism Development in Mauritius

The top 10 source markets, with exception of China, recorded positive growth in 2017 with Germany, Switzerland and Australia recording impressive growth of the order of 14.5%, 11% and 14% respectively as illustrated in figure 3.1 below.

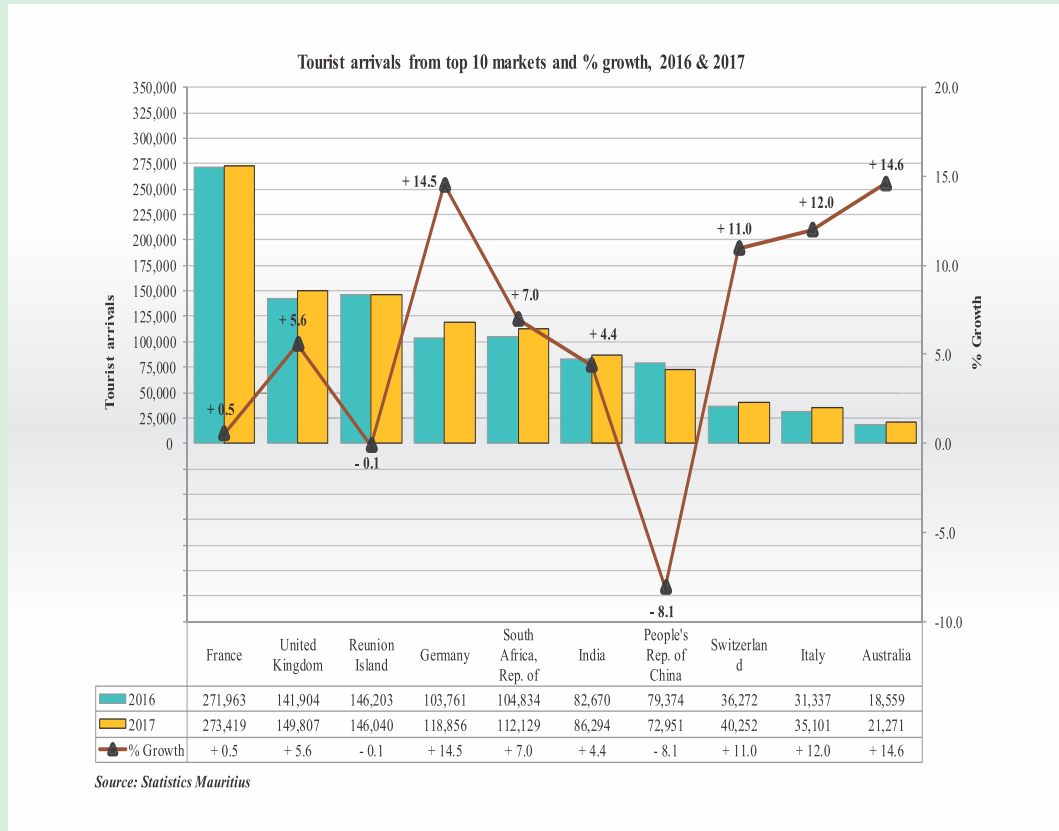


Figure 3.1: Tourist arrivals from top 10 markets and % of growth 2016 & 2017

After registering eight years of negative growth, Italy rebounded with a positive growth of 7.4% in 2016 and maintained its momentum with 12% growth in 2017. Likewise, Russia posted a positive growth of 20% after four years of negative growth.

Current state of Tourism Development in Mauritius

Current state of Tourism Development in Mauritius

3.1 NEW MARKETS

Tourists arrivals from all the new markets have registered outstanding performance, particularly Netherlands (31.6%), Czech Republic (23.4%), UAE (23.4%), Poland (11.8%), Sweden (6.6%), Austria (5.7%) and Belgium (4.8%).

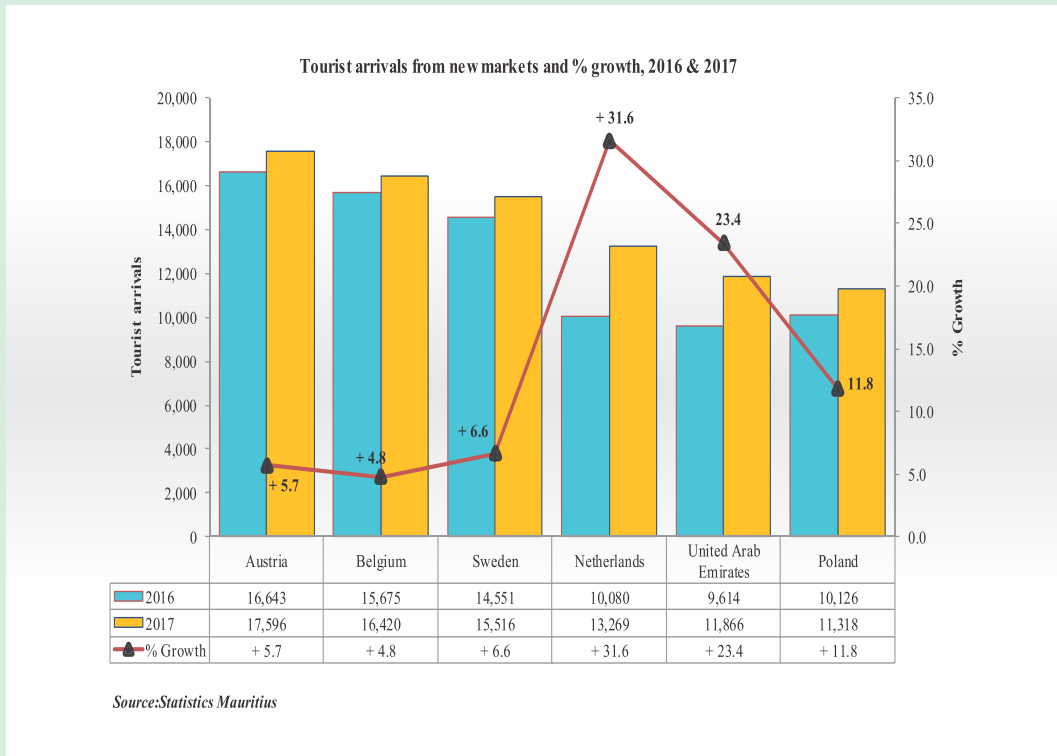


Figure 3.2: Tourist arrivals from new markets and %of growth 2016 & 2017

3.2 MARKET DIVERSIFICATION STRATEGY

Mauritius is largely dependent on European visitors with France being the largest single market with 273,419 arrivals followed by UK with 149,807 arrivals and Germany with 118,856 arrivals in 2017. The diversification strategy adopted by the Ministry since 2008 focusing on emerging markets like China and India is paying dividends, so much so that the Euro zone which constituted about 67% of the total tourist arrivals in 2009 has gradually declined to reach 58% in 2017. Conversely, tourist arrivals from Asia which stood at 7% in 2009 increased to 16% in 2017. There is a need to further diversify our market base to reduce dependency on the Euro zone.

Current state of Tourism Development in Mauritius

3.3 REKINDLING OF LOW SEASON

The “Mauritius 365” campaign designed to make Mauritius more appealing during the low season has succeeded to boost tourist arrivals during the off-peak months to some extent. The campaign comprises a series of events such as Mauritius Open Golf Tournament, Rugby 10 Tournament, International Chef Competition, Cycling and Mauritius Extravaganza. This low season strategy resulted in an increase of 9.2% in tourist arrivals for period May to September 2016 over the corresponding period 2015. However, there is still a long way to go to transform Mauritius into an all year round destination and address the seasonality dilemma.

3.4 AIR CONNECTIVITY

Recognising that flexible air connectivity is critical to sustain tourism growth, Government has adopted a policy of gradual opening of the sky since 2015, improved BASAs and reinforced the hub approach. As a matter of fact, the number of seats in 2016 surged and reached over two million, representing an increase of 11 % over year 2015.

Newcomers in the skies of Mauritius with direct connectivity includes Turkish Airlines, Condor, Corsair, Lufthansa, Eurowings, Evelop, Polish Airlines, Saudi Airlines, KLM Royal Dutch Airline, Emirates Airline, Edelweiss Air and Austrian Airlines. Tui flights from Scandinavian countries also resumed their flight on the destination. New cities serviced with direct connectivity include Guangzhou, Manchester, Amsterdam, Chengdu and Riyadh with one-hour stopover in Jeddah.

The Changi corridor which has opened access to several destinations in Africa and to more than 90 destinations in Asia will help Mauritius to capture a greater share of the African outbound tourists and penetrate the ASEAN market where direct air links do not exist.

Current state of Tourism Development in Mauritius

3.5 DESTINATION COMPETITIVENESS

The direct competitors of Mauritius, namely Maldives, Seychelles and Sri Lanka all outperformed Mauritius in terms of growth in tourist arrivals. Between 2008 and 2016, tourist arrivals have increased each year by an average of 4.6% in Mauritius, 11.3% in Seychelles and 46.0% in Sri Lanka.

In 2017, Seychelles recorded double digit growth of 15.4% whereas Mauritius, Maldives and Sri Lanka posted a growth of 5.2%, 8.0% and 3.2% respectively.

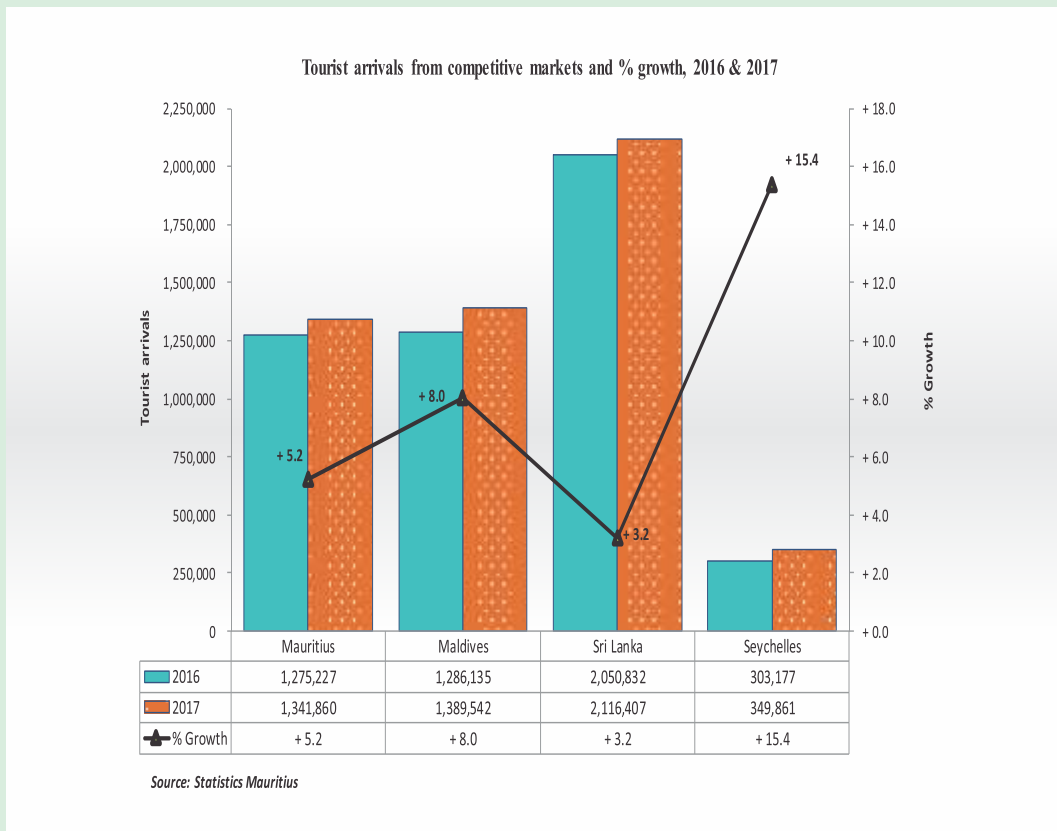


Figure 3.3: Tourist arrivals from competitive markets and % of growth 2016 & 2017

At international level, Mauritius ranked 55th out of 136 countries and 3rd in sub-Saharan Africa behind South Africa and Seychelles according to the Travel and Tourism Competiveness Index 2017.

Current state of Tourism Development in Mauritius

3.6 TOURISM PRODUCT PORTFOLIO

Mauritius has broadened its classic offer of “**Sea, Sun and Sand**” to include eco-tourism, wellness and spa tourism, sport tourism, MICE, grey tourism, underwater safaris, adventure sports, world class golf courses, cultural tourism, kite surfing, Folklore extravaganzas like “Festival International Kreol” and PORLWI by light, cycling and a wide range of sea-based activities. However, competition from similar island destinations calls upon Mauritius to offer a more diversified and appealing product portfolio at competitive prices to cater for the needs of new travellers and changing preferences of existing customers.

3.7 CRUISE TOURISM

Cruise tourism is a fast growing segment within the global travel and tourism industry. Since 1990, the cruise industry has had an average passenger growth rate of 7.4% annually. In 2016, cruise ships around the world catered for 24 million passengers and generated revenue to the tune of USD 120 billion. It is forecasted that by 2020 total cruise passengers would grow by 75% to reach 42 million and some 50 new ocean ship cruise liners would be in operation actively in search of new destinations.

In Mauritius, cruise tourism is gradually gathering momentum with the launching of a dedicated cruise jetty at Les Salines in 2010. In 2017, Mauritius received more than 34,000 cruise passengers and 30 cruise vessels compared to 23,375 passengers and 23 vessels in 2015. The number of home porting cruise lines increased from 11 in 2016 to 19 in 2017.

Mauritius is well poised to be a leading cruise destination in the Indian Ocean region owing to its strategic location, flexible air connectivity, wide range of hotels and supporting facilities and services. The construction of a dedicated cruise Terminal Building with cutting edge technologies and modern facilities capable of handling up to 4,000 passengers will greatly contribute to position Port Louis harbour as a cruise hub in the region and as the preferred “fly cruise” gateway to the Indian Ocean.

Current state of Tourism Development in Mauritius

3.8 HOTEL CLASSIFICATION SYSTEM

In the tourism sector, a customer-centric approach is critical to maintain Mauritius as a leading island destination. To this end, a Hotel Classification System has been introduced to uphold the quality image of the destination and reinforce tourist confidence and satisfaction by ensuring value for money.

Under this system, the hotels are assessed on the basis of 600 criteria grouped under 27 sections, guest reviews, social media monitoring services and mystery shopping. Only hotels that score a minimum of 80% under each section are awarded a star rating by the Star Rating Committee, which consists of industry professionals from the public and private sector.

As at date, 99 hotels have been graded in the different categories as shown in Table 3.4 below.

Table 3.1: Hotel Classification

Star Category	Number of Hotels
Five Star Luxury	7
Five Star	25
Four Star Superior	3
Four Star	23
Three Star Superior	7
Three Star	25
Two Star	9

Current state of Tourism Development in Mauritius

3.9 INFRASTRUCTURE

Successful competition in the regional and international markets hinges on the availability of adequate and efficient infrastructure. Low cost and high quality infrastructure service improves price competitiveness.

Mauritius has a well-developed road network, high quality accommodation facilities, a state-of-the-art airport and a modern seaport. The quality of power, water and communication facilities are more than satisfactory. In the area of telecommunications, Mauritius has a highly developed postal, fax and IT facilities and an extensive telephone network. This puts Mauritius ahead of the rest of Africa.

An array of world class hotels, picturesque small hotels, creole guesthouses, tourist residences with local charm and self-catering facilities are also available to cater for the tastes and preferences of high-end, middle class, middle and upper tourists.

3.10 REGIONAL TOURISM

Mauritius has, along with other islands of the South West Indian Ocean, namely Comoros, Madagascar, Mayotte, Reunion Island and Seychelles created the Vanilla Islands Organisation (VIO) to enhance the visibility of the island destination of Indian Ocean along the same lines as the Caribbean region. The VIO is promoting the Indian Ocean Region on the international cruise market as a consolidated cruise destination

Current state of Tourism Development in Mauritius

3.11 TOURISM AWARDS

As a destination, Mauritius has over the years obtained several prestigious awards largely attributed to the quality of its tourism product, excellence in service delivery and attractiveness of the destination. These include, among others:

- **Leading Indian Ocean Diving Destination in 2012 by the World Travel Awards.**
- **Leading Indian Ocean Honeymoon Destination in 2013 by world Travel Awards.**
- **World Best Golf Travel Destination in 2014 by Golf Aktuel at ITB Berlin.**
- **Best Emerging Island Destination in 2014 by the magazine “Voyage” in China.**
- **Best Long Haul Destination for families in 2015 by family Travellers.**
- **Best Destination for Golf in 2015 by Travel Agents choice Awards UK.**
- **Best Destination 2016 by Luxury Trade Magazine, Luxus Insider (ITB 2017).**
- **Golf Destination of the year by International Association of Golf Tour Operators 2016.**
- **Best Beach Destination in 2018 by Selling Travel**
- **Top 10 Travel Destination in 2018 by Lonely Planet**
- **Star Luxury Holiday Destination by Travel Bulletin**
- **“Meilleur Office du Tourisme étranger” by Travel d’Or**
- **Fodor’s Travel – 2018 Go List**

Trends and Challenges

Over and above, the Mauritian hotels obtained various international awards in the different segments. The SSR International airport won the “Best Airport in the Indian Ocean” and the World Airport Award in 2014.

These awards not only vouch the appreciation of the Mauritian tourism products in niche segments but also confirm the confidence of the international visitors in the destination.

The Mauritian Tourism Industry has, in spite of all odds and constraints, grown in strength and maturity to occupy a prominent position in the economic structure of Mauritius. A key success factor of our tourism development is the close partnership between the public and private sector in charting the right tourism policies and strategies based on a shared vision for the sector. All successive Governments have nurtured and reinforced this partnership to address new challenges and propel the sector to new heights of development.

4. TRENDS AND CHALLENGES

Today, the Tourism Sector is called upon to evolve in a highly volatile and hyper competitive environment. The situation has been further complicated with the emergence of low cost destinations, rising cost of fuel adversely impacting on cost of air travel, changing patterns of travel and changing tastes of tourists.

4.1 TRENDS

The global tourism environment is being reshaped by the following emerging trends:

- **Exponential global tourism growth over the past six decades. Globally, some 350 million new international tourist arrivals are expected by 2020 and, by 2030, arrivals would reach 1.8 billion.**
- **Growth of tourist arrivals from emerging economy destinations fast outpacing arrivals from advanced economy destinations.**
- **Rising middle class with propensity to travel.**
- **Growing Chinese outbound tourist leading the pack. China’s outbound tourist reached 120 million in 2017 as a result of constant rise of personal incomes and living standards. This figure is expected to reach 200 million by 2020.**

Trends and Challenges

- **Increasing demand for eco-friendly destinations.**
- **Emergence of LGBT tourists with propensity to travel three times more than conventional tourists and with high spending power.**
- **Millennials looking for adventure.**
- **Emergence of cost conscious travellers following the international financial and economic crises.**
- **Growing demand for all-inclusive packages.**
- **Baby boomers with disposable income for overseas travel.**
- **Rise of Festival tourism with a market value estimated at 2.3 trillion Euros in 2016.**

4.2 CHALLENGES

Mauritius has in view of its specificity, geographical position and natural characteristics opted to position itself as a premier tourist destination showcasing a fascinating world-in-one island slice of paradise with high end beach resorts. This model, which has for years worked well for Mauritius, is today being challenged and exacerbated by a number of internal and external factors. Internally, the lack of skilled manpower and heavy indebtedness of the sector are hindering the full potential of the industry in terms of expansion and job creation.

On the external front, the tourism sector is exposed to intense competition from similar island destinations like Maldives, Seychelles and Sri Lanka, shrinking demand from European source markets, including Brexit impact and high cost of travel due to the remoteness of Mauritius from its source markets.

Over and above, the destination is confronted with the following specific challenges that call for concerted action from all tourism stakeholders.

Trends and Challenges

CLIMATE CHANGE: The Tourism sector remains vulnerable to the impacts of climate change. Potential threats, which include tidal waves and surges as well as the deterioration of coral reefs through changes in sea temperature and beach erosion, can affect the attractiveness of the destination. It is critical for all tourism stakeholders to pursue a new development paradigm where economic and environmental sustainability reinforce each other to create a climate change smart world because changing climate and weather patterns at tourist destinations can significantly affect the tourists comfort and their travel decisions thereby impacting on tourism businesses.

INCLUSIVE TOURISM DEVELOPMENT: The tourism sector has for years been controlled by a handful of big operators and has not been democratised. This is now giving rise to conflicts between the local community and hotel development promoters. There is need to open up the sector and ensure an inclusive tourism development that takes on board the demands and expectations of every stakeholder to avoid resentment and conflicts. The active participation of the local community should be enlisted right from the planning stage to obtain their support all throughout the project implementation. Hoteliers should come up with benefit sharing schemes whereby the tourism benefits trickle down to the employees, local residents, SMEs, local artisans and youth community. The people should be positioned at the centre of our tourism development to avoid “tourism phobia” and chart a common vision for the industry.

SEASONALITY: The Seasonality factor remains an important issue despite significant progress in 2016 and 2017 in off-peak months of the year. Tourist arrivals in December is twice the number in June as such the accommodation capacity in peak months can result in impeded growth over a calendar year period. Hotel room occupancy during period June to August hovers around 55% on average.

AIRLIFT: Tourism operators could not tap the full potential of emerging and new markets due to lack of air connectivity. As a matter of fact, Mauritius has to rely on a narrow tourism market base. For example, the Russian market represents an interesting opportunity for Mauritius. However, due to lack of direct air connectivity the tourism operators could not exploit the full potential of this market.

Trends and Challenges

HYPER-CONNECTIVITY: The technology advances like internet, mobile phones and common IT platforms have altered the entire travel and tourism value chain. Internet and mobile connection has greatly empowered tourists to be at the centre of decision-making. By clicking on a computer mouse, they can discover innumerable new travel destinations. The challenge for Mauritius is how to leverage on digital marketing to attract tourists to the destination and create more personalized customer experiences.

SMART TOURISM: Intelligence has become a fundamental tool for the strategic management of any destination. Business intelligence, big data, robots and artificial intelligence are innovative and powerful instruments of the intelligent tourism sector. New technological developments like Internet of Things, chatbots, blockchain and virtual assistants are reshaping tourism businesses and redefining the contours of tourism environment.

TOURIST SPENDING: Unit revenue as measured by tourist spend per tourist night is not remarkable. Tourists spend outside hotel accommodation is still very low.

SUSTAINABLE TOURISM DEVELOPMENT: Sustainable tourism development is a key challenge and that is why the United Nations declared 2017 as the International Year of Sustainable Tourism for Development. This is a watershed moment for making tourism a catalyst for positive change. All tourism stakeholders need to maximize socio-economic contributions of tourism while minimizing its possible negative impacts and commit to promote tourism as an instrument in achieving the Sustainable Development Goals geared towards reducing poverty and fostering sustainable development.

Swot Analysis

5. SWOT ANALYSIS

A SWOT analysis of the sector revealing the internal strengths and weaknesses as well as the opportunities and threats emanating from the external environment is briefly highlighted in the matrix below. The SWOT analysis can be exploited to identify strategic options. Strengths can be harnessed to capitalize on opportunities, mitigate weaknesses and reduce threats. It can also be used to set priorities for promotional measures and HR development in response to the current needs of the sector.



Figure 5.1: SWOT ANALYSIS

6. VISION 2030

The tourism sector is and will remain a key plank in the transformation of Mauritius into a high income nation. Government vision is to attain two million tourists by 2030, increase tourism earnings to the tune of 120 billion rupees and create 36,000 additional direct jobs in the sector. Sustained growth in tourist arrivals and tourism earnings will be achieved without eroding the carrying capacity of the destination and jeopardising the environment.

Table 6.1: Contribution of Tourism Sector to Socio Economic Development

Year	Value added of the tourism sector (Bn)	Estimated Tourist Arrivals	Estimated Tourism Earnings (Rs Bn)	No. of Hotel Rooms*	No. of non-hotel rooms	Total direct Employment of the tourism sector	Investment (Rs. Bn)	
							Renovation	New
Baseline								
2017	32.6	1,341,860	60.3	13,511	7,266	41,792	6	-
2020	38.8	1.6 mn	71	16,250	8,750	54,000	6	15
2025	49.6	1.8 mn	91	18,800	10,150	65,000	10	20
2030	63.5	2 mn	120	21,800	11,750	78,000	13	15

NOTE:

- Employment figures are in respect of large, medium and small tourist establishment.
- Investment in the sector is cumulative over a period of 5 years.
- No. of hotel and non-hotel rooms calculated on basis of ratio 65:35

Assises du *Tourisme*

7. ASSISES DU TOURISME

The Ministry organised the “Assises du Tourisme” in June 2017 to reflect on the challenges facing the tourism industry and chart a roadmap for the short and medium term to reposition the sector in the new business environment.

More than 200 tourism stakeholders from the public and private sector participated in the “Assises”, which revolved around four main axes: **accessibility, visibility, attractiveness and sustainability** of the destination. Several sub-committees were set up to engage discussions with the different stakeholders on the different axes and come up with a set of recommendations for validation at the “Assises”.

At the end of the “Assises” a series of recommendations emerged with a view to sustaining the growth of the tourism sector. The key recommendations are briefly summarised hereunder:

(i) ACCESSIBILITY

- **Attracting a Chinese carrier to Mauritius to boost tourist arrivals from China.**
- **Making the most of opportunities emanating from the air corridor strategy.**
- **Connecting Saudi Arabia to Mauritius.**
- **Leveraging on Singapore hub to increase arrivals from Australia.**
- **Facilitating movement of visitors around the island through the creation of state-of-the-art GPS.**

(ii) VISIBILITY

- Consolidating the destination's online visibility through social media, search engine marketing and mobile apps. Visibility of Mauritius on Facebook, You tube, Instagram and Weibo, WeChat and Youku for China to be further enhanced.
- Tailor-made marketing campaigns in niche markets.
- Re-branding of the destination after an assessment of the existing brand values, personality, unique selling proposition and present position of the destination.
- Organisation of high profile events showcasing the unique characteristics and attributes of Mauritius.
- Production of pocket-size brochures for specific areas of interest with regard to eco-tourism, heritage sites and cultural tourism.

(iii) ATTRACTIVENESS

Product Development

- Coastal rehabilitation and re-engineering to maintain the attractiveness of our core tourism assets, namely the beaches and lagoons.
- Revitalisation of heritage sites, historical buildings and museums.
- Promotion of the local culture through street art, street music and street food and live performance of local folkloric dance and music.
- Setting up of a cultural village showcasing local activities such as Sega Tipik, Geet Gawai, local costumes, preparation and tasting of local food and folkloric dances.

Assises du *Tourisme*

- Transformation of the Granary Building into a landmark by rehabilitating the existing structure.
- Development of regional thematic entertainment centres in tourist zones.
- Development of islets with a recreational and tourism potential for promotion of eco-tourism.
- Embellishment of road sides, motorways roundabouts and creation of green belts, areas/parks in cities.
- Harmonisation of policies and legislations to encourage private investment in tourism activities to enlarge the tourism product portfolio.
- Development of islands around Mauritius as exclusive hideways.
- Development of casino hotel.
- Upgrading of Mahebourg into a touristic village through the uplifting of historical relics and vestiges.
- Organisation of mega event like “Festival de la Mer” during low season.
- Mainstreaming biodiversity into tourism product development.

Human Resource Development

- Create greater awareness of job prospects in the industry through counselling using a 3-pronged approach starting from Grade 10 which comprises counselling, Hotel/DMC visits and career fairs.
- Priority of recruitment to be given to qualified locals to foster the truly Mauritian hospitality.

Assises du *Tourisme*

- **Elaboration of clear career path and prospects with attractive packages to promote staff retention and reduce employee turnover.**
- **Establishment of a database to facilitate recruitment by hoteliers.**
- **Creation of a VAE (Validation Acquis d'Experience) to formalise on the job experience, attitude and skills developed by staff lacking professional qualifications.**
- **Training and licensing of Tourist Guides.**
- **Mounting of specialised courses for niche products and segments (speciality cuisine, ecotourism, villas, golf, wellness and spa, event management, cultural tourism).**

Ground Transportation

- **Licensing of Tour Operators to be done by one Authority.**
- **Creation of an online platform for sharing information on tour operators.**
- **Introduction of legislation to define the roles and functions of tour operators, DMCs and taxis based at hotels.**
- **Creation of an on-line booking platform for taxi operators.**
- **Training of taxi operators in customer care, grooming and foreign languages.**
- **Upgrading of road leading to tourist sites such as Pont Naturel, Rochester Falls and La Laura Malenga view point.**

Assises du *Tourisme*

Safety and Security

- **A hotline number for tourists to register complaints.**
- **Amendment to legislation to empower enforcement officers to enter tourist enterprises, allow suspension of licences after contravention and seizure related to illegal operations.**
- **Enhancement of security in tourist accommodation and tourist attraction sites.**
- **Make waist and wrist type personal floating device mandatory for skippers and crews.**
- **Tax credit to boat builders to offset cost of ISO/CE Certificate.**
- **Loan incentives to pleasure craft operators replacing their craft by ISO Certified Craft.**
- **Training of Skippers in customer service experience, communication skills and basic foreign languages.**
- **Installation of information panel at all Embarkation points displaying specific demarcations.**
- **Creation of Marinas.**
- **Enhancement of zoning lagoons and buoyage system.**
- **Introduction of Sea Ambulance with appropriate equipment and facilities.**

Assises du *Tourisme*

Cleanliness

- Island wide aggressive awareness campaign.
- Cleaning and embellishment of tourist sites.
- Sensitization of operators on the use of islets.
- Control of stray dogs and cats.

Business facilitation

- Review of Tourism Authority Act.
- Define list of occupations open for foreign labour and establish a quota system.
- Threshold for occupation permit to be increased from Rs 60,000 to Rs 125,000.
- Certificate of character- special desk for applicants having clean record.

(iv) SUSTAINABILITY

- Incorporation of principles of sustainability and resource constraints in physical plans.
- Adoption of Standard MS 165:2014 by tourism enterprises to minimize impacts of tourism activities on the environment.
- Adoption of an integrated approach to cultural heritage development.
- Mainstreaming of sustainability principles in guidelines/codes of conduct/standards governing tourism activities.

Assises du *Tourisme*

These recommendations have been further fine-tuned after extensive consultations with the different stakeholders and translated into a Strategic Plan matrix for the sector based on a shared vision of enhancing the global competitiveness of the destination. The strategic plan articulates the policies, strategies, projects and programmes that would be implemented over a period of three years to respond to emerging challenges and enhance the visibility and attractiveness of the destination.

Vision, Mission and Objectives

8. VISION, MISSION AND OBJECTIVES

Vision

A leading and sustainable island destination.

Mission

- To propel the tourism sector to new heights of development.
- To enhance the visibility of Mauritius as a top class tourist destination in traditional, emerging and new markets.
- To broaden the tourism product portfolio to include eco-tourism, spa and wellness tourism, cruise tourism, cultural tourism, business tourism and sporting events.
- To promote Mauritius as a clean and safe tourist destination.
- To promote skill-intensive and technology-driven tourism enterprises capable of providing innovative services.
- To foster development of an integrated, high-tech and innovative tourism industry.
- To mainstream sustainable practices in tourism development.

Vision, Mission and Objectives

Objectives

1.
 - To assist in tourism planning through the development of tourism policies and preparation of long-term plan.
2.
 - To support the development and upgrading of tourism structures and infrastructure.
3.
 - To work in close collaboration with all its stakeholders, including international organisations, for the development and promotion of sustainable tourism.
4.
 - To appraise and monitor tourism projects.
5.
 - To elaborate and implement standards, norms and guidelines for tourism activities.
6.
 - To formulate legislations to regulate the tourism sector.
7.
 - To create awareness on the importance of sustainable tourism development and support enterprises in their drive to be environmentally compliant.
8.
 - To prepare and provide statistical data and information on tourism matters.
9.
 - To make leisure and recreational activities accessible and affordable to the population at large.
10.
 - To develop schemes to promote the welfare of the employees in the tourism sector.

Strategic Framework and Direction

9. STRATEGIC FRAMEWORK AND DIRECTION

9.1 STRATEGIC FRAMEWORK

A new Strategic Framework for the tourism sector emphasizes a skill-intensive and technology-driven approach at enterprises and institutional support level for the consolidation, modernisation, expansion and diversification of the tourism industry. The underpinnings are technology upgrade, knowledge and skill development for more creative products, enhanced safety and security of tourists, market and product diversification, environmentally and socially sustainable tourism activities, aggressive investment campaign targeting more international brands and greater connectivity to the destination. Figure 6.1 depicts the new model with innovative practices spreading across key measures that are essential to drive the tourism industry to higher development path.

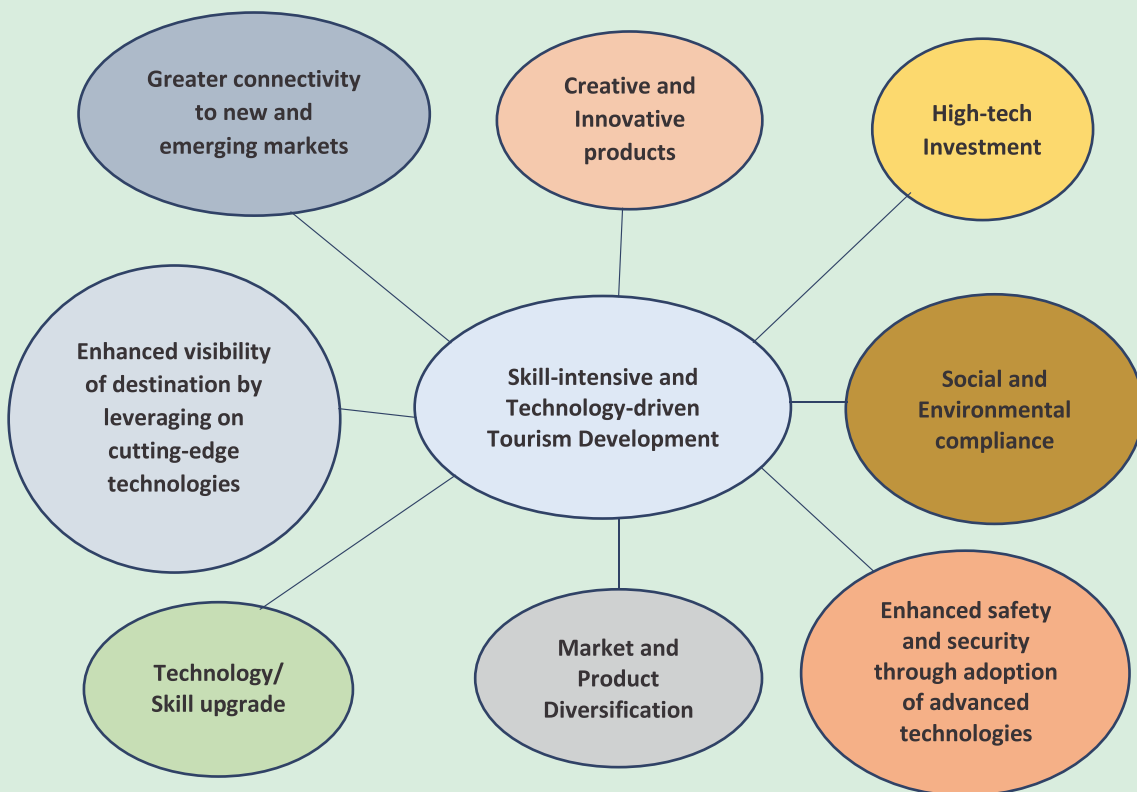


Figure 9.1: Skill-intensive and Technology-driven model of development

9.2 STRATEGIC DIRECTION

In line with Government vision to transform Mauritius into a high income nation, the tourism strategies and policies have been revisited and re-oriented along the following directions with a view to enhancing the contribution of the tourism sector to the socio-economic development of the country.

- **Pursue growth in tourist arrivals at an average annual rate of at least 5%.**
- **Promote the authenticity of our tourism products and instil a renewed sense of place which will be achieved through tourists' experience of our wildlife; vibrant heritage, unique local assets and local cuisine.**
- **Consolidate and reinforce the image of Mauritius as a leading, all year round island destination.**
- **Accelerate market diversification strategy to reduce dependence on Euro Zone.**
- **Broaden tourism product portfolio to cater for changing profile of travellers.**
- **Mainstream eco-friendly practices in tourism development.**
- **Establish Mauritius as a festive and vibrant destination in the Indian Ocean.**
- **Maintain attractiveness of Mauritius as a top class destination.**
- **Ensure the sustainable conduct of nautical activities.**

Strategic Framework and Direction

9.3 STRATEGIC THRUSTS

The core strategy towards achieving the vision is to promote a globally competitive and sustainable tourism industry with a well-diversified tourism product portfolio catering for different tourist profiles.

The core strategy will be pursued through the implementation of four key strategies as briefly outlined below. These strategies have been further developed in the consolidated strategic plan matrix at Appendix A with corresponding projects, objectives, resources required, output, key performance indicators, implementing agencies and implementation time frame to ensure meaningful impacts within short to medium term. In the matrix, strategies are broken down into projects and programmes, which are defined by specific objectives and outputs.

STRATEGY ONE: To intensify the visibility of the destination

Objectives:

- 1. To enhance perception of Mauritius as a world class destination.**
- 2. To promote Mauritius as the preferred island destination in the world.**
- 3. To capture a greater market share to achieve the target of two million tourists by 2030.**
- 4. To position Mauritius as a prime holiday destination.**

STRATEGY TWO: To improve accessibility to the destination

Objectives:

- 1. To encourage tourism operators to tap emerging and new markets.**
- 2. To enlarge the tourism source markets and reduce dependence on Euro Zone.**
- 3. To increase tourist arrivals and tourism contribution to GDP.**
- 4. To connect Mauritius to new markets.**

STRATEGY THREE: To enhance attractiveness of the destination

Objectives

- 1. To create a distinctive image in the mind of the tourists.**
- 2. To achieve a leading position in the region and pull tourists to Mauritius.**
- 3. To meet the expectation of the visitors and reinforce the credibility of Mauritius as an upmarket destination.**
- 4. To make the stay of the tourists enjoyable and memorable.**

Strategic Framework and Direction

STRATEGY FOUR: To foster sustainable tourism development

Objectives

- 1. To promote a green tourism Industry.**
- 2. To minimise negative impacts of tourism activities on the environment.**
- 3. To ensure judicious use of scarce and non-renewable resources in tourism development.**
- 4. To achieve the right balance between environment, economic and socio-cultural aspects of tourism development for the long term viability of the tourism industry.**

Implementation Guidelines

10. IMPLEMENTATION GUIDELINES

The 3-year strategic plan is a roadmap which provides a structured, systematic and comprehensive framework to reposition the Tourism sector in the new business environment. It is based on a shared vision of enhancing the competitiveness of the sector through achievement of a whole set of projects and programmes within a given time frame.

The implementation of the projects and programmes outlined in the consolidated strategic plan matrix at **Appendix** will entail monitoring and evaluation. In this context, a high level public and private sector Steering Committee co-chaired by the Ministry of Tourism and AHRIM will have to be set up to oversee the implementation of the different measures and carry out proper evaluation. Over and above, the committee will be responsible for:

- **Identifying solutions to implementation impediments.**
- **Harmonising approaches followed by different institutions.**
- **Ensuring synergy and complementarity between the measures of different institutions.**
- **Ensuring monitoring and achievement of Key Performances Indicators.**
- **Ensuring timely implementation of projects and programmes by respective implementation agencies.**
- **Directing audits to ensure that there is transparency and there are no cost overruns.**

The successful implementation of the projects and programmes would rest on the commitment and pro-activeness of the implementing agencies, particularly the Ministry of Tourism, MTPA, and the Tourism Authority. All implementation agencies will be required to submit regular progress reports on project implementation to the Steering Committee.

Implementation *Guidelines*

The Strategic Plan incorporates a number of key elements:

- **Creating a conducive business environment.**
- **Nurturing a technology-driven and skill-intensive tourism industry.**
- **Promoting an innovative and sustainable tourism industry.**
- **Sharpening the competitiveness of the destination.**
- **Consolidation and expansion of existing tourism source markets.**
- **Preparing tourism operators to successfully confront the challenges of an increasing dynamic global environment.**
- **Enlarging the tourism product portfolio through innovation and creativity.**
- **Re-orientation of destination marketing strategy in the digital era.**
- **Rebalancing tourism growth through greater penetration of emerging markets like China and India and exploitation of new markets.**

Conclusion

11. CONCLUSION

The Tourism Strategic Plan Focuses on an entrepreneurial and innovation-led model of tourism developments, harnessing more on intangible assets such as knowledge and business ideas, innovation, creativity, technology, appropriate skills and effectiveness among support institutions. Businesses charting their future plans on innovative and market-driven practices will better adapt to the ever changing global tourism environment and will gain a competitive edge.

Tourism support institutions operating in synergy and geared to match world class standards will be more apt to facilitate entrepreneurship and innovation in the tourism sector. Adopting a holistic approach in delivery of services through greater collaboration will foster greater efficiency and effectiveness.

Without the right skills, knowledge, and competencies, the tourism sector will lag behind and can hardly achieve excellence in service delivery and move up the technology ladder. The Strategic Plan charts the way forward for the qualitative and quantitative expansion of human capital for the next phase of tourism development. The opening up of Mauritius to foreign talents and skilled labour would be critical for the long term viability of the sector. Attracting foreign investment will also be essential for transfer of knowledge and skills to move to the higher level of development.

The implementation of the different strategies requires stewardship, policy direction and commitment at all levels in the public and private sectors. There is no doubt that the tourism sector will tread on a new path to consolidate, modernise and innovate to achieve greater heights of competitiveness in the regional and global arena.

APPENDIX

Strategic

Plan

Matrix

Strategy ONE: To intensify the visibility of the Destination

Outcome: Capture a greater market share to increase tourist arrivals and tourism receipts

	Project / Programme	Objectives	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
1.	Promotion of Destination in International media – CNN – TV, top travel magazines, BBC and specialized TV channels, Euro News, Sports News, CNBC Africa	To reinforce visibility of Mauritius as an affordable luxury tourist destination To inspire consumers to travel to Mauritius To move consumers from awareness to consideration of researching and planning their holiday in Mauritius	MTPA	Rs. 50 M	Mauritius is perceived as a destination of choice in Traditional, Emerging and New markets.	Tourist arrivals increased by 5 -7 % during low season	Short to Medium Term
2.	Hosting of mega events and festivals in collaboration with local/international organizers	To create buzz and awareness of the destination Examples: - World Travel Awards - Zee Cine Awards - Beauty Contest – Miss world /Miss Universe - Carnival - FIK/ Regatta	MTPA	Rs. 50 M	Mauritius is positioned as a festive and vibrant destination.	Five mega events and festivals organized	Short to Medium Term

STRATEGIC PLAN 2018 - 2021

Strategy ONE: To intensify the visibility of the Destination

Outcome: Capture a greater market share to increase tourist arrivals and tourism receipts

	Project / Programme	Objectives	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
		- Mauritius Cinema Week	EDB		Positioning Mauritius as a competitive film production location	3 Big budget movie production in Mauritius from Hollywood and Bollywood	Medium Term
3	Leveraging on e-marketing and social media platforms	To attract tourists to the destination and zoom on more personalized customer experiences on Facebook, Instagram, Pinterest and all social media	MTPA	Rs. 70 M	A database of users for e-marketing developed	Increase in number of views / likes / followers by minimum 25 % annually	Ongoing
4	Re-branding of destination	To develop a feasible brand architecture model for Mauritius as a tourist destination To create a distinctive identity of the destination by combining all its attributes and differentiating it from its competitors To re-position Mauritius in traditional, emerging and new markets	MTPA	Rs. 50 M	A new global visual and verbal brand identity established	Assessment of the present brand architecture Brand Identity-motivational factor to be increased by 15% yearly	Medium to Long Term

Strategy ONE: To intensify the visibility of the Destination

Outcome: Capture a greater market share to increase tourist arrivals and tourism receipts

	Project / Programme	Objectives	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
5	Organization of fairs, road shows and FAM trips	To promote the destination in traditional, emerging and new markets	MTPA	Rs. 100M	Mauritius positioned as a top of mind preferred destination	5 % annual increase in tourist arrivals & 7% annual increase in tourism earnings	Ongoing
6	Diversification of tourism markets	To penetrate the emerging markets like China, India and Russia and tap new markets like the Middle-East countries, Nordic countries and Eastern Europe	MTPA	Rs. 300 M	Tourism growth rebalanced	Increased tourist arrivals by 8 – 15% annually in respective New / Emerging market	Ongoing / Short to Medium Term

STRATEGIC PLAN 2018 - 2021

Strategy TWO: To improve accessibility to the destination

Outcome: Connect Mauritius to different countries

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
1.	Gradual opening of Mauritian skies	To encourage new airlines to service Mauritius	PMO		Airlift capacity increased	Increase in tourist arrivals from new markets Number of BASA established	Medium Term
2.	Attracting new airlines to Mauritius from China, Russia, Eastern Europe	To increase connectivity to remote markets for seamless travel	MTPA	Rs. 90 M	Airlift capacity increased	Increase in tourist arrivals from China, Russia, and Eastern Europe by at least 10 % yearly	Immediate
3.	Attract more cruise liners to Mauritius in collaboration with MPA	To provide tourists with alternative means of travel to Mauritius	MTPA/MPA	Rs. 50 M	Mauritius positioned as a leading cruise destination in the Indian Ocean region	Increase in cruise passengers from 31,400 to 50,000 by 2021 Increase in cruise vessels to Port Louis from 30 to 40	Short to Medium Term

Strategy TWO: To improve accessibility to the destination

Outcome: Connect Mauritius to different countries

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
	Mauritius / Singapore Air Corridor	African continent and Asia			connected to long haul markets	tourist arrivals from Africa and Asia by 5% annually	Term

STRATEGIC PLAN 2018 - 2021

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
PRODUCT DEVELOPMENT						
1. Tourism Signage Programme	To facilitate the movement of tourists around the island	Ministry of Tourism	Rs. 15 M	Tourist provided with opportunities to visit inland attractions other than beaches	1. Number of tourists visiting the main inland attractions increased by 10% 2. 25 new panels installed annually	Short / Medium Term
2. Zoning of lagoon programme	1. To ensure that nautical activities are carried out in an organized and structured manner 2. To reduce conflicts and accidents among users 3. To protect our fragile marine ecosystem and seascape	Ministry of Tourism	Rs. 30 M	Safety and security at sea enhanced and allow regeneration of lagoon	3 additional swimming zones and 2 navigational passages installed	Medium Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
3.	Implementation of coastal walkways	To facilitate movement of people and tourists along the coast where sandy beachfronts do not exist	Ministry of Tourism	Rs. 100 M	Diversification of tourism product portfolio	One coastal walkway at Grand Baie and one coastal walkway at Trou D'Eau Douce implemented by 2021	Medium Term
4.	Creation of marinas	To provide safe berthing and mooring facilities to pleasure craft	Ministry of Tourism Tourism Authority Economic Development Board Continental Shelf Department	N/A	Marine ecosystem protected and attractiveness of seascape upgraded	2 marinas established by 2021	Medium term
5.	Construction of jetties at embarkation points for pleasure craft	To facilitate embarkation and disembarkation of passengers for pleasure craft	Tourism Authority	Rs. 100 M	Safety of passengers enhanced	10 jetties constructed annually	Short to Medium Term

STRATEGIC PLAN 2018 - 2021

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
6.	Rehabilitation of cultural and heritage sites which have touristic value	To promote cultural tourism	Ministry of Arts and Culture NHF	Rs. 30 M	Diversification of tourism product portfolio	12 sites rehabilitated by 2021	Short to Medium Term
7.	Development of a smart phone application for historical sites / cultural events in Mauritius	To create a platform for dissemination of information on cultural events and historical sites	MTPA NHF		A one stop shop for all cultural events	Development of the application by 2019	Short Term
8	Development of Port Louis, Mahebourg and Souillac Heritage Trail	To valorize our cultural heritage	Ministry of Arts and Culture NHF Ministry of Tourism	Rs. 10m	Diversification of the tourism product portfolio	Port Louis Heritage Trail developed by 2019 Mahebourg and Souillac Heritage Trails developed by 2021	Short / Medium term
9	Classification System for Non-Hotel Sector	To provide well-defined criteria for operational standards	Tourism Authority Ministry of Tourism	Rs. 10m	Image of Mauritius as a quality tourist destination upheld	Classification system developed by 2021	Medium Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
10	Setting up of a cruise terminal	To encourage cruise liners to use Mauritius as home port To improve cruise tourists experience	MPA	Rs. 690m	State of the art amenities to service cruise liners	50 cruise vessels by 2021 60,000 cruise passengers by 2021	Medium Term
11	Collaboration with Google Map to upgrade/develop GPS Navigation App for Mauritius to ease the movement of visitors inland	To facilitate movement of hosts and visitors around the island	Ministry of Tourism MTPA		Navigation system covering the whole island	GPS Application developed by 2020	Medium Term
12	Rehabilitation of public beaches	To combat erosion To maintain and upgrade existing beach amenities	Ministry of Social Security, National Solidarity, Environment and Sustainable Development Beach Authority	-	Beaches equipped with modern and high standard amenities	No. of beaches rehabilitated	Short / Medium term

STRATEGIC PLAN 2018 - 2021

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
13	Harmonisation of structures for beach traders	To provide beach traders with a uniform and appealing structure to carry out their business in an organised manner	Beach Authority Ministry of Social Security, National Solidarity, Environment and Sustainable Development		Attractive and environment friendly structures on beaches	Grand Baie, Mon Choisy and Flic en Flac public beaches provided with harmonised structures by 2021	Medium Term
14	Installation of Automatic Identification System (AIS) on board all pleasure craft	To facilitate monitoring of pleasure craft activities	ICTA Ministry of Tourism Tourism Authority		Well regulated pleasure craft sector	No. of crafts fitted with the AIS	Short Term
15	Upgrading of Mahebourg as a touristic village through the uplifting of historical relics and vestiges	To promote the historical assets of Mahebourg	Tourism Authority Local Authorities AHRIM NHF		Mahebourg transformed as a major tourist attraction	No. of visitors in Mahebourg increased by 25% over the next 3 years	Medium Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
16	Pedestrian streets in Port Louis	To reduce vehicular traffic in Port Louis and facilitate the movement of the public and tourists	Municipal Council of Port Louis MPI Ministry of Tourism		Easy movement of people and tourists around the capital city	2 pedestrian streets created by 2021	Medium Term
17	Setting up of a cultural village	To showcase local art such as sega tipik, Geet Gawai, traditional dresses and local costumes, tasting of local food, street food / drinks and local handicrafts	Ministry of Arts and Culture Ministry of Tourism NHF AHRIM Local Authorities	Rs. 100m	Diversification of the tourism product	Cultural village set up by 2025	Long Term
18	Creation of an Espace Artistique at Citadelle	To promote local art and culture	Ministry of Arts and Culture Ministry of Tourism Tourism Authority NHF	Rs. 200m	A platform for local artists to showcase their talents	Espace Artistique set up by 2020	Medium Term

STRATEGIC PLAN 2018 - 2021

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
19	Development of islets around Mauritius into exclusive hideaways	To cater for the taste and needs of high end tourists	Ministry of Housing and Lands to advise on issues of state land and land use planning Ministry of Agro Industry and Food Security to advise on conservation aspects. Ministry of Tourism EDB		Diversification of the tourism product	Ile aux Benitiers to be developed into an exclusive hideaway by 2025	Long term
20	Creation of handicraft village	To showcase the “savoire faire” of local artisans to visitors and promote sale of Mauritian handicraft products	Ministry of Business Enterprise and Cooperatives Ministry of Tourism MTPA SME Mauritius		Preservation of the Mauritian “savoire faire”	First cultural village set up by 2025	Long Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
21	Setting up of retail outlets at tourist concentrated areas like Citadelle, Casela, SSR Botanical Garden, Trou D'Eau Douce, Flic en Flac, Belle Mare, Grand Baie amongst others	To promote the sale of genuine Mauritian and Rodriguan handicraft products	Ministry of Business Enterprise and Cooperatives Ministry of Tourism MTPA SME Mauritius		Increase in sale of genuine Mauritian and Rodriguan handicraft products Reduction in import of fake Mauritian and Rodriguan handicraft products	Three additional outlets set up at Citadelle, SSR Botanical Garden, Casela in 2019 Additional outlets set up as follows: Grand Baie, Trou D'Eau Douce & Belle Mare in 2020	Short Term
22	Improving access to tourist attractions	To increase the number of tourists visiting tourist attractions	Local Authorities MPI NDU Tourism Authority		Tourist attractions easily accessed	Road leading to Pont Naturel, Rochester Falls and La Laura Malenga viewpoint upgraded by 2020	Short term
23	Installation of interactive kiosks at airport	To provide tourists with information on the destination and its numerous attractions	Ministry of Tourism Tourism Authority MTPA		Accessibility to information on the destination and attractions enhanced	3 kiosks set up by 2019	Short Term

STRATEGIC PLAN 2018 - 2021

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
24	Relocation of BBQ Operators from Ile aux Cerfs to Ilot Mangenie	To provide the BBQ operators with hygienic and appropriate amenities on Ilot Mangenie	SUN Resorts Ltd Tourism Authority		Improved level of service	Implementation of amenities on Ilot Mangenie by 2019	Short Term
25	Development of eco-lodge and domaine	To integrate ecotourism in the Mauritian tourism product	Ministry of Tourism EDB		Diversification of the tourism product portfolio		Medium Term
26	Implementation of a world class aquarium	To enhance our tourism product offering			Diversification of the tourism product portfolio	Aquarium to be fully operational by 2019	Ongoing
27	Implementation of cable car in Mauritius	To enhance our tourism product offering	EDB Ministry of Tourism		Diversification of the tourism product portfolio	One cable car project to be operational by 2021	Medium Term
28	Creation of entertainment zones / hotspots	To provide tourists and locals with a diverse range of entertainment activities in one area	Local Authorities Ministry of Tourism EDB		Well organized entertainment area with all required facilities	One entertainment zone created and operational by 2025	Long Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
29	Creation of bike trails	To provide visitors and locals with an eco-friendly activity in a safe and secure setting	Ministry of Tourism Tourism Authority Local Authorities		Diversification of the tourism product portfolio	Two additional bike trails to be created by 2019	Short Term
30	Creation of a Route du Textile and Museum	To showcase the history of the textile industry evolution in Mauritius	Ministry of Industry Commerce and Consumer Protection		Diversification of the tourism product portfolio	Route du Textile and Museum completed by 2021	Medium Term
31	Creation of a floral village	To green and embellish the destination	Local Authorities Ministry of Tourism Ministry of Agro Industry and Food Security Tourism Authority AHRIM		Diversification of the tourism product portfolio	Creation of one floral village in each tourist zone annually	Short Term

STRATEGIC PLAN 2018 - 2021

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
32 Organisation of concerts with international artists and more nightlife activities for hosts and visitors	To provide tourists with a wider range of activities outside hotels	Ministry of Arts & Culture Ministry of Tourism MTPA		Night life activities given a new impetus	One concert with international artists to be held annually	Short Term

HUMAN RESOURCE DEVELOPMENT

1 Amendment of Remuneration Order 2014	To redefine job titles to make them more attractive To provide a more attractive package	Ministry of Labour Ministry of Tourism AHRIM		Attractive job positions in the sector	New Remuneration Order for Hotel Sector by 2019	Short / Medium term
2 Training of Front liners and Guides in the Tourism Sector	To maintain excellence in service delivery and to cope with the needs of tourists from emerging / new markets	TEWF Tourism Authority EHSGD		A qualified Human Resource base	At least 10 training courses conducted by the different institutions annually	Ongoing

Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
3	Establishment of a database to facilitate recruitment by Hoteliers and Cruise companies	To facilitate recruitment in the tourism sector	Ministry of Labour Ministry of Tourism		Consolidated database for different positions in the tourism sector	Labour Database set up by 2019	Short / Medium term
4	Mounting of specialized courses for niche products and segment	To address skill gaps in the tourism sector	Ministry of Tourism Tourism Authority Ministry of Education EHSGD AHRIM	Rs. 10m	A trained and skilled Human Resource base	Training courses developed by 2019 No. of people trained	Short / Medium
5	Revamping of EHSGD into a world class training academy Under the aegis of the Ministry of Tourism	To respond to the needs for trained manpower in the sector	Ministry of Education Ministry of Tourism EHSGD AHRIM	Rs. 50m	A world class training institution for the tourism sector	Academy set up by 2025	Long Term

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Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
6	Formulation of a Human Resource Development Plan	For better planning of the demand and supply of labour in the sector To address the skill mismatch in the sector	Ministry of Tourism HRDC AHRIM		A roadmap for Human Resource Development in the tourism sector	HRD Plan for the sector developed by 2019	Short Term
7	Training and Grooming of taxi drivers	To provide taxi drivers with the necessary skills for high level of service	Ministry of Public Infrastructure NTA TA EHSGD AHRIM Association of Hotel Taxi Operators		Quality Service by taxi drivers	Start of Training programme in 2019 50 taxi drivers trained annually	Short term
8	Training of local artisans	To ensure manufacturing of quality handicraft products	Ministry of Business, SME Mauritius		Appealing Mauritian handicraft products	No. of local artisans trained annually Increase in tourist spending on local handicraft products	Short term

Strategy THREE: To enhance the Attractiveness of the destination

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Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
9 Policy review regarding recruitment of foreign labour in the tourism sector	To attract talents and skills not available in Mauritius To bridge skills gap in the sector	Ministry of Tourism Prime Minister Office Mins of Labour EDB		Excellence in service delivery upheld	skills gap in the tourism sector reduced	Short / Medium term

GROUND TRANSPORTATION

1 Online platform for taxi operators based at hotels and airport	To give more visibility to taxis based at hotels and airport	NTA Tourism Authority	-	Easy booking of taxi services by visitors	Online platform operational by 2019	Short Term
2 Introduction of a legal framework for the different stakeholders	To define the roles and responsibilities for Contract Cars, contract buses, minibuses, DMC and Taxi based at Hotels	NTA Tourism Authority	-	Transport services operating in an orderly and structured manner.	Legislation in force by 2019.	Short term

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Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
3	Taxis based at hotels and airport equipped with taxi meters.	To ensure that taxi drivers don't charge excessive rates to tourists	NTA		Enhanced confidence of tourists in services of taxis based at hotels and airport	All taxis based at hotels and airport equipped with taxi meters by 2019	Medium Term
4	Improve road markings and traffic signs	To facilitate easy movement of tourists by car and enhance safety for road users	Ministry of Tourism TMRSU RDA		A user friendly and safer road network for visitors	No. of traffic signs upgraded in roads leading to tourist sites	Short / Medium Term

BUSINESS FACILITATION

1.	Review of existing Regulatory Framework	To cater for the evolving needs and new development in the tourism sector	Ministry of Tourism Tourism Authority	-	A conducive legal framework for the tourism sector	A revised Tourism Authority Act by 2019	Short Term
2.	Upgrading of the online platform at the Tourism Authority	To facilitate application, payment and issue of licences	Tourism Authority		Reduction in cost and time of doing business for operators	Full fledged online platform in operation by 2019	Short Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place							
	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
3.	One stop shop service for tourism operators	To facilitate business in the tourism sector	Tourism Authority Ministry of Tourism		A more business friendly environment with less administrative hurdles	Setting up of a Coordination Committee with all relevant Authorities at the Tourism Authority to expedite clearances for the issue of licences	Short Term

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Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
SAFETY AND SECURITY						
1. Installation of informational panels to indicate safety hazards at beaches	To inform tourists and locals about potential dangers at sea	Ministry of Tourism Tourism Authority	Rs.5 M	Reduced risks and other hazards for sea users	Decrease in number of accidents at sea	Medium Term
2. Posting of lifesavers on popular beaches	To provide rapid response in case of mishaps at sea	Ministry of Tourism Beach Authority Tourism Authority		A safe and secure environment	Decrease in number of drowning cases at sea	Short Term
3. Installation of IP cameras with extraordinary detail upon zooming in tourist concentrated areas and popular public beaches	To enhance safety and security of tourists and the public	Ministry of Defence and Rodrigues Ministry of Tourism Tourism Authority Commissioner of Police Beach Authority	Rs. 100 M	A safe and secure environment	IP Cameras installed at Grand Baie and Pereybere by 2019 Decrease in number of assaults and larcenies on tourists	Medium Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
4.	Formulation of standard operating procedures on security within hotel premises and other tourist accommodations	To ensure that all tourist establishments have the required level of security standard	Ministry of Tourism Tourism Authority AHRIM Association Des Hotels De Charmes		Standardized safety and security measures in all tourist accommodation	Reduction in cases of theft within hotel premises and other tourist accommodation	Short Term
5.	Bike patrol on public beaches and tourist areas	To enhance safety and security in tourist areas and public beaches	Commissioner of Police		A safe and secure environment	Reduction in cases of violence and thefts on tourists and locals	Short Term
6.	Tourist areas and popular public beaches equipped with adequate lighting facilities	To discourage thefts and violence on visitors	Beach Authority Local Authorities		A safe and secure environment	Reduction in cases of violence and thefts on tourists and locals	Short Term

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Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
7.	Intensification of sensitization campaigns	To create awareness on safety and security among the local communities in high tourist density areas	Police du Tourisme Tourism Authority		A safe and secure environment	Reduction in cases of violence and thefts on tourists and locals	Short Term

8.	Stringent screening of hotel security staff and employees	To ensure recruitment of persons of good character	Hoteliers and other tourist enterprises		A trustworthy and reliable workforce	Connivance between employees and intruders reduced	Short Term
9.	Provision of boat surveillance patrol by and at hotels	To enhance the safety and security for hotels clients	Ministry of Tourism Tourism Authority AHRIM		A safe and secure environment	Number of cases of thefts within hotel premises reduced	Short Term
10.	Setting up of a fast track tribunal for cases involving tourists	To determine cases before the departure of the aggrieved tourists	Judiciary Ministry of Tourism Commissioner of Police		Cases involving tourists resolved expeditiously	Number of cases resolved	Short Term

Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
11.	Launching of a Tourist online complaint platform	To encourage tourists to record complaints and follow up on outcomes	Mauritius Telecom Tourism Authority MTPA	Rs. 5 M	Complaints from tourists attended promptly	Number of complaints cleared	Short Term
12	Implementation of pleasure craft management system	To enhance safety and security at sea	Tourism Authority		Nautical activities organized in an orderly and safe manner	Number of pleasure crafts meeting international norms Reduction in number of accidents at sea	Short Term

CLEANLINESS AND EMBELLISHMENT

1.	Enhance the rural flavor of the destination through greening and creation of green belts	To promote the green side of Mauritius	TA Forestry Service	Rs.5M	Visible and landscaped green areas	Number of embellished areas	Medium Term
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Strategy THREE: To enhance the Attractiveness of the destination

Outcome: Project Mauritius as a clean, safe and secure up-market destination with a sense of place

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
2	Upgrading of roads leading to tourist sites	To make the road conditions safer for tourists	Ministry of Public Infrastructure/ Ministry of Tourism Tourism Authority	Rs.50M	Better and safer access to tourists sites	Increase in tourists sites visits	Medium Term
3	Relaunching of the 'Fleurir Maurice Campaign'	To sensitize the population about the importance of embellishing the environment	Ministry of Tourism Tourism Authority AHRIM	Rs.10M	Embellished Mauritius	Increased number of plants around the island	Medium Term
4	Addressing the issue of stray dogs through collaboration between the Tourism Authority and MSAW	To reduce the proliferation of stray dogs on public beaches and tourist sites	Tourism Authority MSAW	Rs. 3m	Reduction of stray dogs on public beaches and tourist sites	MOU established between the Tourism Authority and MSAW by 2018	Short Term

Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
5	Greening of road sides from airport to Grand Baie	To embellish and give a good image of the destination	Ministry of Social Security, National Solidarity, Environment and Sustainable Development Forestry Service	Rs. 10	A more appealing destination		Immediate
6	Upgrading of tourist attractions, namely La Citadelle, Trou aux Cerfs, Pointe des Regates, Rochester Falls, Roches Noires and La Caverne caves	To upgrade tourist attractions to iconic places of the destination	Tourism Authority Local Authorities	Rs. 30m	Appealing tourist attractions	La Citadelle, Trou aux Cerfs be upgraded by 2021	Medium Term

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Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
7	Upgrading of iconic sites such as La Laura Malenga, Sept Cascades, Black River Gorges, Chamarel viewpoints among others with appropriate amenities and infrastructure	To embellish Mauritius and add value to the Mauritian tourism product.	Tourism Authority Local Authorities		Diversification of the tourism product	La Laura Malenga, Sept Cascades, Chamarel and Verdun viewpoint upgraded by 2021	Medium Term

Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
8	Installation of bins, poster and signage panels at tourist attractions and beaches	To provide facilities to Mauritians and tourists to dispose of their wastes	Ministry of Social Security, National Solidarity, Environment and Sustainable Development Tourism Authority Beach Authority	Rs. 10m	A cleaner environment	500 bins installed annually	Short / Medium term
9	Cleaning Campaign at Tourist areas like Grand Baie, Flic en Flac, Trou D' Eau Douce, Bel Ombre and Belle Mare	To sensitise the public on the importance of a cleaner and embellished environment	Ministry of Tourism Tourism Authority Local Authorities AHRIM		Cleaner and embellished environment		Ongoing

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Strategy THREE: To enhance the Attractiveness of the destination

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	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
10	Cleaning and Embellishment of islets	To preserve ecosystems on islets and provide a safe and clean environment for visitors	Ministry of Tourism NPCS Forestry Services Tourism Authority	Rs. 3m	Diversification of the tourism product portfolio and more appealing islets.		Short term

Strategy FOUR: To foster sustainable tourism development

Outcome: Promote a greener tourism industry

	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
1.	Urban regeneration and provision of greener space	Towns made more attractive to encourage the concept of work, live and play	Ministry of Housing and Lands Ministry of Tourism Tourism Authority Local Authorities EDB Private Sector Institutions		Buildings adopting sustainability standards	2 Towns and 3 village centres redesigned	Medium / Long Term
2.	Assist Tourism Enterprises in adoption of MS 165 Standards	Tourism Enterprises encouraged to be environmentally compliant	Tourism Authority MSB	Rs 10 M	Compliance of tourism enterprises with environmental and social norms	50 tourism enterprises adopted the MS 165 Standards	Medium
3.	Elaboration of standards / norms and codes of ethics	Provide operators with guidelines/codes/standards based on sustainability principles for conduct of tourism activities	Ministry of Tourism Tourism Authority AHRIM	-	Tourism activities conducted in an orderly & sustainable manner	10 guidelines/codes of conduct implemented annually	Short/Medium Term

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Strategy FOUR: To foster sustainable tourism development							
Outcome: Promote a greener tourism industry							
	Project / Programme	Objective	Implementing Agency	Resources Required	Output	Key Performance Indicators	Implementation Time Frame
4.	Certification of Tourism Enterprises to International norms and green standards	Encourage tourism enterprises to adopt environment friendly practices	Tourism Authority AHRIM	Sustainability principles incorporated in tourism development	75 % of hotels certified to green standards	Medium



Ministry of Tourism
Level 5, Air Mauritius Centre
John Kennedy Street
Port Louis.

Tel: 211 7930 | Fax: 208 6776
Email: mtou@govmu.org