Second
STRATEGIC PLAN FOR THE DEVELOPMENT OF TOURISM IN MOZAMBIQUE

SPDTM II: Building a Leading Tourism Economy

Volume 1: Core Report

December 2014

MOZAMBIQUE

Table of Contents

Chapter 1: Why a tourism strategy?

1.1 Background and approach

In support of National Tourism Policy and Implementation Strategy (NTPIS), The Ministry of Tourism (MITUR) adopted the first 10-year tourism strategy, "Strategic Plan for Tourism Development in Mozambique (SPDTM I)[1]" in 2004. SPDTM set the tone and direction for tourism development over the past decade, targeting over four million tourists a year by 2013 (SPDTM, 2004). The SPDTM planning term has expired and to ensure continued tourism growth it is essential that an updated strategic plan be adopted to guide the growth of the industry over the next 10 years.

The overall goal of this Second Strategic Tourism Development Plan (SPDTM II) is to provide the Ministry of Tourism (MITUR) with a tourism growth strategy and implementation plan for developing the tourism sector as a key catalyst for rapid economic growth and job creation over the period 2015 to 2024, in support of the Government's national Poverty Reduction Action Plan (PARP).

More specifically the aims are to:

- Increase tourism numbers and receipts towards enlarging the economy and the GDP per capita
- Diversify the country's tourism attractions and services so as to accommodate larger numbers of travellers without reducing the sustainability and environmental quality of tourism destinations
- Firmly establish Brand Mozambique as the most rewarding destination for an authentic African beach and nature experience, complemented by a range of attractive options related to wildlife, adventure, culture and many more
- Maximise employment creation and use tourism as a tool for development of human resources and poverty alleviation

A multi-disciplinary team of experts guided by UNWTO technical advisors and MITUR's Directorate of Planning and Cooperation formulated the strategic plan over a five-month period, following the standard strategic planning steps of situation analysis (Chapter 2), strategy formulation (Chapters 3 and 4) and implementation planning (Chapters 5 and 6).

Methods used to formulate SPDTM II included:
- Desk research to study all available background materials as referenced at the end of this document
- Online questionnaire surveys targeting overseas tour operators and local tourism industry operators
- Five intensive field trips covering key tourism areas and attractions in all provinces, and
- Stakeholder consultations including personal interviews with key public and private role players, a national consultative workshop and local stakeholder workshops in main provincial centres visited.

1.2 Country context

Mozambique is rich in natural resources. Out of a total land area of 780,000 km², 620,000 km² are covered with vegetation, of which 87,000 km² are in protected areas (11.1%). The country is sparsely populated, with large areas of unutilised land. It has 36 million ha of cultivable land, but only one-tenth is suitable for crops, of which 12% is being used. According to national estimates, the country is home to more than 5,500 plant, 220 mammal, and 690 bird species, many of which are endemic. The prime tourism attractions are located along Mozambique's 2,500 km coastline consisting of palm-fringed beaches, lagoons and offshore islands, including the popular Bazaruto archipelago, extensive coral reefs and the national parks and reserves, which are being re-stocked with a variety of wildlife. The country's mixture of African, Arab and Portuguese influences is evident in the vibrant nightlife and Afro-Portuguese cuisine.

---

[1] Ministry of Tourism (2004): *Strategic Plan for the Development of Tourism in Mozambique (2004-2013)*, MITUR

Although faced by natural and socio-political challenges, Mozambique's economy remained one of the most dynamic on the continent in 2013, recording a 7% rate of real gross domestic product (GDP) growth and propelled mainly by resources-led foreign direct investment (FDI) and increasing public expenditure. The country possesses vast mineral resources and the latest discovery of vast deposits of coal and gas has attracted foreign interest, which the Government has openly welcomed. Mining companies from countries such as Brazil, Australia and India, have been among the first to receive mining concessions. The strong expansion in resources has promoted major investments in the country's weak infrastructure, developed around the three main logistic corridors (Maputo, Beira and Nacala) that serve coal exports and link the hinterland countries.

Despite the overall economic growth trend the Mozambican economy presents limited structural transformation. Its capital-intensive nature does not generate enough jobs to provide sufficient opportunities for the fast growing young population. While the boom in resource exports from Mozambique is welcome news it may well lead to some major economic management challenges ahead. Other low-income countries with large natural resource endowments have been known to face three major threats associated with such resource booms[2], i.e. (i) major swings in revenue and growth per capita, (ii) movement of labour and capital into booming non-tradable sectors to the detriment of non-resource tradable sectors, and (iii) a detrimental impact on the quality of institutions and increasing the propensity for corruption.

Various policies and practices could be considered for mitigating potential negative economic impacts of the expected resources boom, the most important being ramping-up domestic investment towards economic diversification. Several resource-rich countries in the Middle East, in particular Abu Dhabi, Dubai and Qatar, and elsewhere have demonstrated the power and viability of diversifying their economies by re-investing major resource revenues in the tourism sector.

In addition, the current and potential mining concessions could, and already have had, a major impact on natural resources and the next 10 years will be crucial in determining whether Mozambique is able to find a balance between economic benefits and ensuring a high quality, sustainable environment and opportunities for future generations.

Supporting tourism growth as a mechanism for diversifying the economy and creating growth offers many benefits, including increased tax revenues, job creation, opportunities for small and medium enterprises, skills development, environmental sustainability, and local economic development, in particular when goods and services are produced locally.

Given Mozambique's exceptional natural and cultural resources there is no doubt that tourism is one of the most realistic and viable options for diversifying the economy over the next decade and for mitigating the potential challenges emanating from the current resources boom.

1.3 Status of tourism planning

1.3.1 Macro-planning context

This SPDTM II is formulated within the context of the Poverty Reduction Action Plan (PARP) 2010-2014[3], the Government of Mozambique's medium-term plan for economic growth and poverty reduction. The PARP forms part of the National Planning System (SNP) and is aligned with the vision of Agenda 2025, designed to help achieve the Millennium Development Goals (MDG). The Medium-Term Fiscal Framework 2010-2014 (CFMP) reflects the budgetary allocation for PARP objectives, which are pursued each year through the Economic and Social Plan of each Ministry and the State Budget. While tourism is not specifically mentioned in the current PARP, many of the strategic objectives and actions relating to the business environment (tax and licensing reforms, availability of credit, labour improvements, training schemes and facilities, infrastructure provision, local government capacity, etc.) have a significant bearing on tourism performance and the tourism investment climate.

---

[2] Biggs, T. (2012): *Mozambique's coming natural resource boom: expectations, vulnerabilities and policies for successful management*, CTA

The next PARP (2015-2019) was being formulated at the time of producing the SPDTM II and may well influence the priority given to tourism over the next decade. Once it is published care should be taken to relate the implementation of the SPDTM II to the latest PARP objectives.

1.3.2 Strategic Plan for the Development of Tourism in Mozambique, 2004-2013, (SPDTM I)

Many of the findings and strategies contained in the SPDTM I remain valid and the SPDTM II strives to build on these.

SPDTM I followed a structured strategic planning process including an analyses of strengths and weaknesses, setting a vision for tourism growth, outlining target markets and presenting a tiered approach to tourism product and resource development. The plan further identified a range of non-negotiable 'foundation factors' for tourism growth including good quality of infrastructure, tourism knowledge, human resources, an adequate institutional framework, safety and security and financial resources. It identified three core implementation processes to be addressed concurrently, namely: a) integrated development planning, b) improved product and services and c) improved marketing and sales. At a spatial development level it sought to expand tourism through three main approaches, i.e. development of Priority Areas for Tourism Investment (PATIs), development of Transfrontier Conservation Areas (TFCAs) and development Routes and Circuits.

While SPDTM I also included an 'Action Plan' section, which contained specific action recommendations regarding 12 action areas (Organisational and Financial Planning, Physical Planning, Conservation, Investment Promotion, Safety and Security, Regional Integration, Marketing and Public Relations, Developing a Tourism Culture, Tourism Satellite Accounts and Statistics, Human Resources Development, Community and SMME Participation and Regulation and Control), recommendations were stated as single terms/concepts without an explanation of what they entailed. The absence of a specific, measurable and realistic implementation plan, monitoring and evaluation (M&E) framework and oversight institution to track and advise on implementation makes it difficult to thoroughly evaluate progress with SPDTM I.

Available evidence and industry feedback indicates that, while substantial progress has been made in institutionalising tourism over the past 10 years, implementation of SPDTM I has proven challenging. Tourism private sector operators, in particular have rated progress in almost all areas of SPDTM I as below average[3] and investigations by the consultant team for SPDTM II have also found major gaps in implementation of SPDTM I proposals.

On the positive side MITUR and its agencies have been established, the Ministry has passed various decrees and regulations to organise the tourism industry and various tourism-related investment programs such as the Arco Norte Program and the Investment Anchor Program have been initiated. The most successful initiative in the conservation field has been the Trans-frontier Conservation Area (TFCA) initiative, which aims to consolidate conservation areas across country boundaries into what are also called Peace Parks[4]. However, the impacts of these programs have been limited and it is clear that many proposals in SPDTM I have not come to fruition.

This SPDTM II provides and opportunity for building on SPDTM I by taking a fresh look at the current tourism situation, prioritising specific tourism growth requirements and ensuring their implementation and monitoring.

1.3.3 Other tourism plans and initiatives

Over the past five years various provincial and local tourism plans have been formulated and adopted. At

---

[3] Results of online survey among private operators in Mozambique

[4] http://www.peaceparks.org/

provincial level most of the provincial tourism directorates have formulated strategic tourism plans. At local level detailed, comprehensive strategic tourism plans have been formulated for Vilankulo [5], Inhambane[6], Sussundenga[7] and Manica[8]. These local plans, mostly commissioned by World Bank-funded Trans-frontier Conservation Areas (TFCA) Program and the Support Program for Private Sector Competitiveness (PACDE), are all good quality and comprehensive. There is little evidence however of significant progress in implementing the recommendations contained in these plans:

- Plans were overly ambitious and complex, and out of kilter with the available financial and human resource capacity
- Limited capacity of local 'champions' to spearhead the implementation and poor adoption and buy-in by local level leaders
- Limited integration with local economic development plans resulting in the tourism not being included in annual operational programs and budgets
- Limited involvement and participation of private operators in plan execution
- Inadequate coordination and communication among various departments and agencies responsible for delivery of a range of cross-cutting activities

---

[5] Ministry of Tourism (2009): *Vilankulo District Tourism Master Plan*, Summary Report, TFCA Unit, MITUR
[6] The Strategy Company (2012): *Tourism Development Strategy For Inhambane Province*, Mozambique, Draft Final Report
[7] Ministry of Tourism (2011): *Tourism Master Plan for Sussendenga District*, TFCA Unit, MITUR
[8] Ministry of Tourism (2010): *Tourism Master Plan for Manica District,* TFCA Unit, MITUR

Chapter 2: Situation Analysis

The current tourism situation in Mozambique is captured in the following section, to highlight the tourism status and the most important opportunities and challenges facing the tourism sector, structured around ten different key areas.

2.1 Key area 1: Tourism performance and competitiveness

In the past decade, tourism has evolved into an important economic force for the country, with significant potential for further growth, if challenges affecting the sector's performance can be addressed. The following section provides an overview of recent tourism performance and should be read in conjunction with *Annexure A,* a comprehensive snapshot of tourism performance.

2.1.1 Recent performance

In 2010, the tourism sector generated a substantial MZM17.69 billion in revenues representing no less than 6.2% of total national income and 5.6% of GDP (latest available data)[9]. The employment contribution of tourism has been modest and it is estimated that tourism directly accounted for 45,350 jobs in 2012.[10]

Figure 2.1: Tourism performance relative to competitors in the region
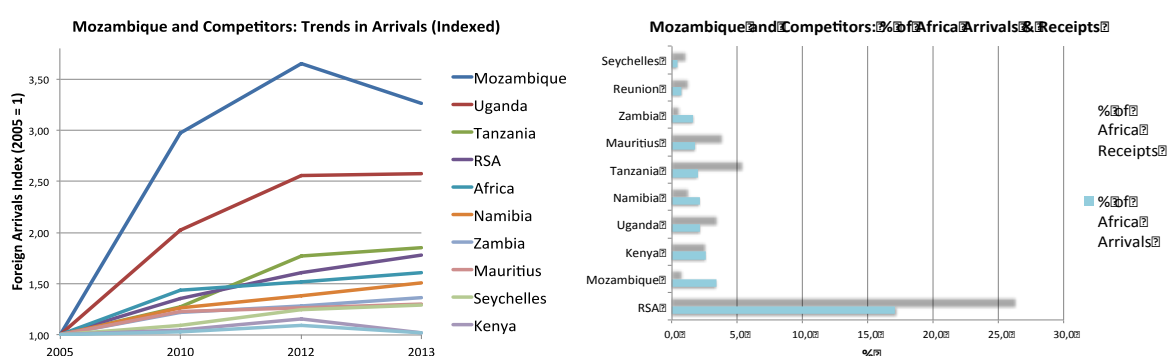
Source: UNWTO, 2014

According to official tourism arrival statistics presented in Figure 2.1 Mozambique's growth in tourist arrivals has far outpaced that of competitors in the region[11]. Although the number of foreign arrivals declined sharply between 2012 and 2013, arrivals still grew by more than 300% over the past eight years. The growth in arrivals has not been matched by increases in tourism revenues, though; in 2013 Mozambique's tourism receipts comprised only 0.7% of receipts to Africa, capturing only USD130 per arrival compared to Tanzania's USD1,720 per arrival and South Africa's USD970 per arrival. This difference can partly be explained by the often short duration of visits, in particular for visitors from neighbouring countries, many of these arriving by road and bringing their own supplies for self-catering purposes.

Figure 2.2 demonstrates Mozambique's dependence on neighbouring countries with South Africa, Malawi and Zimbabwe accounting for 65% of all arrivals in 2013. While arrivals from Europe showed good growth from 2007 onwards, arrivals from all continents declined between 2012 and 2013

---

[9] MITUR (2013): *Pilot Tourism Satellite Account*, Department of Planning & Cooperation
[10] MITUR (2013): *Tourism sector employment data (2009-2012)*, Department of Planning & Cooperation
[11] The accuracy of visitor arrival statistics contained in the 'Reference Guide for Tourism'[8] and cited here is questionable as highlighted Section 2.9 and figures should be used with circumspection

Figure 2.2: Trends and source markets of foreign tourism arrivals

Trends in Foreign Visitor Arrivals by Continent

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Africa	623240	851999	977468	1041112	1204767	1432931	1465793	1584095	1580523	1411327
Europe	56508	47999	55074	66233	161850	192502	219089	284493	444506	396921
Americas	5647	12399	14226	18799	38981	46363	102041	106670	135488	120985
Asia		8036	9220	12680	18699	22240	28211	33293	28661	25593
Rest of World	25665	34000	39012	117978	5953	7080	21009	4089	16675	14890
Total	711060	954433	1095000	1256802	1430250	1701116	1836143	2012640	2205853	1969716

Market Shares of Main Visitor Source Markets, 2013

- South Africa
- Other Countries
- Malawi
- Zimbabwe
- Portugal
- USA
- Swaziland
- UK
- Germany

Source: MITUR, 2014

An analysis of airport passenger statistics presented in Figure 2.3 reveals flights using the Maputo Airport as terminal account for approximately 50% of all passenger movements. Foreign passengers from the region increased sharply between 2009 and 2011, but have stabilised since 2011, with domestic air travel growing sharply between 2011 and 2013. Airports associated with mineral related infrastructure (Tete, Nampula, Beira and Pemba) recorded sharp increases in passengers handled since 2011. However, leisure related passenger traffic has lagged behind the apparent growth in business (mineral related) travel movement. Airports servicing leisure tourism destinations such as Vilankulo, Inhambane, Chimoio and Inhaca have experienced declining passenger number over the past five years.

Figure 2.3: Trends in passengers handled at Mozambique's airports
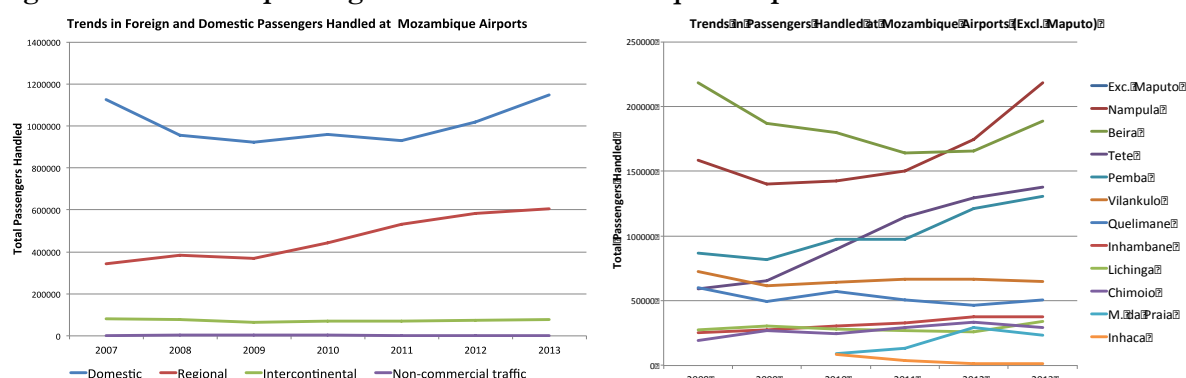
Source: Airports Company of Mozambique, 2014

Provincial hotel performance statistics support the findings highlighted by the airport statistics. While guest numbers in Maputo City hotels have shown signs of decline between 2011 and 2013, the number of guests hosted by hotels in provinces with mineral-related exploration such as Sofala (Beira), Cabo Delgado (Pemba), Tete (Tete City) and Nampula (Nacala) has increased sharply since 2011. On the other hand guest numbers in hotels in leisure tourism-based provinces such as Maputo Province, Inhambane, Zambezia, Manhica and Gaza have stagnated or declined.

Figure 2.4: Trends in hotels guests received
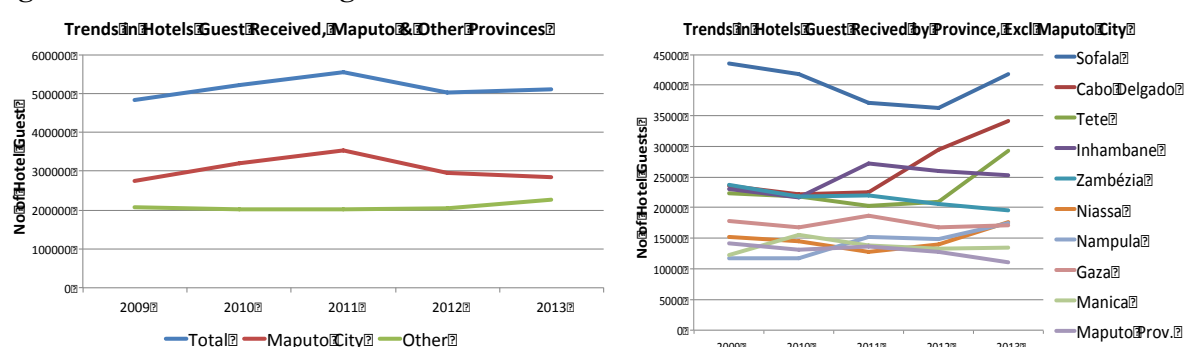
Source: MITUR, 2014

2.1.2 Price and overall competitiveness

Despite its potential, Mozambique's tourism industry lags behind all other Southern Africa destinations in almost all key areas of travel and tourism competitiveness. Globally, Mozambique is ranked in 125th position out of 140 countries for its travel and tourism competitiveness[12]

Figure 2.5: Global and regional tourism competitiveness

Source: WEF, 2014

The country ranks particularly low in human resources (138th), health and hygiene (136th), availability of qualified labour (135th), ground transport (134th) and ICT (133rd).

A tourism cost comparison of Mozambique and regional competitors reveals that Mozambique is an expensive travel destination, with intercontinental fares from key destinations in Asia, Europe and the USA to Maputo between 1.8 and 2.2 times more expensive than the cheapest fares to Mozambique's regional competitors, and prices per kilometre on the Johannesburg-Maputo flight and flights within Mozambique between 2 and 4.6 times more expensive per kilometre than flights within South Africa. Coupled with the European Commission "no fly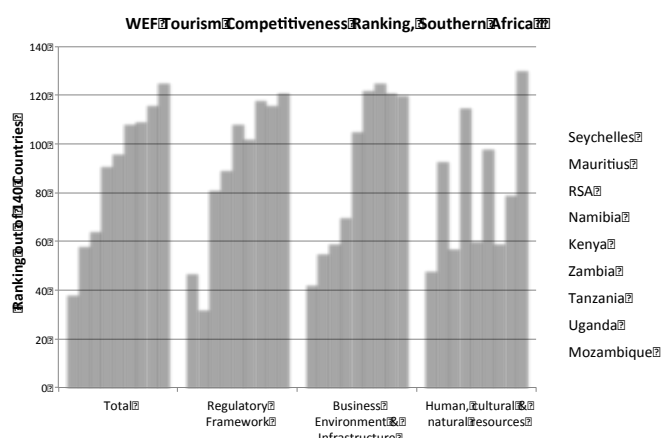" ban on all airlines registered in Mozambique, the need for competition in Mozambique's airline market has never been more urgent (see also section 2.3.1).

Tourist accommodation: A comparison of room prices for international brands, presented in Table 2.1 below, shows that hotel stays in Maputo are between 10% and 60% more expensive than in other major cities in the region.

Table 2.1: Comparative room costs of select hotel brands in Maputo and the region (USD)

Country/Brand	Dar es Salam	Lusaka	Maputo	Nairobi	Sandton
Serena	276	-	**305**	220	273 (Legacy)
Southern Sun	226	169	**295**	-	160
Radisson Blu	-	188	**240**	-	143

Source: Hotel company websites for period 18-19 February 2015

Visa charges: While tourist visas for most SADC countries to Mozambique are free, visas for major other generating markets in Europe, Americas and Asia are costly at more than USD80, compared to around USD50 (South Africa, Tanzania, Kenya), for example (see also section 2.3.2)

Likewise, costs for *food & beverage, tour packages and vehicle rentals* show significant differences in product pricing in Mozambique as compared to select competitor destination. A comparison of hotel *construction costs* in Maputo vs. neighbouring South Africa provides a further indication of the high cost of investment in Mozambique's tourism sector.

While the high demand associated with booming business travel has no doubt had an inflationary effect on tourism prices and the limited quality and reliability of public services such as electricity and water drive up costs, the high dependence on imported goods and services is the biggest driver of operating costs and high prices. It is estimated that around 60% of goods and services utilised in the tourism industry is imported. Most consumables attract substantial import duties and require handling costs, which further add to prices. Major hotel and restaurant operators say the dependence on imports for basic items is due to the poor quality and lack of sustainable supply from local suppliers.

---

[12] World Economic Forum (2014): *Travel & Tourism Competitiveness Report 2013,* Pages 260-261

Key opportunities and challenges - tourism performance and competitiveness

Reviving leisure tourism: While leisure tourism grew well during the first ten years of the new millennium the sector has been in decline over the past three years. Corporate travel growth associated with the emerging mineral and gas exploration has been concentrated in the main industrial hubs, while tourism development in most coastal and rural areas has stagnated, leaving these areas largely under-developed. Tourism and other infrastructural improvements associated with industrial growth could be leveraged for reviving the stagnant leisure tourism sector.

Inefficiencies at key tourism touch points: Mozambique has attractive natural and cultural tourism resources, however the Competitiveness Index suggests that various areas of the tourism value chain need considerable improvement to compete in the region, especially product and service quality, tourism related infrastructure, and skilled service delivery.

Uncompetitive prices: Low value for money and price competitiveness are major concerns and the tourism strategy should urgently address Mozambique's price disadvantages compared to competitors. The major cost drivers are air travel, accommodation and food and local transportation.

2.2 Key area 2: Tourism resources, facilities and services

Mozambique's is a very young and emerging destination and tourism supply in the country is at the early stages of development, as is evident from the following analysis of tourism resources and facilities.
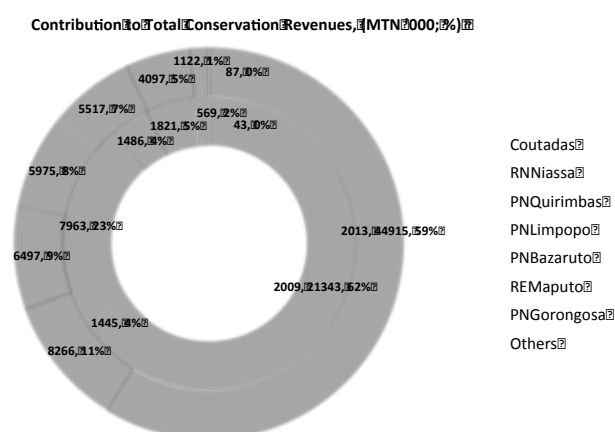
2.2.1 Nature based tourism resources

Leisure and recreational tourism in Mozambique is predominantly based on the country's rich natural resources, focusing on beach tourism with resorts located both on the coastal mainland and on islands. Approximately 12% of Mozambique's land area is designated for conservation use in the form of seven National Parks (PNs), eight National Reserves (NRs) and eight Marine Protected Areas (MPAs). In addition to the tourism potential in conservation areas, key tourism sites within their Zones of Influence also offer tourism experiences. Some of the MPAs include, or are adjacent to, beach resorts and MPAs such as Bazaruto and the Quirimbas Archipelago, Ilha da Inhaca, Reserva Marinha Parcial da Ponta do Ouro receives tourism for marine recreation. Private MPAs in the Quirimbas (Vamizi) and Vilankulo offer possibilities for exploration of the marine environment through diving and snorkelling. Safari and ecotourism largely happens inside National Parks and Reserves, with limited additional activities on community land along lakeshore areas such as Lake Niassa, Cahora Bassa and others.

Natural resources are managed and controlled by a range of Ministries. MITUR is directly responsible for the establishment and management of National Parks, National Reserves, *Coutadas* and Game Farms. A new parastatal organisation, the Administração Nacional das Areas de Conservação (ANAC), was being set up to manage Mozambique's National Parks, National Reserves, *Coutadas* and Game Farms, and responsibilities were being transferred from MITUR to ANAC[13] at the time of writing this report.

Figure 2.6 presents the contributions of conservation areas to conservation revenues in 2009 and 2013. Total conservation revenues have leapt from less than MTN35 million to more than MTN76 million (mainly due to escalation of hunting fees). The figures show major reductions in the revenue share of Limpopo National Park from 62% to 59%, while the collective share of revenues of Bazaruto, Niassa and Quirimbas has increased from 8% to 27%. The figures reinforce the significant revenue contribution of sport hunting in a series of *Coutadas* (hunting blocks), with these areas contributing around 60% of all conservation revenues. The hunting heritage of Mozambique is one of the richest in Southern Africa with a sport hunting areas network comprised of 20 hunting blocks (*Coutadas*), 10 community hunting areas and more than 26 game farms.

---

[13] United Nations Development Programme and Government of Mozambique (undated), *Sustainable Financing of the Protected Area System in Mozambique.* UNDP and Government of Mozambique, Maputo

Figure 2.6: Share of conservation revenues of various conservation areas, 2009 and 2013

Contribution to Total Conservation Revenues, (MTN '000; %)

1122, 1%
4097, 5%
87, 0%
5517, 7%
569, 2%
1821, 5%
43, 0%
1486, 4%
5975, 8%
7963, 23%
2013, 44915, 59%
6497, 9%
2009, 21343, 62%
1445, 4%
8266, 11%

Coutadas
RNNiassa
PNQuirimbas
PNLimpopo
PNBazaruto
REMaputo
PNGorongosa
Others

Source: MITUR, 2014-12-04

The Trans-frontier Conservation Areas and Tourism Development Program (TFCATDP) has provided significant support for the development of basic tourism infrastructure in conservation areas. In addition to conservation infrastructure and wildlife restocking six community-based tourism projects have been implemented, but they have not met expectations due to various factors, related to community readiness, site location and accessibility, poaching, and Source: marketing. The MozBio project will continue to support tourism in selected conservation areas (Maputo Special Reserve, Punta do Ouro Marine Reserve, Quirimbas National Park, Bazaruto/Pomene National Park and Limpopo National Park)[14] and also provides some support for sport hunting activities in the hunting blocks. MozBio will be a key vehicle of financial and technical support to MITUR and ANAC over the next five years, building ANAC's capacity and also promoting cross-sectoral coordination, given the multi-sectoral nature of tourism.

In addition to conservation and hunting areas, the country possesses a range of largely underdeveloped potential tourism resources, including *i) beaches*, especially along the coast between Vilankulo and Ponta do Ouro, and in Cabo Delgado, Nampula and Zambezia. The beaches of Ponta do Ouro, Tofo and Wimbe are especially renowned; *ii) islands:* Bazaruto Archipelago near Vilankulo provides excellent beach and marine tourism opportunities that support high-end tourism and iii) *dive sites:* Mozambique has extremely high-quality marine life and offers some of the best diving experiences available internationally at Inhambane (Tofo in particular), Ponta do Ouro, Nacala, and the Bazaruto and Quirimbas archipelagos. Diving to view rich and often unique marine life is possible at many sites on reefs near Mozambique's beaches and islands, including the elusive dugong, whale sharks, manta rays and sea turtles; iv) *freshwater areas:* Significant freshwater bodies in Mozambique include the Cahora Bassa dam, the Chicamba dam, the Massingir Barrage dam and Lake Niassa, as wells as the Lake Niassa Partial Reserve and several coastal lakes along the southern shoreline from Maputo to Inhambane province.

2.2.2 Cultural tourism resources

Mozambique has a long history and a rich contemporary culture and traditional heritage, which is largely unexplored from a tourism perspective. The fusion of African, Latin, Portuguese and Eastern influences in Mozambique has created a culture that can provide a unique experience for those who know about it and have a chance to explore it. This mix has a potential appeal to the 'explorer' segments of the international tourism market, creates a great cultural 'vibe', and marks Mozambique out as offering a unique African experience.

The destination best known for its traditional heritage is Ilha de Moçambique, the original Portuguese capital that has UNESCO World Heritage Site status and receives a moderate level of tourism. Two items of Mozambique's traditional heritage – Timbila and Nhau dance – are recognised as intangible World Cultural Heritage, and the National Song and Dance Company of Mozambique is globally renowned. The country's internationally recognised artists include Malangatana Ngwenya, Albert

---

[14] The World Bank (2014): *Mozambique Conservation Areas for Biodiversity and Development Project (P131965)* Project Appraisal Document. The World Bank, Washington, DC.]

Chissano and living artists Reinata Sadimba Passema and Gonçalo Mabunda (famous for making sculptures out of rifles and weapons). Marrabenta music is unique and the brightly painted wooden models, or Psikhelekedana, unique to Mozambique have evolved into a popular handicrafts industry. There are also the Makonde and Makua wood carving traditions and cultures, as well as sites of recent historical and cultural significance for the role they played in the struggle for independence, such as Mafalala (Maputo) and Four Cantinas (Matola).

A range of national and regional cultural festivals and events that present both contemporary and traditional music and dance, art exhibitions and gastronomic events featuring local cuisine are organised regularly e.g. in Maputo, Inhambane, Mafalala, on Ilha de Moçambique and on Ilha do Ibo. Perhaps Mozambique's greatest asset for development of cultural tourism is the cultural 'vibe' present in a number of localities. This is created by the country's vibrant street life, with its blend of street vendors, markets, cafes and restaurants, with interesting and often elegant tree-lined streets and buildings.

The locations with greatest potential for cultural tourism are Maputo, for its concentration of cultural sites, museums, festivals and other cultural events; and Ilha de Moçambique, with its ancient Portuguese-Arabic architecture and photogenic angles. Other locations are widely separated and likely to attract lower numbers of tourists with specific interests in some particular sites.

2.2.3 Facilities and services

The Tourism Law[15] defines a list of facilities and services as well as standards to be provided by the tourism sector. The law is complemented by further legislation, often referred to as "the Tourism Regulation", that provides detailed guidelines for accommodation, food and beverage, and entertainment businesses.[16] Overall, Inhambane province has the largest number of registered tourism businesses, followed by Maputo City, Nampula Province, Cabo Delgado and Zambézia provinces.

Figure 2.7: Accommodation Industry by graded application
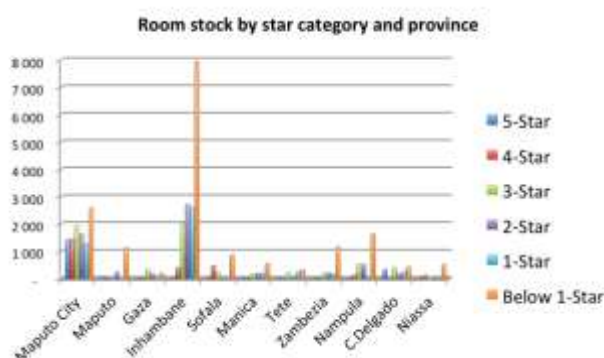
Source: MITUR, 2014

Seventeen types of accommodation facilities are classified under the Tourism Law[17]. In 2011 (the latest year for which complete data is available), the industry comprised 5,420 establishments with a total of 21,196 rooms and 38,619 beds, i.e. an average of only four rooms and seven beds per business. The imbalance of small operations is the result of the dominance of facilities rated at two-star and below, which accounts for 73% of room stock. An estimated 28% of rooms can be classified as suitable for the mid to upper segment of the market[18].

The higher quality facilities are concentrated in Maputo City[19], which holds 77%, 54% and 32% of the stock of 5, 4 and 3-star approved rooms respectively. The only other provinces with 5-star facilities are Cabo Delgado and Maputo provinces. On the average, the staff to room ratio is 1.22:1, which is high in international terms. Outside Maputo City, Pemba, Beira and Tete, the other provinces lack hotels with a minimum of 100 rooms, and with the exception of Bazaruto, Beira, Maputo, Tete and Pemba, there is no major international brand presence. Besides the Radisson Blu, Southern Sun and Anantara groups, the rest of the brands are either regional, Portuguese or not well known in the market.

---

[15] Government of Mozambique (2004): *Tourism Law*
[16] Ministry of Tourism (2007): *Regulamento de Alojamento Turístico, Restauração e Bebidas e Salas de Dança*
[17] Ministry of Tourism (2007): *Ownership regulations*, Decree 39/2007
[18] Note: Star grading indicated here is based on the grading level applied for but not yet assessed under the grading scheme
[19] Maputo City has a legal status of a Province and is separate and distinct from Maputo Province, which has Matola City as its capital.

Figure 2.8: Distribution of Travel Businesses

Source: MITUR, 2014

According to the law governing the receptive tourism sector[20], tour and travel agencies must employ licensed travel professionals, i.e. tour guides and 'tourism technicians'. Tour guiding services are considered to be off-premise activity and include professional hunting guide, excursion guide, interpreter community guide, local guide, and regional guide. A total of 120 travel businesses have been licensed, of which 76% are located in Maputo City. It is interesting to note that Inhambane with the largest concentration of accommodation has just two travel business firms.

A separate legislation and licensing requirement under the Ministry of Transport and Communications covers the business of commercial transportation of tourists by air, land and water.[21] Currently a total of 66 transport companies have been licensed across the country. Also, specific legislation defines the provision of outdoor cultural, recreational sports and adventure activities, which may be undertaken by tourists. 22 different services are defined under the legislation and range from cultural performances, diving, horse riding to mountain climbing, to mention but a few.[22] It needs to be noted that even though dive services are covered under the recreational activities and services law, the provision of dive services for amateurs are covered under specific legislation and requires specific licensing of the National Maritime Authority[23].

Key opportunities and challenges - tourism resources, facilities and services

Unplanned and unsustainable development of resources, especially along the coast: Mozambique's coastal and marine resources are clearly the country's most attractive tourism resources. However the majority of tourism developments along the coastline are of suspect quality, limited in scale and poorly planned, with environmentally insensitive developments abounding. The pristine and exclusive nature of some islands is also being threatened by offshore gas and oil exploration and their businesses are suffering due to pollution caused by pipelines and other developments. Inconsistent and uncoordinated application of zoning, planning approvals and controls in sensitive coastal areas require urgent attention, especially in areas and instances where developers have flouted planning regulations.

Illegal resource exploitation: Many of Mozambique's iconic tourism parks and reserves are suffering from significant threats including wildlife poaching, illegal logging and mining, and overfishing. Poaching, in particular, is seriously threatening the survival of some wildlife species and the on-going availability of high-value sport hunting trophies.

Limited product development, packaging and presentation, especially in and around conservation areas: Tourism numbers to conservation areas remain low, and it is estimated that in 2013 there were only between 30,000 – 40,000 recorded visits to the country's National Parks and Reserves. With the exception of Gorongosa, there is minimal development and packaging of nature-based tourism products and a general lack of information and interpretation at most conservation sites.

Poor viability of some nature tourism developments, especially in terrestrial conservation areas: Mozambique's terrestrial National Parks and Reserves receive far lower numbers of tourists compared to the coastal areas. This is due to a combination of reasons, including difficulties in accessing some sites, the limited tourism facilities available, small wildlife populations due to depletion during the war, increasing poaching and the lack of development and packaging of tourism products at these sites. Market and financial viability of some existing tourism investments in conservation areas is questionable.

---

[20] Ministry of Tourism (2005): *Regulations for travel agencies and tourist information professionals*, Decree 41/2005
[21] Government of Mozambique (2007*): o Regulamento de Transporte Turística*, Decreto 41/2007,
[22] Government of Mozambique (2007): *o Regulamento de Animação Turística,* Decreto 40/2007 de 24 de Agosto,
[23] Government of Mozambique (2006): *o Regulamento de Mergulhador Amador*, Decreto 44/2006 de 29 de Novembro,

Weak tourism management capacity in conservation areas: There are no dedicated tourism officers in any of the PNs and NRs and tourism responsibilities are shared among conservations staff. ANAC also does not currently have dedicated human and financial capacity focused on tourism services.

Limited community development and participation in and around nature tourism areas: Various pilot community-based tourism projects in conservation areas like Zinave, Limpopo, Maputo Special Reserve (MSR), Chimanimani, etc. have struggled or failed. Several examples of best practice for tourism and conservation do, however, exist in Mozambique, e.g. the Manda Wilderness Project/Nkwichi Lodge in Niassa, community driven sport hunting management at NR Niassa, Tchuma Tchato and Maromeo and various community education and support initiatives at Gorongosa. These provide valuable lessons for CBT.

More scope for sport hunting: There is considerable potential to increase levels of sport hunting as under half of the existing sport hunting quota, based on game management, is being used each year. Sport hunting offers authorities and local communities a significant income source and the *Coutadas* protect large tracts of ecologically important land and provide additional buffer zones to parks and reserves.

Underdeveloped diving industry: Despite Mozambique's world-class dive sites, the diving industry is poorly organised and operators interviewed suggested that inconsistent application of diving regulations allow some operators to flout safety and maintenance standards and engage in unhealthy price competition[24]. Other challenges are the high cost of diving equipment, equipment being subject to high import duties; the lack of a readily accessible recompression chamber to treat divers in event of diving accidents (the nearest is located in Durban and Mayotte); and a scarcity of qualified dive masters in the country.

Scope for tourism development around freshwater lakes and dams: With the exception of two high-end lodges at Lake Niassa, facilities at dams and lakes consist of small hotels and lodges that cater mostly for the domestic market and expat workers in the region. While tourism expansion at Cahora Bassa may be limited by security restrictions Lake Niassa offers a unique natural and cultural setting with substantial scope for appropriate tourism development based on the smaller scale, sustainable tourism.

Limited information about and promotion of cultural attractions: Although the Ministry of Culture has begun to draw up a centralised list of key cultural sites in the country, it is currently limited in its scope, focusing mainly on urban areas and traditional sites. No data is available on the level of culture-based tourism in Mozambique, or on the main culture-based tourist attractions and activities.

Inadequate development of cultural tourism sites: Cultural sites and attractions form a crucially important, yet underdeveloped and insufficiently promoted part of the Mozambican tourism brand. There is a lack of integrated culture-based tourism development and of rehabilitation and maintenance of key cultural tourism sites to protect them from any nearby developments that may detract from their value.

Limited awareness of Mozambique's contemporary culture: Initiatives are lacking for supporting, promoting and developing Mozambique's contemporary cultural events and artists and the general 'vibe' or sense of place that marks Mozambique as distinctive from other countries in the region.

Inadequate scale of tourism supply: As noted small units below the one-star rating dominate the accommodation sector. The economies of scale intrinsic to hotel operations mean that these small units are designed to target the lower end of the market, which also impacts negatively on professional management in the hotel industry. On the other end of the continuum are the four and five star hotels, which are highly priced. A major gap therefore exists in the provision of facilities targeting the mid segment of the domestic and international travel market. Without facilities of minimum 80-100 rooms in the three-star to four-star category, it will be challenging to launch areas outside Maputo into the highly competitive international tourism market.

Limited international brands: The lack of established hotel brands in key nodes, with the size and capacity that offer economies of scale to international operators, is a major obstacle to Mozambique entering the path to grow its leisure segment and visitor exports. The lack of internationally branded, high quality beach resorts along the coast is a particular drawback, and while the exclusive island lodges are major

assets, they are unable to drive significant tourism numbers and expenditure to the Mozambican tourism economy.

Sub-standard facility design and standards: The design and functionality of hospitality properties generally do not match international best-practice standards. This situation may be largely attributed to the lack of expertise and professionalism on the part of developers in hotel and leisure habitat design and knowledge of changing trends in the accommodation industry, and is fostered by the similar lack of expertise within the approving authorities.

Complex legislation pertaining to tourism facilities: Legislation that covers the development and management of facilities and services is disparate and complex. This also pertains to the complex classification system and the range of facilities classified under the accommodation (see 2.3 below).

Gaps in visitor services: Various gaps exist in facilities and services at key tourism centres outside Maputo including nightclubs and discotheques of an acceptable quality and standard, Bureaus de Change and suitable, internationally standard health facilities.

2.3 Key area 3: Product and service quality

Stakeholder input at consultative meetings and interactions during field visits indicated that the Mozambique tourism experience is negatively affected by low-quality, expensive accommodation with unreliable grading. In addition, a recent USAID report[25] lists the high cost of accommodation and low level of service standards (against regional norms) as an internal weakness of the country.

Government's influence over product quality potentially occurs through two key interventions, namely on the one hand licensing and on the other grading and classification of tourism enterprises. Decree 97/2013 regulates the licensing, grading and inspection requirements for tourism and allocates responsibility for different functions to different organs of state, as indicated in Table 2.2 below. The licensing and classification legislation must be reviewed and republished every five years, with the latest update being legislated at the end of 2013 due for implementation in 2014[26]. For the purposes of this report, the new regulations[27] are discussed here.

Table 2.2: Agencies and activities for licensing, grading and inspection

Agency	Action
DINATUR	**Licensing**: • Conducts site and desk evaluation of new lodging business: ensures all legal requirements are met e.g. building regulations, electrical standards, etc. • Issues operating licence to 4 – 5 star lodging businesses when all requirements are met.
DPTURs	**Licensing:** Issues operating licence to 2 - 3 star lodging businesses when requirements are met.
Municipalities	**Licensing:** Issues operating licence to 1 star lodging businesses when requirements are met.
INATUR	**Grading** (currently inactive): • Receives instruction from DINATUR that a new lodging business requires grading and conducts grading visit.
INAE	**Inspection:** • Conducts site inspections, in teams, for legal compliance, including kitchen hygiene, food safely, fire safety, electrical safety, labour management and compensation. • Reads and follows up on complaints book. • May fine establishment for non-compliance or recommend closure of business.

Source: Meetings with DINATUR, INATUR and INAE

All tourism businesses require a license to operate and the application process is fairly similar for each type and category of accommodation. A successful licence application process concludes when an

---

[25] Batey, E (2014): *Economic cost of conflict in Mozambique*, Assessing the economic impacts of renewed conflict on the tourism sector, USAID
[26] Meeting with INATUR Grading department, 21 May 2014
[27] MITUR (2013): *Tourist Lodging, Restaurants, Drinking Establishments and Dance Halls Regulation*, Decree No 97/2013

applicant is issued an operating license (*alvará*) followed by grading and compliance inspection. The following five-step process applies:

i) *application*: an initial request accompanied by an extensive executive project application being submitted to the licensing authority;

ii) *approval:* once the application has been approved the applicant can commence with construction;

iii) *inspection and licensing*: conducted by a team composed of up to seven members from different authorities and if passed an *alvará* or operating certificate should be issued within five working days;

iv) *grading:* after opening an accommodation establishment must apply to the grading authority (INATUR) for grading; and

v) *compliance inspections:* to be conducted by INAE after six months of operation, based on 12 separate decrees that apply to tourism enterprises, which range from access of minors, to control of tobacco consumption, fire safety, electrical installations and hygiene requirements for foodstuffs.

Major issues related to licensing and inspection were brought to light during field research, including:

i) approval of building plans without issuing related tourism approvals resulting in developments that do not adhere to overall tourism development plans, grading standards, objectives and priorities;

ii) limited coordination between authorities such as MITUR, the Ministry for the Coordination of Environmental Affairs (MICOA) and the local authorities in awarding licenses;

iii) licensing based on star grading level, prior to establishments having been graded;

iv) inappropriate, redundant or out-dated requirements that do not consider the destination's positioning and character, and which are in need of revision;

v) insufficient licensing capacity at provincial level, with provincial inspectorates often not having the manpower, skills or equipment (such as vehicles) to conduct inspections, leading to poor assessments, unwarranted tourism developments and long delays;

vi) inconsistency in the duration of the licensing process, sometimes favouring applicants with significant financial resources; and

vii) insufficient tourism knowledge of INAE inspectors, sometimes affecting the quality of the inspection process.

The grading system in Mozambique is currently inactive due to systemic and legislative changes. The new grading systems still had to be implemented at the time of this study, and would replace the former system that was plagued by inherent weaknesses, such as inconsistent application of standards, incomplete standards, insufficient assessment capacity and confusion between the roles and responsibilities of the institutions responsible for licensing and grading. While the revised grading regulations reflect a number of changes and improvements on the previous regulations, various key aspects still require finalisation.

Key opportunities and challenges - product and service quality

Interrelated licensing and grading: Star grading is currently used as the basis for allocating licensing responsibilities to different authorities, e.g. four and five star applications go to central government, two and three star to provincial government and one-star to local government. This results in inconsistencies in approved development standards and businesses already claiming stars even though they have not yet been graded.

Complicated licensing regulations and requirements: The new regulation simplifies the licensing procedure from three to one applications, and the procedure looks simple in theory. However, in reality it is a long, arduous and confusing process for prospective business owners, sometimes made more complex by the detailed technical nature of many of the regulations and the different authorities involved.

Inadequate coordination and monitoring of approval and licensing processes: Limited integration between tourism, environmental and municipal authorities in the project approval and licensing process and limited monitoring of granted approvals leads to inappropriate developments in tourism zones. While the regulation provides timeframes for each step, the licensing authorities do not always coordinate their responsibilities, leading to inappropriate approvals and long delays in issuing of licenses.

Weak capacity of provincial tourism departments and INAE officials: Shortages in the provision of appropriate equipment such as vehicles as well as inadequate training on the process, requirements and time frames of licensing procedures impact negatively on efficient and consistent application of licensing and inspection.

Lack of credible and efficient quality standards: Some aspects of the proposed grading system require clarification and changes e.g. i) complicated classification definitions that are not in line with SADC and other internationally recognised systems, ii) inclusion of quantitative criteria only, iii) lack of clarity regarding logistics and human resources for implementation, iv) lack of grading 'tools' such as more detailed criteria, grading time frames, procedures, scoring and weighting systems, and v) uncertainty regarding financial viability and sustainability, including suitable fees and income streams.

2.4 Key area 4: Access and infrastructure

The Ministry of Transport and Communications is directly responsible for management, planning and maintenance of roads, ports, railways, air transportation and telecommunication infrastructure and services. The Ministry has published the 'Strategy for the Integrated Development of the Transport System'[28] as its main policy guideline for the expansion of an integrated transport network. The following section provides pointers regarding the state of tourism access to Mozambique and supportive tourism infrastructure.

2.4.1 Air access

Expensive and restrictive air access has been cited in various documents, workshops and discussions as one of the most important causes for Mozambique being an expensive travel destination. The high prices of air travel to and within Mozambique are a direct result of inadequate airline competition and protection of LAM on key routes.

The Government's integrated transport developments strategy commits to gradual liberalisation of the airspace. In this regard, the Government has since 2007 adopted a series of measures and Bilateral Air Services Agreements (BASAs) have been negotiated with 21 countries, of which 10 have been concluded and signed. A specific policy condition relates to retaining at least one flag carrier airline to ensure its 'operationality in times that challenge sovereignty and national unity, even when having to act outside the laws of the market'. While LAM is currently the only domestic operator the policy allows for entry of additional air services only if they are registered in Mozambique and they use a Mozambican sales distribution system.

The dilemma facing the Government is that of retaining a viable operational flag carrier in the face of growing regional and international competition, while simultaneously liberalising the airspace in favour of market related growth in air services. This tension is particularly relevant on the routes between Mozambique and South Africa and the domestic air routes within Mozambique. The flight schedule for routes between South Africa and Mozambique in 2014 revealed that the dual-designation per route was not operational on any of the routes and that only one carrier per country flew consistently on any route between the two countries. The schedule reflected various non-operational and interrupted services, which is of particular concern in respect of the Maputo-Johannesburg route, where potential traffic volumes are substantial. BA-Comair had attempted to fly the Maputo-Johannesburg route, but had stopped. The current seat allocation on flights between South Africa and Mozambique is very limited taking into account the various routes to be serviced. LAM and SA Airlink are the two most active airlines between South Africa and Mozambique, with South African Airways (SAA) only servicing the Maputo-Johannesburg route.

An interview with a key airline operator from South Africa[29] highlighted various other issues that increase costs and reduce airline viability in Mozambique, namely: a) financial restrictions for foreign air

---

[28] Government of Mozambique, (Undated): *Strategy for the development of the transport system,* Ministry of Transport and Communications
[29] Interview with BA Comair: Iain Meaker and Stuart Cochrane, 2 July 2014

companies wishing to invest in the country; b) concern that the government may change their terms down the line to protect LAM; c) the requirement that foreign airline investors have to use local distribution infrastructures, resulting in concerns that limited internet penetration and speed may affect the viability of low-cost airlines; d) airport runways and safety systems needing investment and work; e) ground handling being owned by LAM – especially in view of the EC ban; f) huge pricing elasticity because LAM is constraining carrying capacity and tourism airlift is influenced by corporate demand and their willingness to pay exorbitant prices, which in turn drives up air ticket prices and even hotel prices.

The South African government has recently approached Mozambique with suggestions for changes to the Bilateral Air Services Agreement (BASA), including i) changing the basis of the agreement from seat allocations to landing slots per route; ii) changing the policy of dual designation per route to multi designation per route; and iii) relaxing restrictions placed on the route schedule. The Mozambican Civil Aviation Authority regards these requests as tantamount to open skies and sees it as a major policy decision for the government.

The management, administration and maintenance of Mozambique's airports resort under the Ministry of Transportation and Communication, as represented by the Airport Authority of Mozambique. Among Mozambique's 43 airports, 12 have scheduled domestic flights and four of these (Maputo, Beira, Nampula and Vilankulo) have regular international flights, most of which are regional. Two more airports (Tete and Pemba) are being earmarked as future international airports. An analysis of passenger arrivals at airports indicates that 50% of all passengers were handled at Maputo International Airport and that more than 80% of all passengers were handled at five airports, namely Maputo, Beira, Nampula, Tete and Pemba. It also illustrates the growth in air travel at airports that service industrial and mineral-related centres such as Nampula, Pemba and Lichinga and the negative growth at tourism centres like Inhaca and Vilankulo.

The airports of particular interest for leisure tourism development are those in Maputo, Beira, Inhambane, Vilankulo, Pemba and Nampula (which is to be replaced as international hub by Nacala Airport in the near future due to its 3100 m long runway). A new international airport is planned for Pemba and a new full-service International Airport in Tete is on the drawing board. Vilankulo airport has recently been upgraded, however, the runway length is inadequate to take wide-bodied aircrafts and this is a major constraint for large-scale tourism expansion the area.

2.4.2 Immigration and visa access

Mozambique provides free 30-day tourist visas for eight SADC countries, including its neighbours South Africa, Swaziland, Zimbabwe, Tanzania, Malawi and Zambia. Citizens of these countries travelling for business and work purposes require visas or work permits. Tourists from all of Mozambique's lucrative overseas tourist markets require visas to enter the country. All-in-all Mozambique's visa regime remains much more restrictive than those of at least five key regional competitors (Botswana, Malawi, Mauritius, Namibia and South Africa), who do not require visas for the majority of lucrative travel markets.

While Mozambique provides tourist visa on arrival facilities at its border posts, this is only available to visitors from countries where Mozambique does not have resident foreign missions. Travellers from such countries comprise a minority of total arrivals, and such travellers are also encouraged to arrange a visa prior to traveling, since the issuing process and facilities at some border posts are limited and may lead to time delays. Facilities do not exist for applying online in advance and being issued the visa on arrival. Visa fees for key markets are not standardised and are determined by each foreign mission, resulting in substantial variations with visas costing anything between 60$ and $85. The cost of the Mozambican visas is relatively high, when considering the short stay of many tourists, who may wish to visit Mozambique as complementary destination on a Southern Africa journey. Neighbouring South Africa receives around 2,5 million overseas visitors per annum and this provides Mozambique with a potential lucrative extension market, as proven in destinations like Zambia, Namibia and Botswana, where the visa regime is more encouraging for short term extensions.

2.4.3 Transport and services infrastructure

Provision of tourism related infrastructure is a critical success factor for opening up Mozambique's rich natural and cultural resources to the worldwide tourism market. While almost 80% of primary roads are paved, these comprise only around 20% of all roads. Only 17% of secondary roads, 5% of tertiary roads and almost none of the back roads are paved, having major implications for selecting tourism sites and re-enforcing a strategy of concentrated tourism development. Several road improvement projects linked to mineral export corridors will over the next decade open up largely uncharted tourism areas and this, together with airport and rail improvements, will no doubt accelerate opportunities for tourism advancement in selected areas. The Ministry of Transport and Communication's schedule of road projects[30] provides details of roads planned for upgrading and development over the next five years. While several of these road projects are behind schedule, they are nevertheless firmly on the agenda and will result in more than 2,300 km of roads being paved and repaved over the next five years. Several planned roads link directly to tourism focal areas. These include:

- Maputo province: the Maputo circular road, the Maputo-Catembe bridge-Ponta do Ouro road and the Matola-Namaacha road will significantly improve access with between South Africa
- Manica/Sofala provinces: the Beira-Machipanda corridor connecting Beira, Gorongosa, and Chimanimani
- Nampula province: Various sections connecting Lumbo, Matibane and Nacala Velha
- Cabo-del Gado: roads northwards from Pemba to Palma/Namoto, and southward connections with the Nacala corridor

The rail network is structured around Mozambique's three major rail transportation corridors and international ports, namely the Nacala corridor (in process), the Beira corridor (under upgrade) and the Maputo corridor (under constant improvement). As a longer term vision, the Strategy for the Integrated Development of the Transport System includes five new railway lines and potential development corridors that are linked to anticipated mining developments. These will contribute to opening the north of Mozambique for other economic activities such as agriculture and tourism.

There are currently five key ports in operation from south to north in Mozambique, i.e. Maputo Port, Beira Quelimane River Port, Nacala Port and Pemba Port. Major future port expansions are planned for Nacala Velha, Pemba and Quelimane. Port expansions are aimed at servicing the industrial and mining sectors and there in no passenger cruise terminal at any of the ports, limiting the possibilities to benefit from the growing international cruise market.

The access to grid-transmitted electricity is inadequate with coverage of only 1.1% of energy user in rural areas and 25% of users in urban areas, resulting in a national average coverage of 8.1%. While Mozambique's energy sector is relatively reliable compared to other African countries, the country remains dependent for energy on South Africa, which itself is faced by severe electricity shortages. The renewable water resource per capita is estimated at about 12,000 cubic metres per year, well above the Sub-Saharan African average of 7,000 cubic metres per year, and in general tourism areas do not have major water limitations.

Mozambique has managed to considerably improve supply of water and human sanitation by providing wells, boreholes, and traditional latrines in villages nationwide. While water-borne sewerage and solid waste processing systems are very limited, awareness of sustainable and responsible pollution management is consistently improving. Much more education and awareness is however required, specifically in tourism areas, to safeguard fragile environments from human pollution.

---

[30] Ministry of Planning and Development (2014): *Programa Integrado de Investimentos, Infra-estruturas Prioritárias* 2004-2017

Figure 2.9: Mozambique main infrastructure networks in support of tourism

Despite improvements in the mobile market, Mozambique's internet penetration remains the third lowest in Southern Africa. The lack of fiber-based international connectivity has been the main difficulty for advancing Internet development in Mozambique due to the high price of satellite connections.

Key opportunities and challenges - access and infrastructure

Over-regulated and protected airspace: Uncompetitive air travel is a main contributor to Mozambique's tourism price disadvantage. Lack of competition and protective aviation policies, especially on key regional and local routes, result in high prices for air travel to and within Mozambique.

Lack of an independent airspace regulator: Instituto de Aviação Civil de Moçambique (IACM), reporting to the Ministry of Transport is the policymaker as well as the technical regulator of the sector and this creates the classic 'being both referee and player' conflict. Given the Government's policy of retaining a flag carrier airline this arrangement does not bode well for responsible airspace liberalisation[31].

Airport limitations at tourism dependent destinations: While various airport improvements associated with the resources boom will have a favourable effect on leisure (e.g. Pemba, Beira and Nacala), airport capacity is limited at other leisure tourism destinations such as Vilankulo, Inhambane, Chimoio, Ponta do Ouro. Scaling up tourism and attracting large-scale investments in coastal tourism development zones (ZITs), such as Inhassoro, MSR, Chimanimani and others, will only be possible if larger aircrafts are able to land there safely.

High visa costs and effort for higher value markets: Although Mozambique's visa regime has improved considerably in recent years, the cost and procedures involved in obtaining a visa, especially for short-term tourists remain restrictive and can be a major tourist discouragement, especially for international travellers to Southern Africa who would like to extend their stay with few days in Mozambique.

Future participation in the proposed SADC univisa: The need for a SADC Tourist Univisa has been agreed among SADC countries and although progress has been limited, the recent arrangement between Zambia and Zimbabwe, allowing visitors to Victoria Falls to acquire only a single visa for moving between the two countries, provides proof that such arrangement is achievable.

Opportunities for capitalising on resources-led infrastructure developments for tourism: The rail and port expansions will provide the country with a hugely improved transport backbone over the next decade. The tourism sector could potentially benefit greatly from such infrastructure improvements, should adequate complementary investments be made in value adding tourism infrastructures such as feeder access roads leading off the main corridors to key tourism destinations, cruise facilities and possible passenger rail facilities. Similar possibilities exist for tourism destinations like Pemba, Ilha do Moçambique and others to capitalise on electricity and internet services developments linked to industrial and mining expansion.

Potential negative impacts of infrastructure developments: Most of the existing and planned rail corridors cross or pass by sensitive ecological areas with major tourism potential. Rail and deep-water port developments in and around sensitive nature areas, wildlife migration corridors and marine reserves, could have severe negative impacts on the environment and tourism potential of Mozambique.

Pollution at key tourism growth nodes: Lack of sanitation and waste management infrastructure presents many tourism destinations with a major pollution threat, and improved sanitation and solid waste management facilities and services are urgently required.

---

[31] CTA (2014): *Impact of air transport liberalisation on tourism and the wider economy of Mozambique*, CTA and USAID

2.5 Key area 5: Marketing and branding

International travel remains buoyant despite global economic crises and political turmoil in certain regions[32] and this presents Mozambique with excellent tourism growth opportunities. As indicated in Section 2.1 (Figure 2.2), regional arrivals comprise the bulk of total tourism arrivals. Mozambique's three largest overseas source markets with their percentage share of the total arrivals are Portugal, United States and the United Kingdom. Although the emerging BRICs markets (Brasil, Russia, India, China) represent a low percentage of Mozambique's current total tourist arrivals, their potential, based on performance in neighbouring South Africa and globally, merits special attention. As far as domestic travel is concerned, MITUR (2012) reports that at least 16% of the country's 25.2m population[33] travelled in 2013, by far the largest tourism market in size. The growing middle-income population presents a significant opportunity for domestic leisure travel expansion. In addition over 72,000 expatriates are registered as workers in Mozambique, a market with major tourism potential and with an expected growth of over 8% in 2014 and 2015[34].

Figure 2.10: Mozambique visual brand identity (logo)

Given Mozambique's multitude of authentic brand attributes, the country is well positioned to capitalise on the growing international trend of visitors increasingly looking for new, off-the-beaten-track experiences. The country must be positioned and marketed as unique[35], as competition for international attention is high and Mozambique is competing with well-known brands such as Kenya, South Africa and Tanzania for a limited market. The government developed its new brand identity in 2008, and the key message behind the brand, according to the brand book, is: "Mozambique is a warm, welcoming and magical country; a fascinating destination with unique, intense experiences and passionate people with integrity." The brand identity was designed to reflect diversity, modernity and multiculturalism.

Unfortunately Mozambique's brand image has over the past few years suffered substantial negative international press and tourism authorities have not been actively combatting negative perceptions. Reports of political-military conflicts, police harassment and bribery, tourism safety incidents and environmental destruction through poaching of wildlife and marine resources and illegal logging, are widespread, and the growth of social media has exacerbated such negative messages. Currently, it is the responsibility of DINATUR to respond to media enquiries and such response process is lengthy (when a response is actually given) and reactive. In addition, Mozambique's new brand is not implemented in a strategic manner and feedback from the market suggests that the new brand has not made a significant impact and that the absence of a suitable slogan is a constraint[36].

From a product packaging perspective Mozambique remains relatively unexplored, with true wilderness areas and opportunities to experience the real Africa. International tour operators interviewed have cited mainly the beach destinations of Vilankulo /Bazaruto /Inhambane, Pemba/Quirimbas and Maputo Special Reserve/Ponta do Ouro as preferred areas for promoting in their markets. It is clear that beach holidays will continue to play a key role in Mozambique's tourism sector with over 2,500km of coastline. Gorongosa was the only terrestrial nature experience to attract interest from international tour operators thanks to wildlife restocking and a strong public-private partnership providing good quality hospitality services.
In addition to its volume-driven beach tourism appeal, Mozambique has assets that appeal to a number of niche segments where world demand is estimated to be growing faster than for traditional resort tourism. Niche segments like hunting, deep-sea fishing, birding, eco-tourism, adventure, high-yield overland tourism, cultural tourism, diving, etc. represent opportunities to target experience seekers well matched to Mozambique.

---

[32] UNWTO (2014): *World Tourisn Barometer*, Vol. 12, October 2014
[33] World Bank (2013): *Mozambique Overview*
[34] African Development Bank (undated*) Mozambique Economic Outlook*
[35] USAID (2007): *USAID Tourism activity approval document* fiscal years 2005-2007
[36] Survey of international tour operators

Figure 2.7: Areas of focus recommended by Mozambique-selling tour operators

Tour operator ranking of key attractions

Source: Tour Operator Survey 2014

Diving, snorkelling and other watersports in particular represent a huge opportunity and Maputo's status as a potential business tourism and conference (MICE) hub could rise significantly with the creation of the Joachim Chissano International Conference Centre. There has also been a limited foray into the area of cruise tourism with several cruise lines stopping at such destinations as Maputo and Portuguese Island. The shortage of Mozambique-based ground handlers is a major limitation for creatively packaging such experiences and providing expert destination know-ledge and local know-how.

INATUR's marketing strategy[37] provides a sensible framework for a focused marketing approach and spans 2012 to 2016. The strategy only briefly mentions Mozambique's strategic targets markets, with South Africa, Swaziland, Zimbabwe, Zambia, Tanzania and Angola (Regional); Portugal, United Kingdom, Germany, Italy and Spain (European); and China, Japan, Dubai, United States, and Brazil specifically mentioned. An action plan outlines several activities, however, without giving detail on the how they should be executed.

In 2014, only 17% of INATUR's actual total USD4.2m budget (less than USD800k) was allocated to marketing and promotion activities, with a focus on the creation of tourism collateral (31%), attendance at trade fairs (27%), creation of Tourism Information Bureaus (20%) and domestic tourism activities (22%). All other 2014 activities detailed in its 2012 strategy appear to have been shelved. A survey conducted as part of this study among local private sector stakeholders[38] revealed limited confidence in marketing implementation. INATUR participated in 10 international trade shows in 2013, some of which were held in identified key source markets like Portugal, Zimbabwe, China, Spain, South Africa and the USA, and a few in non-target source markets like Cuba and Russia. INATUR hosts an annual four-day show called *Descubre Moçambique* at Facim in Marracuene, but private sector has questioned the return on investment from this show, as it takes a substantial part of the annual budget (US$220,000 in 2012).

Trade relations – whether in the form of partnerships and cooperative marketing or familiarisation trips – appears to have garnered little focus in the new 2012 strategy, and in its 2014 budget no funds were allocated to this activity. By 2013, the target was three joint trade agreements, but according to INATUR's Marketing Support Directorate only one has been signed.

Print collateral (national destination brochure, an accommodation guide, provincial tourism guides, country map, travel tips, etc.), which takes between 20% and 30% of the budget, does not always reflect the visual identity of the new brand, is not available at key tourist touch points, and quality and translation are inconsistent. Tourism Information Centres (BITs) are outlined in INATUR's Marketing and Promotion Plan (2012) with a target of at least eight tourism information centres by 2013, although it appears these goals will not be met in the budget year. While INATUR's Marketing and Promotion Plan (2012) includes various above-the-line advertising proposals, the budget is inadequate to deliver on these.

Mozambique's online marketing presence and strategy is very much in its infancy and requires a major improvement in terms of online content, marketing applications and social media. Current website content is limited, and although a new attractive website was to be launched, this seems to have been delayed. The department has limited online marketing expertise to implement its new digital marketing plan, and online marketing efforts, including social media, are sporadic. There is also no coordination with several healthy Facebook pages and Twitter handles targeting supporters of Mozambique.

---

[37] INATUR (2012): *Tourism Marketing and Promotions Strategy*
[38] Private sector stakeholder survey, 2014: Implementation of SPTDM Strategy (2003)

The Marketing Strategy (2006) highlighted the need for market research studies on the region, particularly South Africa, and domestic tourism. While the Household Expenditure Study of the National Institute of Statistics (INE) has helped to define domestic tourism behaviour, no studies on regional or international markets exist.

Regarding marketing institutional capacity (see section 2.8 Institutional Arrangements)[39], INATUR's marketing directorate has a staff complement of only six, of which none have any formal marketing training. There is some overlap with DINATUR, which also has a PR role and is tasked with setting the marketing agenda, even though it lacks an integrated marketing vision and the expertise required for setting such agenda. The provincial DPTUR's have been involved to a very limited extent in promoting their provinces and attended the 2014 Indaba in South Africa. Their marketing knowledge seems very limited. The 2012 Marketing Strategy targets the appointment of at least two representation agencies and a further two PR agencies. These targets have not been achieved and no budget was allocated in 2014 to any PR and representation activity. Representatives based at missions abroad are not highly effective due to their lack of resources, in-market trade and media contacts, and lack of knowledge of tourism promotion.

Strong public-private marketing partnerships are rare, caused in part by the weak involvement of the private sector and leading to fragmented, uncoordinated marketing and duplication of efforts. A working partnership exists in the form of an informal Fairs Commission to drive organisation of and attendance at key trade fairs and host road shows in key source markets, which is currently the only private sector involvement in setting the marketing agenda.

Key opportunities and challenges - marketing and branding

Limited national and local marketing initiatives and capacity: Current marketing efforts need to be scaled-up significantly to defend and grow Mozambique's tourism sector. There is, for example, no strategic and well-resourced effort to clearly define the existing destination brand and to roll it out in an integrated and participative manner, including a slogan. INATUR and provincial tourism officials have limited funds, knowledge and hands-on skills to spearhead brand building, travel trade promotions, online marketing, market intelligence and research. Public-private marketing partnerships are weak, further impeding a satisfactory return on investment.

Police inefficiency and tourist harassment: Tour operator surveys and stakeholder feedback indicate that Mozambique's police services has an extremely negative reputation in the tourists industry and that this is one of the most detrimental factors to tourism growth in Mozambique. Besides the lack of transportation and equipment, language barriers and a culture of harassment is more the hallmark than the exception when the police services deal with tourists.

Inadequate online marketing initiatives and capacity: Implementation of an achievable and integrated online marketing plan is currently lacking and the destination website and other online elements such as social media, newsletters and web advertising are not sufficient to ensure the best possible return on investment for INATUR's limited resources.

Growth opportunity in the domestic market: The growth of the middle-income population and significant increases in expatriate workers linked to industrial expansion is an opportunity not to be missed. A special focus on the local market could do much to capture some of the expenditure leakage currently accruing to neighbouring South Africa.

Weak local ground handling and tour operating capacity: Mozambique has a very weak inbound ground handling sector with only two or three companies capable of handling incoming international tour parties. This is having detrimental effect of the growth of the higher value explorer segment, since mature explorers are less risk averse than the lower value backpacker segments. Existing Mozambican tour operators and

---

[39] Government of Mozambique (2010): *Article 2, Decree 52/2010* of 15 November

brokers have indicated that it is very difficult to obtain an operating license due to bureaucracy, cost of vehicles, inadequate skills, etc.

Insufficient and underutilised market intelligence: The visitor exit surveys conducted by MITUR and INE are largely underutilised for marketing purposes, and INATUR does not base its strategic and tactical marketing decision on any significant market analysis or segmentation. Dedicated capacity is required in this regard.

Lack of proactive plans and mechanisms to deal with tourism implications of natural and human crises: There is no tourism crisis management plan and institutional mechanism to respond to natural and human induced disasters and incidents that may negatively affect tourism and no meaningful image management initiative or proactive public relations to counter regular bad publicity.

2.6 Key area 6: Business and investment conditions

In the past decade Mozambique has made major strides in improving the overall investment climate, yet much remains to be done to improve tourism business and investment conditions. The average annual growth in FDI inflows of 67% reflects growing investor confidence in the future of the economy. Though largely driven by investments in coal, oil and natural gas exploration, substantial investments have gone into the non-extractive sector, with a spill over to tourism. In the last three years investments in the hotels and restaurants in industrial growth centres across the country have resulted in almost 2,000 additional high quality (mainly business) hotel rooms and an increase in applications for three to five star hotel developments from USD24 million in 2011 to USD694 million by June 2014.

The new Commercial Code, which came into force in 2006, provides the primary regulations governing the entry into and conduct of business by all individuals and corporate citizens[40]. For tourism businesses, there is the additional requirement and need for compliance with the tourism law and other related regulations. Requirements for foreign investments are proof of a minimum inflow of 2.5 million meticals (USD83,300) and an application to and approval from the Centre for Promotion of Investments (CPI)[41] or *Gabinete das Zonas Económicas de Desenvolvimento Acelerado* (GAZEDA) for investments in a Special Economic Zone (SEZ) or Industrial Free Zone (IFZ). Mozambican law does not distinguish between foreign and local ownership and does not impose any restrictions on foreign shareholding in businesses, other than media companies, security companies, casinos, hunting concessions and mega resource extraction projects and concessions. These require minimum Mozambican equity participation, ranging from 5% to 20%[42].

Mozambique's Land Law defines the procedures to access and use land. Under the law, all land in Mozambique belongs to the State, which upon an application, confers a 50-year maximum right of use and enjoyment referred to as '*Direito de Uso e Aproveitamento de Terra' or '*DUAT'. This right is provisional (five years for nationals and two years for foreigners) subject to the investment being fulfilled. Right and title to land is automatically recognised and conferred on "local communities" by virtue of historic occupation of a territory.

Government adopted the Integrated Resort Scheme (IRS) as a framework for destination and tourism development in 2009. This policy shift is supported by two sets of legislations. The first sets out the framework for declaration of some priority areas as *Zonas de Interesse Turístico (ZIT)* i.e. Special Tourism Development Zones[43]. As large-scale economic zones for integrated tourism development, special interest tourism zones (ZITs) also qualify as special economic zones (SEZs).[44] The second formally declares 7 ZITs covering 10 sites across the country[45], including small parcels at Metangula and Chiuanga on the

---

[40] Government of Mozambique (2005): *Commercial Code*, Decree 2/2005
[41] Government of Mozambique (2009): *Law on Fiscal Benefits*, Decree 4/2009
[42] Government of Mozambique (2011): *Public-Private Partnerships (PPP), Business Concessions and Mega-Projects Law* Decree 115/2011
[43] Government of Mozambique (2009: *Approval of the Regulation of Tourist Interest Zones,* Decree 77/2009
[44] Government of Mozambique (2009): *Law on Regulation of Investments*, Decree No43/2009 of 21 August 2009
[45] Government of Mozambique (2010): *Declaration of Tourist Interest Zones*, Decree 70,71,72,73,74,75,76,77,78,79/2010

shores of Lake Niassa and in forest land on the edge of the city of Lichinga; 1,081 hectares in Pemba and the Pemba Bay East Coast (from Chuiba to Murrebue); 1,400 hectares along Pemba Bay; 1,087 hectares in Lumbo and Sancul; 1,750 hectares site in Mossuril District comprising Crusse and Jamali Islands and 2,750 hectares on the coast close to Inhassoro.

A range of investment incentives such as deductions from taxable income, accelerated depreciation, tax credits and deferrals, as well as exemptions from payment of duties are available and apply to activities covering hotel and designated related activities in such areas. [46] These include the construction, modernisation, rehabilitation or expansion of hotels, camps and caravan sites of a minimum three-star rating, and the construction of marinas. Among others, a five-year tax holiday is provided to companies that undertake investments in any of the activities mentioned above in the capital city of Maputo. Outside Maputo, a 10-year tax holiday is applicable. In addition, the law provides for additional incentives based on geographical location and declares specific areas as Rapid Development Zones (RDZ), including tourism locations such as Quelimane, Gorongoza, Mozambique and Ibo Islands. These enhanced incentives also apply to Special Economic Zones and Industrial Free Zones and include 50% reduction in corporate tax from Years 11 to 15 and 25% reduction in corporate tax for the remaining project life. For Maputo, corresponding tax rebate is from years six to 10 and to 25%, thereafter.

Multiple agencies are currently involved in investment facilitation. At the national level, these include Centre for Investment Promotion (CPI) under the Ministry of Finance; GAZEDA under the Ministry of Planning & Development for industrial free zones, special economic as well as rapid development zones; and INATUR under the Ministry of Tourism for ZITs. With the exception of the Crusse and Jamali, which is under the management of GAZEDA, overall coordination and management of the ZITs, including infrastructure development, leasing of land, investment promotion, and approval and licensing of all investments and commercial activities within the ZIT, rests with INATUR, which has created the special purpose company Mozaico do Indico for investment facilitation. Thus for tourism investments, land can be acquired by direct negotiation with communities, application to the State for a DUAT, and by application to INATUR (if it is in a ZIT) or GAZEDA (if it is in a SEZ). Even though the regulations governing the management of ZITs was promulgated in 2009 and eight ZITs were formally declared in 2010, INATUR and Mozaico do Indico have not yet managed to operationalise any of the ZITs. Consequently, land acquisition in the eight ZITs is by direct negotiation with existing DUAT holders and local communities.

Besides the presence of these institutions at the provincial level, there are also the *Balcão da Atendimento Ũnico* (BAUs), which function as one-stop investment facilitation shops, providing a wide range of services for investors, including business registration, licensing and labour permits.[47] The proliferation of investment organisations is not only confusing to investors, but also results in duplication and approvals that do not comply with land-use plans and development guidelines for ZITs.

MITUR has launched various significant tourism investment programmes over the past eight years, mainly to unlock the ZITs. These include a) Mozambique Tourism Anchor Investment Programme (MATIP), launched in December 2006 with technical assistance and funding from the International Finance Corporation (IFC) and with INATUR as the designated driver, aimed at securing integrated resort and ecotourism investments at four sites in the south, centre and northern regions of the country; b) Projecto Arco Norte: launched in January 2006, with technical assistance and funding from the United States Agency for International Development (USAID), focused on natural resource conservation, historic preservation and attracting tourism-related investments into the northern provinces of Cabo Delgado, Nampula and Niassa (Arco Norte) and c) the Kapulana Hotels & Resort Project: a direct investment programme of MITUR under the management of INATUR to create a chain of affordable small hotels with eight, 12 or a maximum 16-room configuration. In addition to the Kapulana project INATUR controls several other tourism properties, but many of these remain non-performing thus rendering it impossible for INATUR to leverage them for development.

---

[46] Government of Mozambique (2009): *Code of Fiscal Benefits* Law 4/2009 of 12 January
[47] Decree 14/2007 of 30th May

While the MATIP and Arco Norte programs have assisted in reducing tourism investment risks and establishing investment systems, both programs have struggled to secure major investments and only one project, the relatively small Chemucane lodge in MSR has commenced construction. The Kapulana programme has also struggled with viability and it clearly lacks a business criterion for determining where and which investments must be made.

Key opportunities and challenges - business and investment conditions

Limited local supply and high import leakage: The local tourism supply chain is poorly developed and a very high percentage of Mozambique's tourism supplies are imported. This leads to high economic leakage, poor price competitiveness and limited indirect business linkages.

Non-performing ZITs: The main reasons are perceived land tenure risks and lack of public infrastructure, such as access roads, electricity connections and sewerage services. Procedures and institutional roles and powers for acquiring land and development approvals in the ZITs are confusing and implementation is not effectively monitored. There is also no clear and transparent mechanism for securing community lands for destination development.

Limited public sector capacity to discharge the important investment facilitation role: INATUR and its investment company Mozaico do Indico have not been very successful in discharging their mandates of assuring easy access to land through the ZITs, promoting investments and tourism development, and managing investment programmes of the Ministry (outside conservation areas). Financial resources and know-how to undertake any of these programmes are insufficient. Insufficient coordination with relevant institutions at the local level, where investments actually take place, exacerbates the problem.

2.7 Key area 7: Human resources development

The World Economic Forum's Travel and Tourism Competitiveness Index for 2013[48] ranks Mozambique 138th out of 140 in Human Resources, indicating that this area is in critical need of intervention. Implementation of the Development Strategy of Human Resources for the Tourism Sector (2006 – 2013) [49] has been hindered by lack of human and financial resources and by weak institutional capacity. A key constraint is the fact that the two key implementing parties, MITUR and INATUR, have not collaborated from the very outset to establish a clear implementation and action plan for achieving the objectives of the strategy, and to provide the necessary resources for successful implementation.

Total private industry employment is estimated to be about 46,000 jobs, with the majority in the accommodation (25,890) and restaurant and bars (19,460) sector. Travel agents (approximately 200), local tour operators[50] (approximately 250) and tour guides[51] (below 200) make up the rest. Concerning tourism related government employment the National Administration for Conservation Areas (ANAC) has 1,028 employees (of which the majority are field rangers), MITUR has a staff complement of 131, INATUR has 46 staff (of which only about 15 are directly involved in executing tourism programs) and the DPTURs collectively have about 33 dedicated tourism officials.

Prevailing labour legislation makes dismissal of staff for non-performance difficult and lengthy, leading to unhealthy employment practices such as short term contracting of staff instead of full time employment. In other cases, staff may face challenging working conditions through long hours, low wages and deliberate short staffing. Various employers have reported harassment by labour inspectors, resulting in unreasonable and inconsistent fines, especially toward foreign business owners[52].

---

48 World Economic Forum (2013): *Travel and Tourism Competitiveness Index for 2013*
49 Ministry of Tourism (2006): *Strategy for Human Resources Development in the Tourism Sector* (2006 – 2013), MITUR
50 Interview Joao Das Neves, Secretary General of AVITUM, 4 July 2014
51: Interview Mr Pendula, Chairman of Association and freelance tour guides, 29 June 2014
52 Provincial stakeholder meetings June 2014

Tourism skills demand is expanding rapidly in some areas of the county because of increased business tourism, and contracting in other parts of the country due to a decrease in leisure tourism. Projections for future skills needs are presented in Volume 2, Background Report. Interviews with hotel managers reveal an overall scarcity of qualified staff in all skills categories, particularly for managerial and technical staff. As the industry grows, skills will be required at all levels to match growth and to catch up on the existing skills deficit. Specific needs identified include i) hospitality management, with current graduates with tourism or related qualifications not having the technical training to take up jobs in the hotel sector; ii) mid-level technical skills such as culinary skills, executive housekeeping, and front office and reception skills; iii) lower skills such as bar operations, food and drinks service, room attending, etc.; and iv) catering skills such as sound food and drink service skills. Overall service training is needed throughout the industry to improve service levels, attitude and general hospitality demeanour. Foreign language training is required, with priority given to English language skills.

Tour operators cite a need for improved guiding skills for existing guides, stating that foreign language skills, interprative skills, communication, storytelling, and destination, culture or nature knoweldge need attention. Special interest guiding skills, e.g. nature guiding, turtle or ocean safari guiding, historic or cultural guiding, require specific attention.[53] Training supply should be based on proven demand.

A training needs assessment for the conservation sector (2008)[54] revealed a number of tourism training needs, including tourism operations, such as camp management, reservations, ticketing, basic service skills, local nature and cultural guiding, and English language skills. Some local nature guiding capacity should be developed in the parks to enable local people to participate in and benefit from tourism activities.[55] Field Rangers need training in field skills and law enforcement procedures, especially in the light of the greater responsibility placed on them in the fight against poaching.

A survey undertaken with DPTUR tourism staff revealed that only a third of the provincial tourism officials have qualifications in tourism. The main skills gaps identified by respondents included English language skills, project management, tourism research and planning, destination marketing (including social media marketing and tourism distribution channels), understanding of the fundamentals of tourism, and destination management and investment. The same survey conducted with INATUR staff revealed a need for training in tourism planning, specifically in the field of market research, the development of actions plans based on research findings, and digital marketing.

Concerning training supply, institutions responsible for ensuring tourism human resource development include i) Ministry of Tourism (MITUR) with overall responsibility for tourism training policy; ii) National Institute of Tourism (INATUR) with responsibility for executing training functions and implementing the tourism HR plan; iii) Ministry of Labour, responsible for occupational training, which it delivers through the 15 training centres of the National Institute of Employment and Professional Training (INEFP) across Mozambique, as well as mobile training units in various locations around the country. INEFP offers occupational certificates in a work-based scheme similar to an apprenticeship. *Programa Integrado da Reforma da Educação Profissional* (PIREP), an inter-ministerial project for the reform of Technical and Vocational Education and Training (TVET) has developed vocational qualifications for tourism and hospitality, trained trainers and is equipping institutions to implement the qualifications. A full set of training materials for jobs in hospitality and tourism have been developed and may possibly be used in other institutions or in the private sector. With only one and a half staff members dedicated to training and a limited budget, INATUR finds it impossible to do justice to its mandate.

A range of 30 different institutions (universities, PIREP schools and an INEFP training centre) offer tourism and hospitality programmes, including university degrees, vocational certificates and short occupational training and certificates.[56] Numbers gleaned from institutions showed a decline in graduates at university level, an increase in vocational outputs due to PIREP and a fall in occupational training due

[53] Jane Flood, Maputo a Pe, 1 July 2014
[54] MITUR (2008): *Training Needs Assessment for the National Directorate of Conservation Areas*, 2008
[55] Richard Tapper, Environmental consultant
[56] INATUR list of tourism training institutions

to decreased demand from students. Factors affecting student numbers include limited community awareness of tourism as a career choice, the perceived unattractiveness of tourism compared to boom industries such as mining and the fact that a growing number of graduates struggle to find employment.

Site visits conducted with training institutions across Mozambique revealed various weaknesses, including i) curriculum and training content not being market driven; ii) weak links between educational institutions and the industry; iii) limited practical training facilities and exercises, putting the onus on the industry to train students during internships[57]; and iv) insufficient trainer capacity, with lecturers constrained by limited technical experience and a general lack of industry experience. As a result, most establishments train their own staff or poach staff from other enterprises[58], especially at entry level or semi-skilled jobs, as they are unable to source trained staff. A range of development projects provides additional training opportunities in specific geographical areas and occupations, mostly being hospitality skills, tour guiding, SME development and community-based tourism.

Key opportunities and challenges - human resources development

Insufficient quality of training for technical skills development in terms of curricula, facilities and updated trainer skills: While there are training facilities in all tourism areas, they do not meet market needs and standards. Core tourism training modules lack quality content on tourism research and planning, responsible tourism, destination management and marketing, project management, English language, and meeting facilitation skills. Existing PIREP training material resources could also be better utilised by INEFP training centres and the private sector in support of on-job training.

Lack of dedicated tourism training coordination at INATUR: While PIREP and INEFP training centres provide training logistics, these organisations are not specialised in tourism and there is no evidence that tourism training is receiving adequate priority. There is clearly a need for a dedicated 'driver' of tourism training initiatives and INATUR is currently extremely weak in this respect.

Gaps in skills and capacity of government tourism officials for managing all facets of tourism effectively: It is clear from training needs assessments that many government tourism officials at all levels lack tourism management and marketing skills. Commitment and passion for the job is sometimes also inadequate, and recruitment practices and standards do not ensure the optimal fit to the task at hand.

Limited tourism culture and awareness, especially among youth and communities: Local communities and the youth in particular have a limited understanding of the importance of tourism service excellence, safety, value for money, etc. As a result tourism businesses struggle to attract workers who see it as a career option.

2.8 Key area 8: Sustainable tourism development

Mozambique's legislation and the policies of the Government of Mozambique place strong emphasis on implementation of sustainable development, and the equitable use of natural and cultural resources[59]. Sustainability in tourism means ensuring socially equitable, culturally sensitive, community-based tourism development and implementing sustainable practices such as effective waste management and disposal, sustainable use of water resources, prevention of pollution, and enforcement of planning frameworks to avoid inappropriate developments[60].

Mozambique has good legislation and sustainability policies but there is limited evidence that these are being implemented effectively on any large scale. There is little implementation of zoning or planning controls in environmental sensitive and vulnerable areas for ensuring that developments are sited and

---

[57] Personal observation during field visits to training facilities
[58] National stakeholder workshop Maputo 4 June 2014; regional workshops June 2014
[59] Republic of Mozambique (2004) *Tourism Law* 4/2004 of 17 July 2004. Maputo
[60] United Nations General Assembly, 2012: *Promotion of ecotourism for poverty eradication and environment protection* (Document Reference A/67/228), United Nations, New York

designed appropriately and for safeguarding optimal land use in tourism destinations. Many developments in coastal areas are too close to the shoreline and/or on dunes, thus increasing risks of damage linked to effects from climate change. Few examples exist of effective solid waste and sewerage management, and littering creates unsightly visual pollution in most tourist areas.

Detailed studies undertaken by the National Institute for Disaster Management (INGC) have identified Mozambique's coastal zone as being particularly vulnerable to the expected impacts of climate change because of its vast low-lying coastal plains with deltas and soft, erodible sections, its high population concentrations in close proximity to the sea, high poverty levels, inadequate and ageing coastal defences and susceptibility to cyclone activity. The INGC studies identified eleven high-risk cities and towns along Mozambique's coast, including all the main coastal resort areas as having significant vulnerability to sea-level rise and extreme weather events. The Council of Minsters has adopted a National Climate Change Adaptation and Mitigation Strategy (NCCAMS) covering the period 2013–2025. This includes a specific objective to ensure that development of tourism in coastal zones will be less affected by the impacts of climate change. [61]

Various initiatives have been launched to establish Community-Based Tourism (CBT) in conservation areas and cultural tourism nodes. These have broadly been based on facilities being constructed by a donor and then being handed to a local community to operate either by themselves in the case of basic accommodation and camping sites, or by establishing a leasehold or partnership arrangement with a commercial operator. All the CBT projects that have reached an operational stage are now struggling or have ceased to operate. Authorities are confident that the new community lodge being constructed at Chemucane in the Maputo Special Reserve will be successful. The root causes of problems with such CBT projects are lack of business management and entrepreneurial abilities and insufficient market access and linkages. Therefore, even with extensive training and support, it is unrealistic to expect communities to manage the tourism facilities handed to them effectively - either as tourism operators or as partners with experienced commercial tour operators.

Key opportunities and challenges – sustainable tourism development

Ineffective application of environmental legislation: Legislation and sustainability guidelines for siting, design and construction of tourism facilities, including ensuring properly prepared Environmental Impact Assessments (EIAs), are not effectively applied and many developments are in contravention of these. Efforts have been lacking to rectify and mitigate negative impacts caused by historical development practices. In addition, sustainability standards are insufficiently incorporated in building codes and in the tourism grading system requirements.

Risk of negative climate change impacts: Zoning and siting of developments often does not adequately take into account environmental vulnerability and effects of climate change, and existing tourism infrastructure is generally not resilient to the impacts of climate change. New tourism developments do not always comply with spatial planning legislation and are not always sited appropriately to mitigate climate change risks.

Inadequate solid waste management and sewerage disposal systems at all tourism destinations: Littering and sewerage seepage are evident in many tourism destinations. These impact negatively on the quality of the tourism experience and may have serious environmental consequences as the scale of development increases.

Limited awareness of and support for sustainable development: Decision-makers and technical staff at all levels of government and communities in tourism areas often do not seem to take sustainability seriously and/or do not have the knowledge and ability to apply and guide sustainable tourism development.

---

[61] Republic of Mozambique (2012): *National Climate Change Adaptation and Mitigation Strategy 2013–2025*, República De Moçambique, Ministério Para A Coordenação Da Acção Ambiental

Lack of and integrated approach to sustainable community development: Various barriers exist for involving communities in tourism developments, such as the absence of a system of land rights that could enable communities to form joint ventures with private operators, and limited capacity of communities to supply goods and services to the tourism sector. Community tourism developments are largely based on resource availability without adequately considering market and financial viability, and few working community associations for managing community-based tourism exist.

2.9 Key area 9: Institutional structure

Tourism development in Mozambique is managed and controlled by a wide range of government bodies, as presented in the overview below:

Ministry of Tourism (MITUR): The Ministry office responsible for tourism, under direct control of the Minister's office.

National Institute of Tourism (INATUR): Equivalent of a tourism board and responsible for implementing public sector programs in areas of tourism destination marketing, training, classification/grading, investment promotion and for managing some government tourism property assets. INATUR's was still in process of restructuring during the development of this SPDTM II.

Figure 2.9: Conceptual organogram of MITUR and its agencies
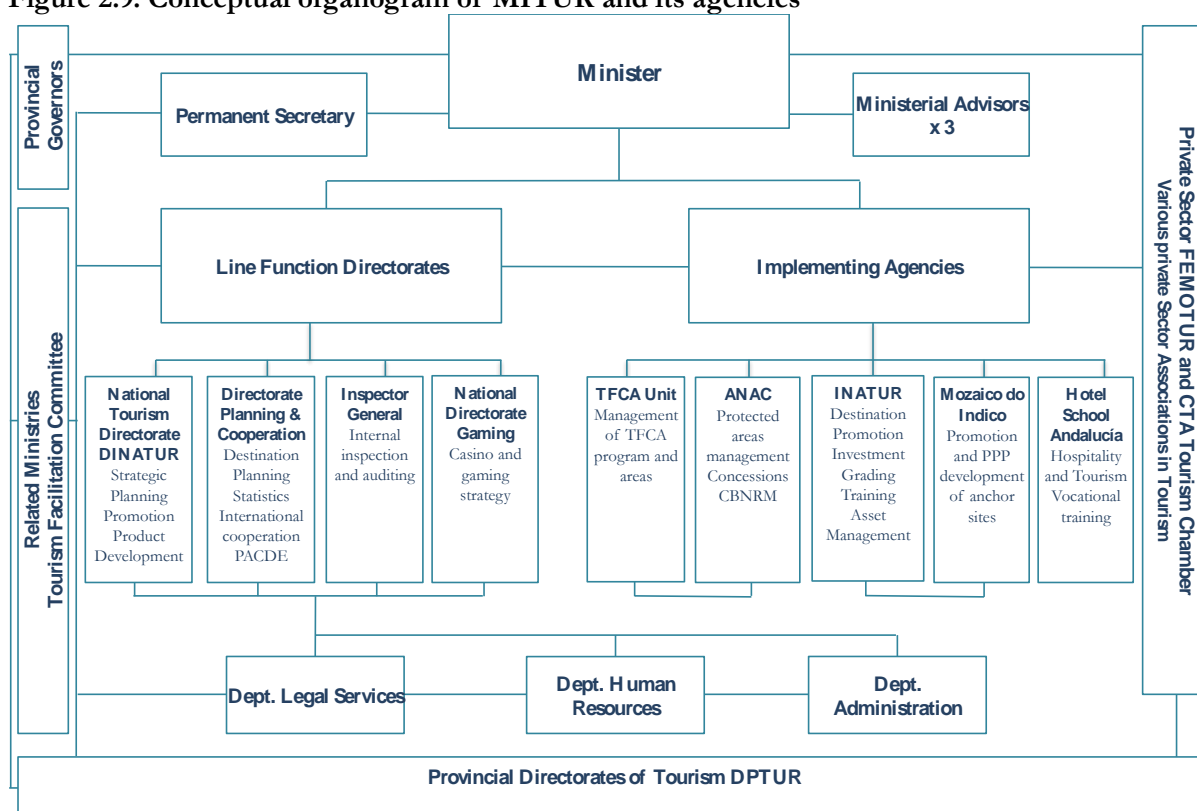
Nature Conservation Agency (ANAC): The nature conservation agency, responsible for management of Mozambique's national parks and nature reserves. The organisation was in process of restructuring during the time of producing this report.

The national hotel school Andalucía: Responsible for providing vocational hospitality training. Andalucía's operating hotel had at the time of formulating the report largely reduced its scope.

Mozaico do Indico (MdI): A public company set up with shareholding of INATUR (51%) and Institute for the Management of State Holdings (IGEPE) (49%), with a mandate of securing investment in state

tourism assets through Public Private Partnerships.

Trans-Frontier Conservation Areas (TFCA) unit, a special project set up by MITUR to manage the World Bank funded program of improvement of conservation areas in Mozambique. The program has since evolved to Mozbio, focusing mainly on high-potential conservation areas in Mozambique.

Tourism Facilitation Committee: this committee was set up to improve coordination among the various Ministries that affect the development of tourism and are critical partners in this regard. The committee does not seem to pursue an on-going agenda of strategic interventions.

Provincial Directorates of Tourism (DPTUR)s: The Provincial Directorates of Tourism responsible for tourism development and nature conservation in each of the nine provinces. The DPTURs report to the Provincial Governors. They are mostly structured to cover similar areas of responsibility to the national MITUR structure, however capacity and delivery is limited

Local government level: The district and municipal authorities are responsible for tourism development and management "on the ground" in cities, towns and regions. Tourism often does not receive the recognition it deserves, and where tourism plans exist, they are seldom implemented.

The private sector is organised as the Mozambican Federation of Tourism and Hotels (FEMOTUR) comprising a range of national and local level hospitality and tourism associations. Femotur in turn leads the tourism chamber of the Confederation of Mozambican Business Associations (CTA). The private sector voice in tourism is fairly weak and its relationship with the public sector is tenuous.

MITUR has a substantial operating budget close to MZN95 million, (more than USD3 million), which gives it substantial scope for implementing key strategic interventions. There does not appear to be a clear process of identifying and selecting programmes based on an overall tourism strategy and details regarding quality, efficiency and effectiveness of outputs are somewhat unclear. While expenditure controls are tight, with all expenditures approved by the Permanent Secretary, monitoring of progress, cash flow and actual results achieved could be substantially improved.

INATUR's revenues are derived from a variety of resources, including a portion of gambling taxes, project approval charges, fines imposed, rentals paid for assets, and with the bulk of its revenues coming from the national treasury. At first glance, the 2014 budgeted revenues of MZN168,259 million seem substantial, however closer scrutiny reveals that only MZN36,3 million (USD1,2 million) is available for implementing INATUR's main mandate of destination promotion, industry training and SMME loans.

MITUR collects and publishes official tourism statistics[62], which are cited in this report, but should be used with circumspection. The main challenges relate to i) flawed tourism arrival data with tourism arrival statistics for the past five-years being based on incomplete collection procedures due to inconsistent introduction by the Immigration Department of the digital (fingerprint) biometrics system, resulting in estimated rather than actual tourism arrival figures being published; ii) lack of an integrated tourism database of tourism products and no consistent system of product data collection by the provincial tourism offices (DPTURs) and the private sector; iii) methodological inefficiencies in visitor departure surveys, especially the quality of fieldworkers and the sampling methods used and iv) limited information management capacity in MITUR for collating, interpreting and publishing statistics and research.

Key opportunities and challenges - institutional structure

Lack of role clarity in some areas of MITUR and its agencies: A detailed comparison of MITUR and INATUR roles reveals that some roles and responsibilities in MITUR and its agencies require clarification and possible rationalisation. These include: a) Marketing and promotion: between DINATUR and INATUR;

---

[62] MITUR (2014): *Reference Indicators for the Tourism Sector, 2013*

b) Destination planning: between DPC, DINATUR, INATUR and the Gaming Directorate; c) Industry human resources development: between Human Resources Department in MITUR and INATUR; d) Investment promotion: between DINATUR, INATUR, Mozaico do Indico and IGEPE; and e) Research and information management: between DPC, DINATUR and INATUR.

Wide span of Ministerial control: All key divisions report directly to the Minister. While on the one hand this promotes political leadership, on the other it may inhibit sound technical decision-making due to delegating of time-consuming organisational and technical matters, timeous approval and delivery of projects, etc.

Inadequate tourism development integration and coordination: There is a lack of coordination, adherence to and implementation of integrated tourism plans among DINATUR, INATUR, ANAC, the MozBio program, DPTURs and local authorities resulting in fragmented and unsound developments. The Tourism Facilitation Committee and its technical support structures function sporadically and do not follow a consistent agenda. Coordination and collaboration between INATUR, ANAC and the various donor programs to reduce overlapping activities and ensure feasible planning and implementation is insufficient.

Weak human resources capacity across government tiers: MITUR and its national and provincial agencies suffer from limited tourism skills and financial capacity. Standards for recruitment, retention, and performance management are insufficient for ensuring consistent, high quality staff capacity. Various donor-driven initiatives have positively contributed to enhanced local level tourism capacity, however they have been fairly fragmented resulting in dilution of efforts, resources and impacts. Very few well-functioning local tourism associations exist.

Limited and poorly utilised financial resources: The budget analysis reveals that MITUR divisions do not operate in accordance with annual business plans that lay out links to the overall strategy, actions and measurable results. While INATUR has developed marketing plans, the extent and quality of execution is questionable and the organisation is constrained by a lack of financial resources. This is on the one hand due to its inability to adequately leverage external revenues, such as returns from available property assets, public-private partnerships, sponsorships, etc., and on the other not being provided with sufficient government budget allocation. The prevailing expectation that INATUR should become self-sufficient in addressing its national mandate is not considered feasible and could result in skewed operational priorities.

Inadequate and weak public-private partnerships: Collaboration and communication between public and private sectors is weak leading to fragmented destination management and marketing, duplication of efforts and poor communication of the Mozambican destination brand and what it offers. Language constraints remain an obstacle to effective collaboration and communication among constituencies. INATUR's new statutes place the strategic management and oversight of the organisation in the domain of its Director-General and executive directors only, and there is no forum for facilitating an active and balanced partnership between public and private sectors in implementing the tourism strategy. Weak private sector cohesion in most provinces and districts further discourages public-private partnerships.

Unreliable and flawed tourism performance statistics and research: The published tourism arrivals statistics are based on estimates rather than real performance, since statistics collation, interpretation and publication is compromised by inconsistent statistics collection by immigration authorities. The reliability of other facts, figures and research published by MITUR, such as results of visitor exit surveys, product and facility numbers, etc. are questionable.

2.10 Key area 10: Policy and regulatory framework

In the past ten years, significant policy and regulatory progress has been made. The Tourism Policy and Implementation Strategy of 2003 is an all-encompassing document that covers a wide spectrum of important areas relevant to future tourism growth. The policy sets six general objectives, namely a) positioning Mozambique as a world class tourism destination, b) employment creation, c) developing sustainable tourism, d) biodiversity conservation, e) preserving cultural values and pride, and f) enhancing

the quality of life of Mozambicans. Fourteen priority intervention areas are highlighted, which are translated into a wide range of 125 specific strategic directives. While the document does not focus on stating specific, tough policy choices, it includes all requirements for effective tourism growth and serves as a good basis for strategic planning and prioritisation.

The Tourism Law of 2004[63] sets down the enabling legislation that applies to tourism activities, including the declaration of priority tourism development areas, and public sector activities directed at promoting tourism, regulating the supply of tourism products and services, and defining the rights and responsibilities of tourists and consumers of tourism products and services. The Law also formally adopts the tourism policy and the strategic plan for tourism development, and allocates all major legal decisions regarding tourism ownership and regulation to the Council of Ministers. A range of legislation (decrees and diplomas) promulgated by MITUR establishes the agencies of MITUR, such as INATUR and ANAC, and creates implementing regulations, pertaining to operational issues both within MITUR and within its structures and the tourism industry. These include for example INATUR statutes (Decree 85/2013); Tourist Lodging, Restaurants, Drinking Establishments and Dance Halls (regulations on licensing, grading and inspection - Decree 97/2013); Travel Agencies and Tourism regulations (Decree 41/2005); Tourist activities regulations (Decree 40/2007); and Gaming regulations (Decree 64/2010).

Tourism development is supported and underpinned by a wide range of related policies, acts and regulations related to conservation and cultural heritage, environmental management, land use and ownership, investment laws and regulations as well as regulations relating to inspection, labour, immigration, foreign exchange, maritime activities such as boating and diving, etc.

Key opportunities and challenges - policy and regulatory framework

Good quality laws and regulations, but complex and inconsistently applied: The majority of Mozambique's tourism policy statements, planning guidelines and regulations are of good quality; however, as already indicated the system of licensing and regulations, permissions and permits required to invest in tourism business is cumbersome and implementation (especially at local level) is inconsistent. Practical implementation is unclear and progress is not consistently evaluated and monitored.

Ineffective national-local level application: Apart from the cession of powers for licensing of tourism businesses, the relationship between MITUR and the DPTURS and municipal tourism authorities in applying policies and regulations is not evident from the legislation, and there is no common application and monitoring process for coordinating the implementation of policies and regulations.

2.11 Summary of strategic opportunities and challenges

A comprehensive analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) based on the main findings in the different key areas is contained in *Annexure B,* and the major challenges facing Mozambique's tourism industry in 2014 are summarised below.

While resources-based business travel is driving tourism growth in industrial and commercial nodes, such as Maputo, Tete, Nampula and Pemba, leisure tourism is stagnant and in decline. Past strategies and plans have been ambitious with limited results due to a variety of external and internal limitations.

Mozambique's tourism brand image has been severely tainted by widely reported incidents of police harassment, attacks on visitors, socio-political conflict, environmental destruction and wildlife poaching, and authorities have done little to counteract often exaggerated commercial and social media reporting and to address such incidents on the ground.

The beach-bush positioning has not really worked as a positioning strategy, mainly due to an

---

[63] Government of Mozambique, 2004: *Tourism Law,* Decree no 4/2004

uncompetitive and relatively weak "bush" experience due to limited wildlife populations exacerbated by poaching (with exceptions such as Gorongosa). Low value, higher volume markets dominate, with only small clusters of high value, low volume lodges. Such market imbalances have resulted in high seasonality and uncontrolled, unsavory and unsustainable linear developments along the coast and communities receiving limited benefits from tourism.

Major structural blockages are preventing growth of higher value leisure markets. These include expensive and restrictive air access, complex and sometimes inappropriate regulations, high visas costs and controls, a tainted tourism image and limited promotional capacity, land ownership and allocation uncertainties, inappropriate developments and environmental degradation. In addition, the industry is characterised by high leakage of tourism revenues due to reliance upon imports. There is limited spread of tourism development and coastal resort areas are poorly connected with surrounding areas and hinterland.

Institutional capacity, ability and resources to manage, implement and monitor sustainable tourism plans and practices are insufficient at all levels.

The following points are considered the most critical elements for unlocking higher value tourism potential and deserve immediate attention:

1. *Reducing access barriers for higher-value markets:* Ensuring affordable and convenient air access, improving road and transport access to tourism nodes and lowering visa costs for high value leisure visitors

2. *Stimulating demand from higher value markets:* Addressing concerns and perceptions about personal safety, police harassment, environmental destruction, enhancing and protecting Mozambique's tourism brand image, effectively marketing the country to targeted higher value markets and improving human resources, quality controls and consumer protection to ensure good value for money

3. *Improving investment conditions for mid- and high-value facilities*: Securing land tenure and implementing existing land-use and planning controls to attract investment in internationally recognised hotel developments, with room capacity and market reach to serve higher value visitor is a crucial aspects of increasing tourism value, while addressing haphazard and unsustainable developments detrimental to the vision and enhancing community participation

4. *Strengthening capacity to speed up implementation of the many plans, policies and regulatory requirements*: Strengthening human and financial implementation capacity, simplifying regulations and action plans, monitoring implementation and beefing up measurement

These 'ADIC' factors (Access, Demand, Investment, Capacity) are considered the main drivers of tourism value creation and receive special attention and priority in setting the strategic goals, objectives and recommendations.

Chapter 3: An ambitious future vision

The SPDTM II follows on the Strategic Plan for the Development of Tourism in Mozambique (SPDTM I, 2004-2013) and could be considered a 'next generation' plan for solidifying Mozambique's tourism industry and taking it on a renewed growth path.

3.1 Vision, goals and objectives

The ***vision*** set by the SPDTM I remains valid and stakeholders expressed themselves in favour of retaining it as an overall vision statement.

> **By 2025, Mozambique is Africa's most vibrant, dynamic and exotic tourism destination, famous for its outstanding beaches and coastal attractions, exciting eco-tourism products and intriguing culture with a fast-growing, sustainable tourism industry**

The following *growth targets* are set for the period from 2015[64] to 2024:

1. Tourist arrivals
   ⇒ international visitor arrivals increasing from an expected 1.2 million to 3 million
   ⇒ domestic visitor arrivals increasing from an expected 4.9 million to 10.5 million

2. Tourism revenues
   ⇒ international tourism receipts increasing from USD1.4 billion to USD4.2 billion
   ⇒ domestic tourism receipts increasing from USD1.8 billion to USD5.8 billion[65]

3. Tourism employment
   ⇒ direct tourism jobs increasing from and expected 59,900 to 143,700
   ⇒ indirect tourism jobs increasing from 173,700 to 416,700

The ambitious 'high growth scenario' targets are underpinned by significant improvements in the challenges and opportunities highlighted in the situation analysis section. The following *strategic goals* will be pursued for achieving the vision and growth targets:

1. To improve the performance and competitiveness of the tourism sector, reinforcing leisure tourism and further strengthening business tourism

2. To develop high-value tourism attractions, facilities and services

3. To enhance product and service quality and value for money

4. To improve tourist access and infrastructure

5. To market and brand Mozambique effectively in targeted, higher value target markets

6. To ensure a business and investment friendly tourism environment

7. To facilitate the supply of skilled human resources to the tourism industry

8. To ensure sustainable, community beneficial tourism operations

9. To provide adequately structured, resourced tourism institutions and effective monitoring systems for implementing the strategy

10. To strengthen the policy and regulatory framework

---

[64] Figures for 2015 estimated, based on 2013 MITUR statistics
[65] Includes domestic travel by expatriate residents

Figure 3.1: Proposed phased evolution of Mozambique's tourism growth
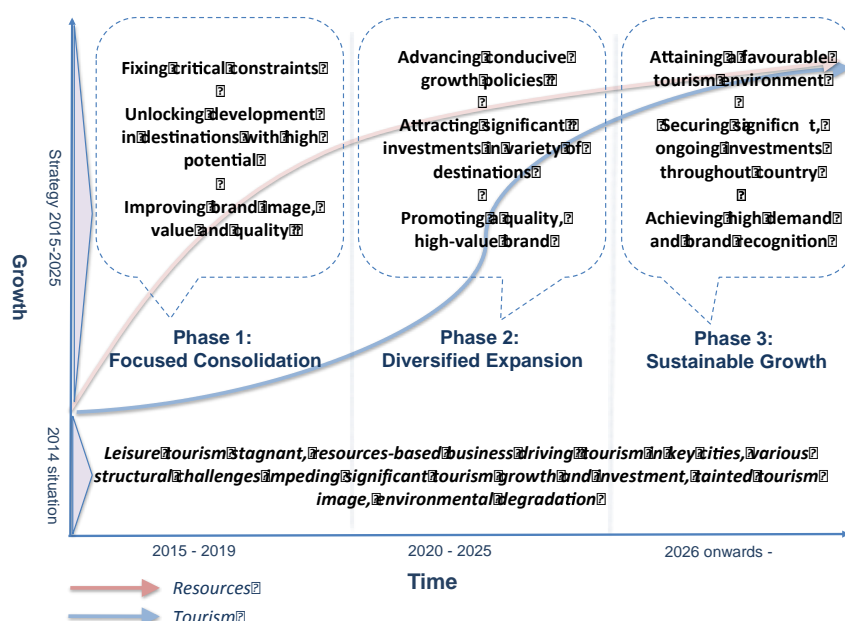
A *phased approach* as illustrated in Figure 3.1 is recommended for developing tourism over the period of the strategy. The aim is to address the main constraints and lay solid foundations for future tourism growth during the first five years (2015-2019), followed by a period of high investment and growth based on these changes (2020-2024), with the industry continuing on a solid, sustainable growth path after 10 years.

3.2 Strategic positioning

Protecting and enhancing its market position is a core element of the tourism strategy.

3.2.1 Recommended market positioning

An analysis of Mozambique's resources reveals that it is comparatively *weaker* relative to regional competitors in the following areas:

On the product side: wildlife and safari, unique "must see" sites, historical and ancient preserved sites. On the market side: value for money, ease of access and brand and image.

The country is comparatively *stronger* relative to regional competitors in the following areas:

On the product side: Its vast 2,500km-long coastline, tropical beaches, warm waters and rich coastal and marine resources that remain largely unexplored, are of exceptional quality and unique in Southern Africa. This is arguably Mozambique's most credible

Figure 3.2: Mozambique's comparative product and market advantages

REGIONAL COMPETITORS	Botswana	Tanzania	Madagascar	Mauritius	Zimbabwe	RSA
Current Product Positioning	Exclusive safari	Bush, Beach, Mountain	Uniquely Bio-diverse	Pampered Beach	Natural Wonders	City life/scenic/nature mix
Unique sites/'bucket list' experiences						
Wildlife and safari						
Cultural uniqueness						
Historical sites and relics						
Beaches and marine life						
Man-made attractions						
Current Market Positioning	Luxury	Upmarket	Budget to mid-market	Luxury	Mid-market	Across pricepoints
Size/proximity of major markets						
Value for money						
Ease of access and purchase						
Image, health, safety						
Colour Key	Mozambique at *advantage*		Mozambique *equal*		Mozambique at *disadvantage*	

differentiator, strongly complemented by the unique African-Latin-Arabic cultural blend. On the market side: Its proximity to the major South African market and the large international market already travelling to South Africa

Figure 3.3: Proposed tourism destination positioning[66]

A strong positioning can be derived from the 2,500km-long coastline and unique marine assets that are unrivalled in the region. Linked to this coastal uniqueness is the Afro-Latin-Asian culture and heritage, the product of centuries of exploration and discovery along the coast, and the expansive wilderness that covers large parts of the country. These assets combine to make for a compelling and credible proposition: 'Coast of Exotic African Discoveries'.

The strategic implications of this positioning are substantial as it means that Mozambique should (at least in the short and medium term) develop and market its unique coastline as the driving force for tourism growth, including marine and terrestrial resources. The following are some of the requirements stemming from the above positioning statement:

Developing and packaging of Mozambique's many adventures: Mozambique's positioning is based on an active experience rather than passive relaxation. Such adventures could include marine activities, water sports, community interaction, cultural festivals, local socialising and cuisine, exploration of historical sites, etc. These experiences need to be developed, packaged and presented to tourists in a professional manner.

Preserving exceptional natural beauty: The natural environment, especially along the coastline, is Mozambique's most important asset for competing with other destinations. It should be preserved and looked after at all costs and the Government should place a high priority on its sustainability.

Nurturing cultural authenticity: An authentic cultural experience is a critical component of the 'Coast of Adventures' positioning. Cultural resources are currently insufficiently presented and these experiences should be enhanced and leveraged.

Facilitating local participation: Local hospitality, knowledge exchange and benefits are very important elements of the Mozambique 'Coast of Adventures'. Greater awareness among the local population and at tourist touch-points, of the responsibilities and expectations that come with tourism growth, should be addressed as a matter of priority.

---

[66] Note: The positioning statement represents the basis on which Mozambique could be differentiated from competitors. It should not be construed as a slogan or tagline, which is dealt with elsewhere in this strategy.

3.2.2 Target markets and products

The focus of this SPDTM II is on attracting additional tourism value and as such, proposals focus on markets that have the option of either visiting Mozambique or alternative destinations, and where strategic interventions are required by the Government and private sector to compete for such markets.

Source markets were then classified in terms of their attractiveness (expenditure potential) and relative ease of conversion to Mozambique (historical arrivals and cultural affinity). As depicted in Figure 3.4 below, the following source market strategy will be followed:

Figure 3.4: Targeted source markets

Core markets:
Markets with the best potential for short-term growth and success. The strategy is to apply 80% of available resources to targeting and expanding these source markets. There is a great deal of overlap with those international source markets identified by South Africa and those that fall within the quadrant of having both relevant growth potential and are easier to covert to Mozambique. The

additions to South Africa's target markets are Portugal, Brazil and the growing domestic (including expatriate) market in view of their economic growth potential, language affinity and nostalgic loyalty (Portugal in particular)
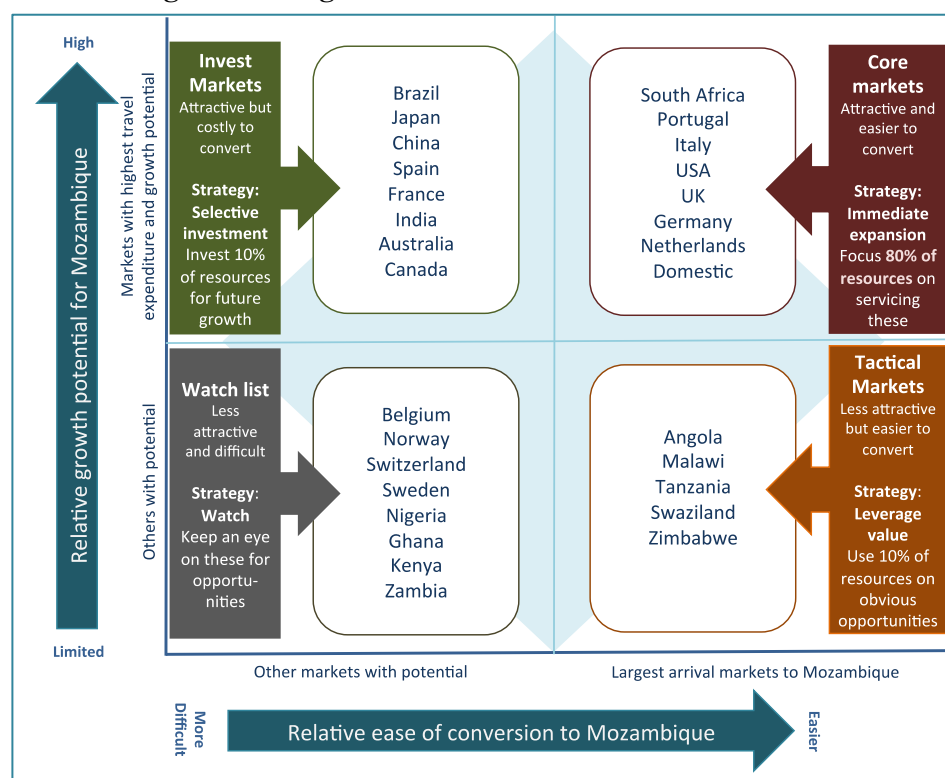
Invest markets: International markets that demonstrate high and growing travel expenditure, but that do not yet have a particular appetite for Mozambique are located in the top left quadrant. These include China, India, Australia and various European markets. Converting these markets to Mozambique will require consistent investment of resources over a longer period. Given the limited public sector capacity and resources, the strategy is one of selective investment using only 10% of available resources, largely to encourage the private sector to lead exploration of these markets.

Tactical markets: Those source markets that appear in the bottom-right quadrant yield limited outbound expenditure, but have a natural affinity for Mozambique, thanks to proximity and cultural links with Mozambique. The strategy is one of using minimal resources for leveraging specific opportunities, like improvement of adjacent cross-border attractions, events, price offers during lower season periods, etc. to attract these markets

The marketing implications of this target source market strategy are explored in further detail in the marketing and branding section.

Figure 3.5: Target segment strategy framework

This strategy seeks to diversify Mozambique's market segments and products to attract higher-yielding visitors, particularly those that visit South Africa and are seeking a complementary beach and adventure experience. The following market segments, evaluated in Figure 3.5, should be pursued to achieve the growth targets. A comprehensive profiling of market segments is reflected in Section 4.5, Marketing and branding.
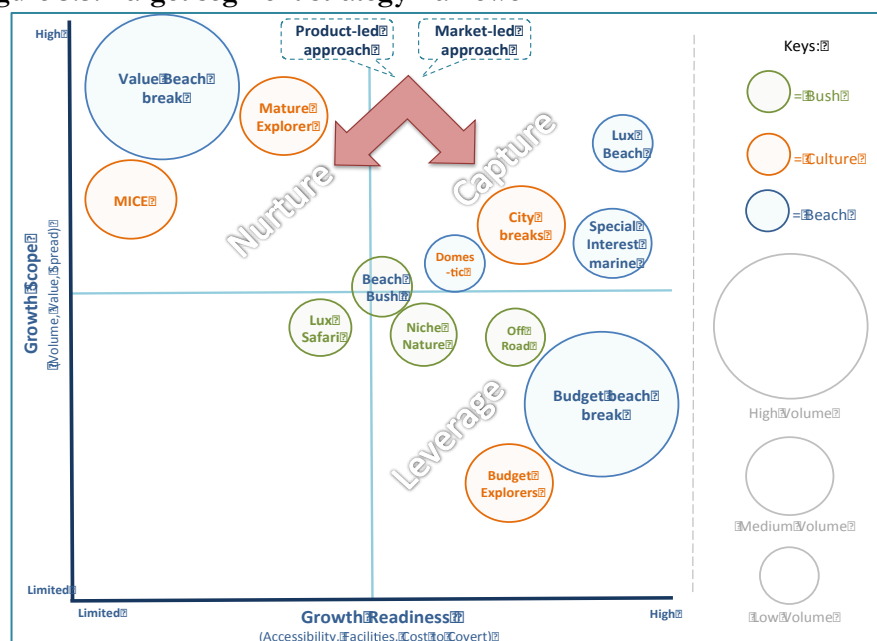
Segments to prioritise immediately (80% of marketing resources) are i) luxury beach breaks; ii) special interest diving and marine enthusiasts; iii) bush-beach explorers; and iv) city breaks (especially to Maputo).

Segments to nurture over time (10% of marketing resources) are i) mature, wealthy explorers; ii) value, tourist class beach breaks; and iii) Meetings, incentives, conference and exhibition (MICE) delegates.

Segments to leverage for greater value (10% of marketing resources) are: i) special interest – nature, heritage and culture enthusiasts; ii) off-road adventurers; iii) backpackers/budget explorers; and iv) budget beach breaks (currently the largest segment.

Figure 3.6: Product development strategy framework

Figure 3.6 highlights four approaches to develop products in support of a higher value strategy:

Products to target for investment (80% of development resources): including higher value, tourist class beach resorts, MICE facilities, unique cultural features and special interest facilities for adventure, ecotourism, etc.

Products to support for continued growth (10% of development resources): including luxury beach lodges, the diving industry, boating and fishing, water sport, city culture and entertainment and high-quality safaris.

Products to leverage and quality control for greater value (10% of development resources: including budget beach resorts and backpacker facilities.
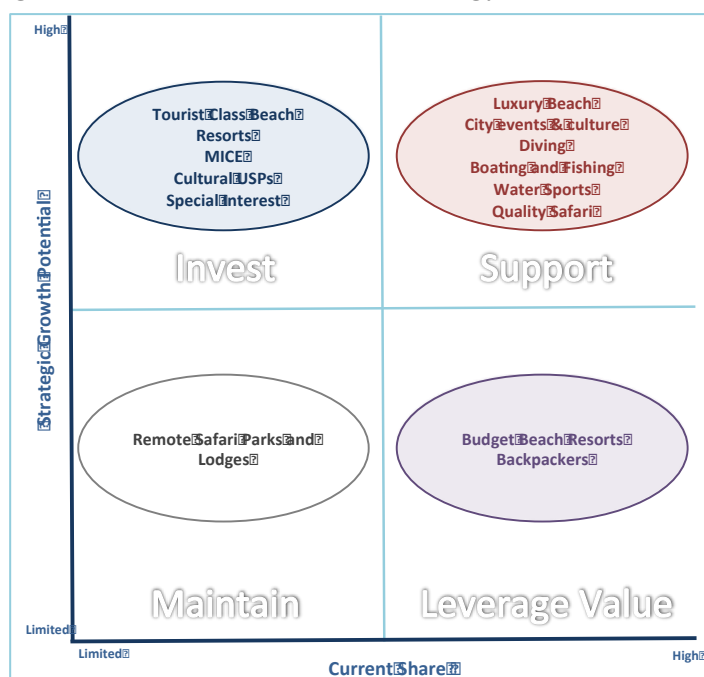
Products to be maintained: including tented camps and community lodges in parks such as Banhine, Zinave and other parks.

3.3 Growth scenarios

The following section presents three tourism growth scenarios and quantifies their expected economic and employment impacts. The scenarios take into account that tourism performance over the duration of the SPDTM II will largely depend on the Government's ability to implement the proposals contained here. This will mean allocating adequate human and financial resources to tourism development and putting in place suitable mechanisms for monitoring and coordinating the implementation of the strategy.

Three potential scenarios are scoped out and the assumptions underpinning these are as follows:

Factor	High Growth	Medium Growth	Low Growth
Domestic arrivals growth	2015-2019: 7% per annum 2020-2024: 10% per annum	2015-2019: 5% per annum 2020-2024: 7% per annum	2015-2019: 2% per annum 2020-2024: 4% per annum
International arrival growth	2015-2017: 8% per annum 2018-2020: 12% per annum 2021–2024: 10% per annum	2015-2017: 4% per annum 2018-2020: 6% per annum 2021–2024: 5% per annum	2015-2017: 2% per annum 2018-2020: 4% per annum 2021–2024: 3% per annum
Conditions			
Socio-political situation	Peace prevails, real and perceived improvement of personal safety and visitor care Strong economic growth and booming middle class	Peace prevails, no significant improvement in perceptions of harassment, personal safety concerns remain a challenge Moderate economic growth and growing middle class	Recurring incidents of political conflict, perceptions of harassment and personal safety concerns remain a challenge and deteriorating Slow economic growth and stagnating middle class
Air and access regime	Significant reduction in flight costs; easy and affordable immigration procedures, EU flight ban lifted	Flight costs reduced but remain high, EU flight ban lifted, no significant change in visas regime	No reduction in air travel costs, flight ban over EU remains in place, visas more difficult and expensive
Accommodation supply	Significant investment in larger scale leisure tourism resort accommodation under international brand management	Moderate investment in accommodation capacity in tune with market growth and limited to medium scale, mostly local and regional accommodation brands	No or very limited new investment in tourist quality accommodation
Public infrastructure in tourism areas	Targeted investment in tourism supportive infrastructure	Public infrastructure in tourism areas basically maintained without significant investment	Public infrastructure in tourism areas poorly maintained and deteriorating
Destination marketing	Significant increase in marketing activities and capacity, strong public-private partnerships	A basic and traditional marketing agenda, with limited increases in marketing expenditure, limited public-private partnership	Stagnant and uncompetitive destination marketing, poor public-private cooperation and partnerships
Quality and value for money	Functional grading system and improved price competitiveness and value-for-money perception, streamlined licensing systems	Grading system slow to get off the ground, prices remain relatively high, licensing system unchanged	No grading system in place, deteriorating price competitiveness, licensing increasingly costly and complicated
Institutional capacity and monitoring systems	Institutional capacity strengthened and national and provincial level, Implementation Monitoring Unit established and excellent progress monitoring, tourism funding improved	Institutional capacity strengthened but remains limited, improved monitoring but no dedicated, independent unit, tourism funding moderately improved	Institutional capacity inadequate, no effective progress monitoring, tourism funding remains very limited

The different growth scenarios would result in the following estimated growth in visitor arrivals, receipts and employment:

Scenario	2 013 Baseline	2 015	2 019	2 024
Domestic Visitors				
High Growth		4 980 175	6 527 993	10 513 399
Medium Growth	4 349 878	4 795 740	5 829 252	8 175 828
Low Growth		4 525 613	4 898 669	5 959 979
Domestic Receipts (US$)				
High Growth		1 811 033 625	2 885 485 000	5 808 878 059
Medium Growth	1 076 072 726	1 743 964 165	2 576 629 349	4 517 319 941
Low Growth		1 645 732 714	2 165 295 560	3 293 016 410
International Visitors				
High Growth		1 255 284	1 836 646	3 011 717
Medium Growth	1 076 203	1 164 022	1 414 619	1 822 647
Low Growth		1 119 682	1 259 974	1 474 837
International Receipts (US$)				
High Growth		1 451 694 493	2 581 760 678	4 233 550 505
Medium Growth	1 128 883 487	1 346 152 918	1 988 520 178	2 562 082 227
Low Growth		1 294 875 643	1 771 137 507	2 073 168 103
Net Visitor Export Earnings (US$)				
High Growth		754 881 136	1 471 603 586	2 540 130 303
Medium Growth	587 019 413	699 999 517	1 133 456 502	1 537 249 336
Low Growth		673 335 334	1 009 548 379	1 243 900 862
Direct employment (based on growth in international visitors)				
High Growth		59 895	87 634	143 701
Medium Growth	51 350	55 540	67 497	86 966
Low Growth		53 425	60 118	70 370
Total Employment				
High Growth		173 694	254 138	416 733
Medium Growth	148 915	161 066	195 742	252 201
Low Growth		154 931	174 344	204 074

The projections indicate that, under a High Growth scenario the gains in tourism revenues compared to a Low Growth scenario are almost US$4,7 billion per annum. This represents a highly positive return on investment and warrants significant additional investment in tourism budget allocation.

3.4 Spatial development priorities

Building on past and present tourism growth initiatives and considering resources development and industrial corridors, Figure 3.8 outlines the overall spatial framework for the planning period 2015-2025. The guide plan draws on the following concepts for organising tourism spatially:

(a) Tourism regions: the Northern, Southern and Central tourism regions together feature Mozambique's almost unlimited, diverse and high quality tourism resources and sets the background for the overall 10 years strategy, target framework and overall regional perspective

(b) Tourism growth nodes: There are priority tourism areas within each Tourism Region, which by virtue of their different geographical, natural, historic and cultural identity and resources offer a variety of tourism attractions currently.

(c) Tourism destinations: These are specific locations (attractions, places, landmarks) that are currently or potentially able to attract one or more market segments.

While there is no shortage of spatial tourism plans and concepts in Mozambique, implementation has lagged. The key objective over the next few years should be to focus on implementing a few catalytic developments to kick-start higher value tourism development. Figure 3.7 depicts six primary investment nodes and two secondary investment nodes as best options for growing a substantial higher value base of

leisure and MICE travellers during the first five years (Phase 1) of the strategic plan. The selection is based on an evaluation and analysis of areas contained in the guide plan in terms of their current attractiveness for higher value tourism on the one hand and their growth potential on the other.

Figure 3.7: Evaluation of priority tourism growth nodes
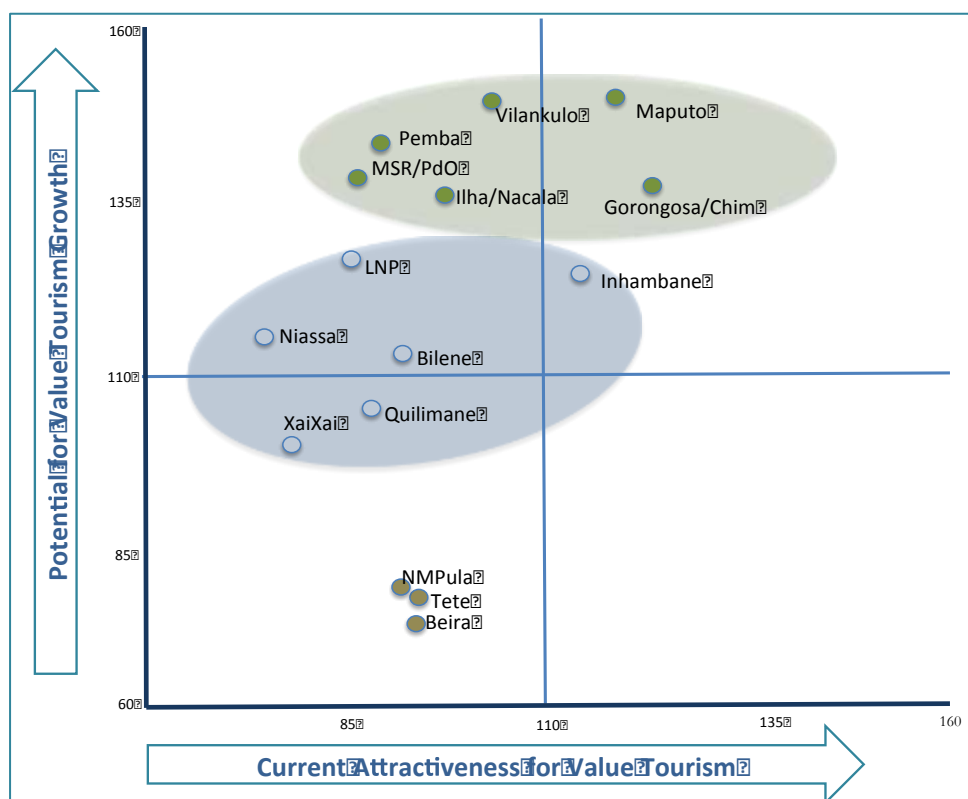
Primary investment nodes:

<mark>1. Pemba/Quirimbas</mark>
2. Nacala/Ilha
3. Vilankulo/Bazaruto
4. Gorongosa/Chimanimani
5. Maputo City
6. MSR/Ponta do Ouro

In addition, *two secondary investment nodes* are identified for Phase I, based on investments that have occurred there and need further guidance and support. These are:

1. Inhambane/Tofo
2. Greater Limpopo National Park

Figure 3.8: Spatial tourism 10-year (Phase I and II) guide plan

Table 3.1: Proposed key tourism interventions at priority development nodes

1. Pemba/Quirimbas

- Finalise Pemba master plan
- Form implementation workgroup
- Investigate and test ownership models for PPP
- Monitor and enforce implementation
- Form public-private local tourism organisation
- Wimbe beach redevelopment as flagship
- Redevelopment of historic town area around Port
- Environmental protection of Quirimbas National Park

2. Nacala/Ilha

- Draft feasible structure and expansion plan for Ilha
- Roll-out of Ilha de Moçambique master plan
- Vision and development plan for Crusse & Jamali site
- Environmental management plan
- Consolidate single local tourism organisation for area
- Further improvement of visitor attractions and activities in Ilha Mozambique
- Development of diving industry Nacala
- Development of scenic tourism routes
- Major drive to develop Crusse & Jamali site

3. Vilankulo/Bazaruto
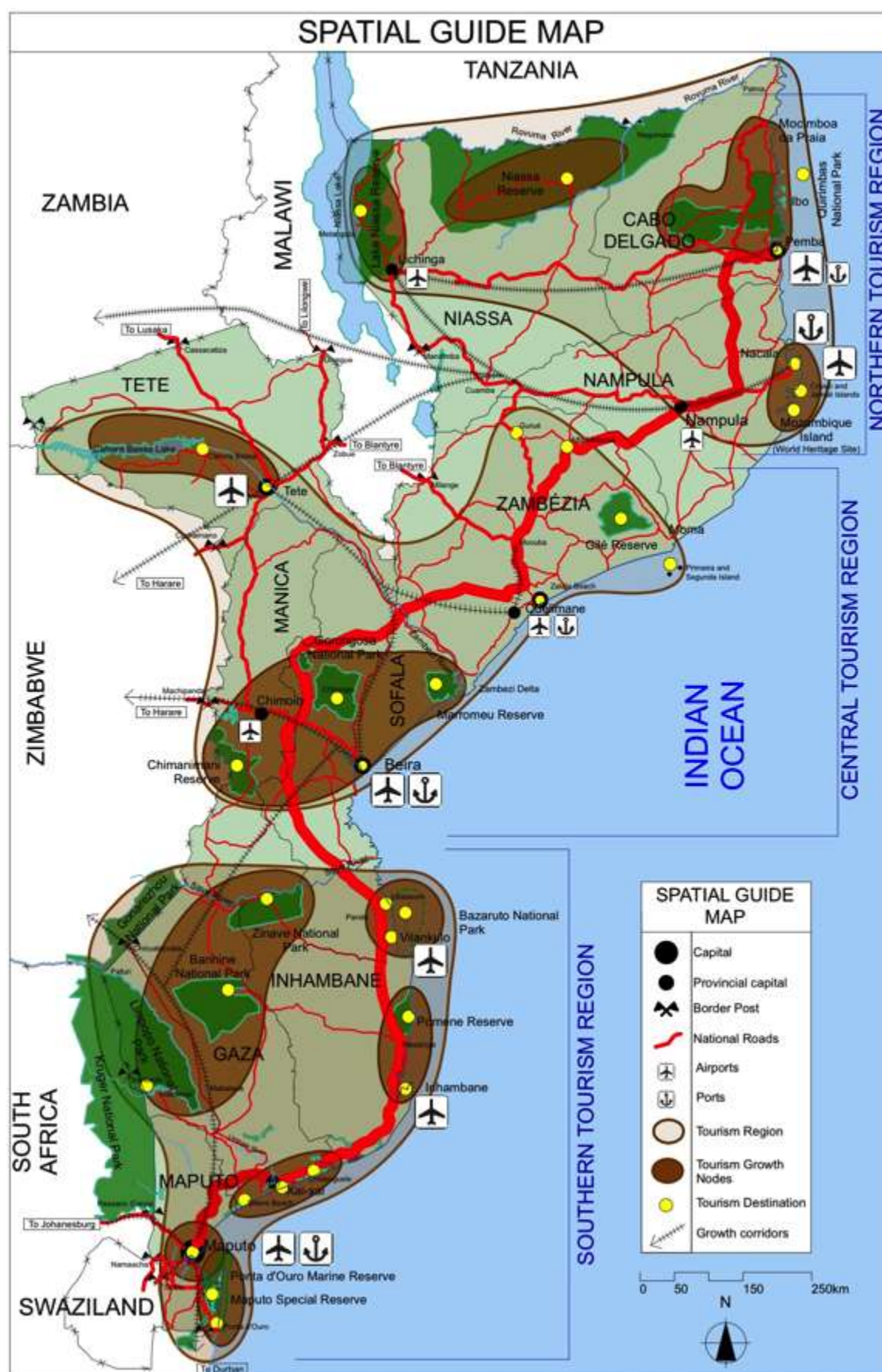
- Expand the existing tourism development plan to become an overall nodal Vilankulo development guide plan
- Include practical environmental management focus
- Establish strong local tourism organisation
- Monitor and enforce implementation of zoning
- Major focus on attracting resort hotels
- Planned access to Bazaruto Islands
- Redevelopment of marginal as resort area
- Phased Development of Inhassoro anchor site
- Leverage INATUR properties

4. Gorongosal/Chimanimani

- Link Chimanimani and Gorongosa as complimentary ecotourism experiences
- Improve law-enforcement: poaching, deforestation, mining
- Learn from Gorongosa as centre of conservation and tourism excellence
- Form local tourism organisation
- Expand Gorongosa community support programs
- Package the variety of ecotourism experiences
- Develop human resources, visitor facilities, trails etc. in Chimanimani
- Support development of upmarket lodge in Gorongosa
- Develop and signpost route as a scenic ecotourism route

5. Maputo City

- Plan and position Maputo City as the city of festivals
- Expand the city plan to include greater Maputo
- Develop and implement a city events and MICE strategy
- Complete Baixa plan
- Form Maputo Tourism - city visitor and events bureau
- Support and leverage MICE opportunities in association with the new convention centre
- Develop fishing port as a tourism waterfront
- Implement the various cultural product development and events recommendations

6. MSR/Ponta do Ouro

- Urgent need for a structure plan for greater Ponta do Ouro area
- Audit of current developments in relation to environmental guidelines and enforce mitigation
- Detailed zoning plans for key tourism duat sites in MSR, Ponta Malongane and others
- Establishment of a local tourism organisation for the area
- Various opportunities in view of expected national road improvement project, e.g.
  - Ponta do Ouro: product quality controls
  - Ponta Malongane: redevelopment of INATUR site as a tourist class beach resort
  - MSR: Tourist class eco-tourism camp
  - MSR core and buffer zones: high quality lodge developments in prime areas

Inhambane/Tofo

- Implement sustainable development plan
- Introduce formal dive management plan
- Declare Tofo marine protected area
- Support local tourism community participation
- Support and capacity building of local tourism organisation
- Improved organisation, differentiation, capacity management and law enforcement of diving industry
- Product quality control and advancement required

Greater Limpopo National Park (LNP, Banhine, Zinave)

- Support implementation of park management plans
- Introduce special hospitality and tourism staff functions
- Accelerate anti-poaching and community relocation programs
- Expand range of tourist activities and excursions on offer (see section 5.1.1)
- Improve guiding and interpretation
- Build on-site hospitality skills
- Maintain and promote facilities under TFCA

Chapter 4 Strategic recommendations

Based on the goals and objectives for tourism development laid out in Section 3 above, this chapter presents the proposed strategies and actions for achieving the stated goals in the short and medium term.

4.1 Key area 1: Tourism performance and competitiveness

Goal: *To improve the performance and competitiveness of the tourism sector, reinforcing leisure tourism and further strengthening business tourism*

The destination performance analysis conducted in section 2.1 demonstrates the need to urgently reinforce the leisure tourism sector, which has largely stagnated during the past three years. In addition the recent high growth in business related travel, including corporate trips, meetings and conferences provides a viable basis for strengthening and further developing tourism infrastructure, facilities and services, laying the foundations for feasible leisure tourism expansion. Considering that many of Mozambique's tourism competitors in the region are similarly aiming to grow their tourism industries, the recommendations contained in this report are aimed at improving Mozambique's tourism competitiveness and increasing its market share of arrivals, receipts and jobs, especially in the leisure and meetings, incentives, conventions and exhibition (MICE) sectors.

Pricing remains a key factor especially in the context where Mozambique is being positioned as a new destination in the markets of Southern and East Africa and the Indian Ocean rim. Immediate price and cost drivers and factors that reduce value for money are the industry's reliance on imported supplies, high costs of foreign and domestic air access, limited standard and high prices of accommodation, cumbersome and costly visa procedures, below average service levels, costly road transport, etc. These and other competitiveness barriers are addressed in the following sections.

4.2 Key area 2: Tourism resources, facilities and services

Goal: *To develop high-value tourism attractions, facilities and services*

4.2.1 Consolidating and expanding the range and quality of nature-based tourism activities and experiences

As identified by the MozBio project[67], it is important to learn from experiences gained in the TFCA programme and focus further development of nature-based tourism in those areas where there's evidence of market demand and potential for success. The following actions are proposed:

(1) Focus tourism investments in areas with feasible market potential

Based on the situation analysis, it is recommended that development of nature-based tourism products during the first phase of the strategy should focus on the following areas i) Primary focus areas: PN Limpopo; PN Bazaruto; PN Quirimbas; PN Gorongosa; Maputo Special Reserve; ii) Secondary focus areas (mainly through a maintenance and leveraging approach of existing investments made through the TFCA program): PN Banhine; PN Zinave; PN Chimanimani (as complimentary experience to PN Gorongosa) and in the longer-term NR Niassa; NR Maremeo; NR Pomene; NR Gile should also be considered for future development of nature-based tourism products considering adequate demand.

Specific tourism investments in these areas should be preceded by a thorough feasibility study that estimates potential market scope, capital and operational costs, risks and returns on investment.

---

[67] World Bank (2014) *Mozambique Conservation Areas for Biodiversity and Development Project (P131965) Project Appraisal Document*

(2) Improve and upgrade nature-based tourism facilities and experiences

Adding nature-based facilities and experiences: New sites need to be carefully selected for development as nature-based attractions, taking into account the sensitivity of sites, their attractiveness and accessibility for tourists, and market demand. Some sites may be suitable for tourism but too sensitive to be developed, while others may be able to cope with visitor pressure, but may be too remote. Sites are only suitable for development as attractions where both conservation and tourism factors are satisfied, such as Gorongosa (e.g. securing of investment in concessions for development of higher value tourism lodges, the continued development of excursion options and trails, development of scientific/research-focused tourism); Maputo Special Reserve (e.g. planning and development of trails and facilities for day tourists and overnight stays within reachable distance of the road entrance and resort tourism developments); Greater Maputo City (e.g. development of short (half-day or day-long) nature-based tourism excursions for weekend and business visitors and for residents); Quirimbas (bird watching facilities and cultural experiences at select locations etc.).

Leveraging existing investments at secondary focus areas where some tourism facilities have already been established through the TFCA programme (e.g. PN Limpopo, PN Zinave, PN Banhine) through e.g.:

- Building staff capacity to provide a good standard of service in the tourism facilities
- Training at least one member of staff in guiding skills and improving their spoken English
- Developing activities, such as game drives, hiking, canoeing, etc. for tourists
- Preparing and disseminating electronic, printed and simple interpretative information describing the main ecosystems and wildlife species and other significant features of the site
- Provision and enhancing of signage, including clearly signposting and way marking access routes
- Provision of GPS data, in suitable format for use in GPS route finders

(3) Package and promote nature-based experiences

Nature-based tourism experiences should be packaged and promoted through the production of high-quality online and print information materials using professional writers, editors and design staff. It is recommended that a communications focal point be appointed in ANAC to coordinate and support development, production and distribution of information materials for each conservation area.

Events such as seasonal migrations of species, e.g. whale watching along Mozambique's coast and bird migrations in Niassa, and Inhambane's Diving Festival offer good opportunities for nature-based tourism and should also be supported wherever possible.

(4) Develop and promote scenic tourism routes

Opening up of new tourism areas that are not yet on the tourism map depends largely on the more adventurous (off-road and semi-off-road) self-drive market and scenic routes represent an effective method of tourism distribution within a geographic area[68]. Several opportunities exist for development of tourism routes, with a focus on five routes in particular during the initial consolidation phase i.e.:

- Bush to Beach Route: A circular tourism route through central-southern Mozambique and linking the bush destination of Limpopo National Park and the beach destination of Vilankulo. Includes Limpopo National Park-Banhine National Park-Zinave-Vilankulo-Xai Xai-Bilene
- Elephant Coast Route: An extension of the existing Elephant Coast route in northern KwaZulu Natal. Includes Ponto do Ouro-Ponto Malongane-Maputo Special Reserve-Maputo City
- Mountain to Mangroves: A boon for nature lovers, this route will link the nature-based hotspots of Chimanimani and Gorongosa with Marromeu, famed for its mangroves. Includes Chimanimani National Park-Gorongosa National Park-Beira-(futures) Marromeu National Reserve

---

[68] Meyer (2004) *Tourism Routes and Gateways: Key Issues for the Development of Tourism Routes and Gateways and Their Potential for Pro-Poor Tourism*

- Island Heritage Route: Highlighting Mozambique's strong Portuguese, Arabic and African heritage and the nature-based marine centre of the Quirimbas Archipelago. Includes Ilha de Moçambique-Nacala-Pemba-Quirimbas National Park-Ibo Island
- Niassa Lake Experience: Particularly attractive to overlanders driving from South Africa and Zimbabwe to Mozambique and resident expats. Includes Lichinga-Lake Niassa-Niassa Reserve

Local Tourism Associations, where they are established should be involved in coordinating and supporting tourism products along the route. An inventory of tourism products and opportunities along routes should also be created, mapped and marketed prolifically to target market segments.

4.2.2 Improving tourism attractions and activities in coastal areas

The strategy recommends improving facilities and management of tourism in coastal areas, especially those with high levels of tourism in partnership with the private sector.

(1) Develop PPPs in marine conservation areas

The private sector can bring funding, expertise in visitor experiences and new revenue streams, enabling the destination's conservation authorities to improve the implementation of and focus on their own conservation objectives (e.g. TTF Australia)[69]. Types of partnerships that can be explored between ANAC, NGOs and private operators in Mozambique's marine areas include production, sales and advertising in tourism information brochures; concessions for providing complementary activities including diving, canoeing or kayaking, fishing, whale watching, boat trips, etc.; provision of visitor infrastructure such as power, water, sewerage, roads, lookouts, boat transfers, bridges, signage, entrance gates, public toilet facilities, etc.; development and management of camping areas, eco-lodges and high-end island retreats and destination quality improvements ranging from joint campaigns involving authorities, tour operators and tourists to clean-up coastal areas to implementing standards and controls for diving and other marine recreation, etc.

(2) Implement standards and controls for diving and other marine recreation

A special dive-tourism development plan should be prepared for MPAs and other important dive areas, with provision for health and safety equipment, appropriate operator concession arrangements, consistent enforcement of diving regulations and quality controls, mapping of key dive sites, installation of anchorage points and implementation of carrying capacity management measures to protect dive sites from overuse. Effective and consistent implementation of diving regulations at local level should be closely monitored.

It is recommended that a dive tag system, based on a uniform fee and specific site capacity limitations be considered and further investigated to assist control of diving and to collect revenue from dive fees. The dive tag system can also be extended to other marine activities. Income is also raised through the licensing of dive operators to use specified dive sites. Revenues should be shared between the government, the park, and local communities as set out in the Conservation Law

(3) Designate the Tofo area as a Marine Conservation Area

The Tofo-Inhambane coast, which is exceptionally rich in marine life and provides for world-class reef diving is in urgent need of protection and management and the area should be declared a Marine Protected Area. This should be achieved through undertaking public consultation on designation of the Tofo area as a Marine Conservation Area, development and implementation of management plan for Tofo area and initialisation of the legal and administrative process for designation. As with other focal conservation areas, information and interpretation should be developed for this site and made accessible via the Internet portal; and a tourism focal point designated.

---

[69] TTF Australia (undated): *Natural Tourism Partnerships Action Plan*

4.2.3 Maintaining and enhancing sustainable sport hunting

(1) Promote and protect sustainable sport hunting opportunities

MITUR should be working with hunting operators, communities, adjacent conservation areas, and bodies and authorities responsible for setting and allocation of hunting quotas, to ensure that hunting quotas are set at sustainable levels based on standard scientific methods, and to implement monitoring and adaptive management. Furthermore, Mozambique must implement strict measures (e.g. anti-poaching measures) to protect wildlife species and ensure on-going availability of high-value trophies. MITUR and ANAC must continue supporting *CITES* Administrative and Scientific resolutions and enforce hunting regulations. In addition to setting sustainable hunting quotas, it is essential that the quality of the game species is maintained at the highest levels.

The promotion of hunting tourism should be undertaken with care, giving special focus to the sensitivities other markets may feel towards this segment. All collateral focusing on this market should proactively reflect the importance of sustainable management of wildlife and the responsible and sustainable character of hunting tourism in Mozambique.

4.2.4 Capitalising on Mozambique's tangible and intangible heritage

(1) Improve cultural sites and experiences to make them more attractive to tourists

Progress made during recent years in developing purpose-built facilities and/or rehabilitating existing facilities like theatres and historic buildings to showcase Mozambique's culture (e.g. Ibo Island's São João Fort, the Museum of Fisheries in Maputo Old Port, the Franco-Mozambican Cultural Centre in Maputo, the Four Canteens commemoration site in Matola, the Mafalala District and restoration of Fort San Sebastian on Ilha de Moçambique) is commendable and should be continued.

Forming partnerships with tourism businesses to 'adopt' specific sites, including parks and buildings, with the aim of improving and maintaining adopted sites in good condition and promoting them to tourists (e.g. 'adoption' of the Jardim dos Professores by Hotel Cardoso) is highly recommended.

(2) Leverage the potential of contemporary and traditional music and dance, handicrafts, visual and performing arts

Concentrating cultural performances around dedicated spaces, such as historic districts, public squares, streets, marketplaces, etc., creates a critical mass of products and facilitates easier use by tourists (e.g. at FEIMA Handicrafts Market in Maputo and Makonde Art Centre at the Museum of Ethnography in Nampula). Cultural events should be well managed and comply with food hygiene and safety regulations.

In the consolidation phase of the strategy, existing handicraft centres, like that of the FEIMA Handicrafts Market in Maputo, should receive additional focus, investment and marketing exposure to encourage innovation and diversity of product design, ensure strict quality management and improve tourism awareness and customer care among craftsmen and sellers of craft[70].

(3) Improve packaging and promotion of cultural tourism experiences

INATUR's website should be populated with comprehensive cultural tourism content to promote the country's tangible and intangible cultural heritage. In addition information and interpretation materials, including maps and suggested routes, should be developed to showcase Mozambique's contemporary and traditional culture, and should be made available at tourist touch points in and near the main centres, including toll gates, petrol stations, hotel concierges and key tourism restaurants. Information should also

---

[70] International Trade Centre (2010) *Inclusive Tourism: Linking the Handicraft Sector to Tourism Markets*

be provided at each main site through appropriate signage and trained staff interactions.
Incorporation of cultural tourism experiences in packages of ground handlers and tour operators should be promoted through more awareness of cultural tourism opportunities and destination education. Cultural attractions should be featured strongly in travel routes proposed in Section 4.1.1 (4) and visitor signage and interpretation panels should be provided at key sites. Once the network of cultural assets is organised enough, a special cultural tourism pass offering reduced entry to cultural sites or participation fees for associated activities, e.g. cooking classes could be developed and marketed to tourists.

4.2.5 Developing and promoting urban tourism experiences

Although many of Mozambique's cities have potential for tourism improvement, Maputo city, due to its large population and proximity and accessibility to regional markets, has a major competitive advantage and should be the focus of urban tourism enhancement during Phase 1 of the strategic plan. The following actions are recommended for enhancing urban tourism:

(1) Enhance Maputo's urban tourism fabric

Although Maputo has a number of spaces that are suitable for tourism experiences, e.g. the Marginal area, the area around Polana, and Costa do Sol the city lacks a multi-functional tourism area (i.e. including shopping, entertainment, hospitality, information, etc.) able to draw tourists from all over Mozambique and the surrounding region. The Baixa area, including the historical landmarks, fishing port, railway station and historical buildings should receive special attention and all possible measures should be taken to enhance and preserve the heritage character of the area. A catalyst proposal for this area is presented in Section 6.1.3. Mafalala, where intellectuals and leaders of the independence struggle lived and created the structures that led to independence, is also a living community that warrants further investment, and *Associação Iverca* has worked with the community to develop community tours.

The city's contemporary culture, from its gastronomy and colonial architecture to its street markets and street music, should be actively supported and promoted. In addition to walking tours, offered by *Maputo a Pe* (Maputo on Foot), there is an opportunity to develop self-guided walking routes incorporating the city's main tourist attractions and ancillary experiences such as popular patisseries, bars and restaurants.

(2) Develop and promote events

A further draw card for certain market segments, particularly the entertainment-hungry domestic market, and opportunity to showcase tourism potential of Mozambique would be the hosting of events in Mozambique. Events could range from music and cultural, including gastronomic festivals, e.g. the annual Azgo Festival, Ilha de Moçambique Gastronomic Festival, the annual cultural festivals on Ibo Island and Ilha de Moçambique, Zouk Festival in Maputo, annual Dhow Race in Maputo, Inhambane Festival, etc. to sports challenges, e.g. Inhambane Diving Festival or the Prawn Run. Maputo's existing cultural events and the cosmopolitan 'vibe' could be leverage to position it as a festival city (*cidade de festa)* similar to the festival city status enjoyed by a town like Edinburgh. INATUR's proposed Convention and Events Bureau should identify at least two existing events with tourism potential and work closely with private-sector partners to improve the promotion of these. Current events such as the Azgo Festival and Avant Mozambique could serve as focal points, although ancillary events should be hosted throughout the year.

Maputo's citizens should be involved and festivals should encourage initiatives that address social inclusion goals for the city, as well as promote a learning culture among citizens. Tourist touch points across the city will need to be equipped with useful tourism and festival information, stakeholders such as taxi drivers, hotel concierges, tourism info centre staff and restaurants will need to be trained, and full details of the festival and ancillary actvities, including access, price, security tips, etc. should be reflected both through the destination's social media platforms and official tourism website.

4.2.6 Improving tourism facilities and services

(1) Attract investments in mid-market international branded hotels

Substantial growth in domestic and international tourism arrivals will require investments into larger mid market segment hotels as well as global brands and a package of special tourism incentives should be developed to attract such developments. Their brand presence will substantially expand Mozambique's market reach and distribution network. Such development of international brands will require more public investments in infrastructure and bulk services in support of private sector initiatives, particularly in the ZITs and priority investment nodes.

(2) Encourage development of inbound ground handling operations

Many tourists prefer not to travel independently, and to make use of the services of a local destination management company (DMC). Expansion in inbound tour operators and ground handlers is urgently required to package and deliver services especially to international, higher value 'mature explorer' and beach tourism travellers. Current regulatory and licensing restrictions and incentives related to vehicle import duties for this sector should be reviewed to ensure a competitive and encouraging operating environment.

(3) Improve interpretation, interaction and guiding skills at tourist touch points

Good guiding with properly trained guides, who have an excellent knowledge and an acceptable level of English can create memorable experiences. Tourist frontline staff, such as tourist guides, hotel concierges and taxi and tuk-tuk drivers should receive destination training for the areas in which they operate. A 'tourism expert' program e.g. Mozambique Expert, should be launched and promoted by INATUR online and through marketing collateral, tour operators, etc.

For conservation areas the proposed ANAC tourism focal points should be selected for their understanding and experience of tourism and conservation, and should be provided with training in nature guiding, languages, etc. For sites where there are no guides interpretation could be provided in other ways, e.g. through written and visual materials. The information panels and maps, which have been installed in downtown Maputo to highlight important buildings in the city's development are a practical example of this. The availability of good, up-to-date information about e.g. historical events, recent developments and seasonal changes, such as the arrival of migratory species, contemporary cultural events, traditions, etc., is also important for marketing the attractions.

4.3 Key area 3: Product and service quality

Goal: *To enhance product and service quality and value for money*

4.3.1 Improving efficiency and scope of license procedures

Addressing the efficiency and scope of licensing procedures by revising and simplifying license application requirements will assist developers when opening new businesses, will encourage investment and will address problems of inappropriate or illegal developments.

(1) Strengthen and simplify license application processes

Capacity at provincial and municipal levels should be strengthened to ensure efficient licensing. This includes the provision of appropriate equipment such as vehicles as well as thorough training on the process, requirements and time frames of licensing procedures. The efficiency and accountability at provincial level needs to be improved through instruments such as customer feedback systems, complaints lines, and performance management of officials responsible for the licensing procedures.

The requirements of the Commercial Licensing Regulations should be followed to simplify procedures. All requirements and approvals for licensing procedures from different authorities at different licensing

levels should be captured and MITUR should map out a sequence for combining similar requirements into a single simplified master process with clear steps and allocations of roles between all parties.

(2) Revise the licensing regulations to separate licensing and grading

MITUR should adapt licensing regulations to ensure a clear separation of licensing requirements and grading criteria, and grading should be removed as the basis for licensing. The basis could, for example, be the physical size or number of rooms of the project rather than the intended grading level.

4.3.2 Implementing an efficient and credible quality assurance system

Mozambique requires a few critical elements to ensure the success of the hospitality quality assurance system. These include an efficient grading system, and the human resource capacity to implement it

(1) Establish a separate grading division In INATUR

The current grading capacity at INATUR to design, develop and implement a new grading system is limited and a fully resourced grading department is required. The grading department must be provided with start-up and operational budgets for grading management software, recruitment and training of assessors, and a communication and awareness campaign. The proposed fees for grading are low and should be revised upward. The process should start by defining and agreeing the activities and key performance indicators of the grading department and developing an organogram with matching job descriptions.

The national grading system needs credible, professional and committed assessors to engage the industry, advise them on quality assurance matters, and work with them to achieve quality standards. The selection and thorough training of these assessors is therefore critical. While the DPTUR staff in every province conducts licensing inspections, this must be clearly separated from grading assessments. A system of independent assessors should be considered, with assessors contracted and paid on a 'per assessment' basis. Assessors should be assigned according to the density and distribution of accommodation establishments, and some provinces can be grouped together. A total of eight assessors is provisionally recommended for the grading system.

(2) Develop, implement, communicate and manage an efficient grading system

The following aspects of the current grading regulations require urgent attention by INATUR: i) revising categories and definitions based on international classification systems; ii) aligning standards with international best practice by including quality indicators; iii) reducing the grading period cycle; and iv) increasing the fees allocated to licensing authority. All supporting documents and procedures for application and appeals, assessment, deployment, payment of assessors, etc. need to be developed.

In preparing to launch the system INATUR has to address the following key success factors: i) installing a grading Management Information System for managing the grading system and recording and retrieving data on grading status; ii) implementing a credible, cost effective and efficient assessor structure; iii) allocate sufficient budget for grading activities; iv) launcging pilot implementation project with priority given to tourism development nodes; and v) communicating the grading system clearly and broadly to industry participants through website, media, employer associations and industry workshops.

4.4 Key area 4: Access and infrastructure

Goal: *To provide quality, affordable tourist access and tourism related infrastructure*

4.4.1 Providing easy and affordable access to targeted markets

As indicated in the situation analysis, costs and difficulties associated with tourist access to Mozambique are regarded as the most binding constraints for raising tourism value and growing arrivals.

(1) Accelerate air liberalisation

The situation analysis section of this report clearly demonstrates the huge price differential between air travel to and in Mozambique and competitors in the region. A concerted strategy is required to bring prices down, especially on regional and domestic routes. Assumptions that underpin the suggestions contained here and that need to be agreed by MITUR, Ministry of Transport (MIT) and other key parties before progress can be made in this regard are: i) the potential benefits of tourism growth far outweigh the profits and savings associated with protecting the national airline LAM and the associated price disadvantages it creates, in particular related to seat pricing; ii) it should be possible to allow for greater competition and price parity while maintaining and sustaining LAM for strategic reasons. The following interventions are recommended:

Air access workgroup: It is recommended that an air access workgroup be established under the auspices of MITUR and consisting of MITUR/INATUR, Ministry of Transport, The Civil Aviation Authority and the Mozambican Airports Company. A thorough investigation should compare tourism and airline revenues and losses under various scenarios and findings should serve as a tool for informed decision-making by the authorities. A catalyst project proposal in this regard is presented in Section 6.3.

Accelerated liberalisation: As a point of departure the strategy does not recommend 'open skies' at all costs and accommodates the government's policy of retaining a national airline. However, this should not be to the detriment of tourism growth and the Government should commit to:

- o A detailed growth path for air liberalisation and growth over the next five years, in pursuit of 'open skies' and with a view to at least having an additional, independent domestic airline servicing all major locations in Mozambique, and having four or five sustainable regional airlines flying key routes between South Africa and Mozambique and doubling the number of intercontinental flights to Mozambique.
- o Creating a more independent regulatory regime by clearly separating the airspace regulating authority from the political, governmental and airline sphere.
- o Pro-actively reducing barriers to entry for foreign airlines, such as repatriation of profits, local taxation benefits, using foreign distribution channels, providing feasible landing slots, and agreements of work permits for specialist staff.
- o Investigating and implementing incentives, such as reduced landing-fees, taxes, and fuel levies for flights to key tourism entry points such as Vilankulo, Chimoio, Nacala etc.

Technical review and support of LAM and aviation systems: Investments have to be made in providing technical assistance to LAM for a major and independent review of its operations. This should enable and encourage LAM to realign its business strategy in favour of competition, and a framework that assures its survival and profitability. In addition, all outstanding aviation aspects for lifting the EC ban on flights from Mozambique should be addressed to ensure the ban is lifted

Possible price controls: Should the government opt for continued protection of the national airline and a non-market related approach to managing the Mozambican airspace, the consequences for the market should be acknowledged and Government intervention should be considered to control uncompetitive ticket prices, e.g. putting a cap on maximum prices per route, especially domestically. However, this is not the preferred approach and accelerated liberalisation is recommended as the main strategy underlying the airline policy.

(2) Introduce a more competitive visa regime for high value tourists

A visa regime that allows easy and affordable access, especially to higher-value target source markets, is necessary. Apart from sending a very positive signal to tourism, such approach will no doubt result in significant tourism economic gains. UNWTO [71] notes the potential deterrent effect of strict visa

---

[71] UNWTO (2013): *Tourism visa openness report, updated for T20 Minister's meeting, UNWTO*

requirements and suggests five methods for improving visa access, namely a) improve the delivery of information regarding visa requirements, b) facilitate current visa processes through more efficient use of modern information technologies, c) differentiate visa treatment for various types of temporary visitors, d) institute e-visa programs and e) establish regional uni-visa agreements.

Attracting a captive market of high-value international travellers who are already on a regional Southern Africa journey is of utmost importance to the successful implementation of a higher-value target markets strategy. Urgent consideration should be given to introducing a shorter-term and lower-cost visa-on-arrival (e.g. USD24 for a 14 day visa) for citizens of selective high-value target markets, to be issued at least at Ressano Garcia, Maputo airport and other international airports, with the express purpose of encouraging extensions to Southern Africa itineraries.

4.4.2 Addressing tourist related infrastructure opportunities and constraints

The availability and adequacy of suitable infrastructure, such as airports, access roads, sanitation, water and electricity, at key tourism points are critical success factors for a competitive destination and a high quality visitor experience. The following interventions are proposed.

(1) Leverage large-scale industrial corridor infrastructures for tourism

The situation analysis provides information on current and future investments in road, rail, port and other infrastructures. It is incumbent upon tourist authorities to engage the Ministry of Planning and Development, Ministry of Transport and other authorities to ensure that such industrial plans include options for associated tourism infrastructure developments, such as improved feeder roads to tourism sites, cruise facilities at ports, rail tourism facilities, riverboats, and electricity and sanitation expansions to include tourist areas. The proposed expansion of the Tourism Facilitation Committee and Workgroups (Section 5.9) could be a suitable vehicle for such cooperation.

(2) Invest in infrastructure in tourism priority nodes

The following required infrastructure investments are proposed for the priority development nodes presented in Section 3.6.

Pemba/Quirimbas: Road improvement and maintenance of all roads; traffic management plan and pedestrianising of Wimbe beach; improve drainage for flood control purposes; urgent electricity improvement and expansion; improve waste disposal; Pemba airport upgrade.

Nacala/Ilha do Moçambique: Provision of infrastructure and services on mainland; further improvement of Ilha waste and sanitation management; improve public transport around area; improve connecting roads to Crusse and Jamali site.

Vilankulo/Bazaruto: Lengthen Vilankulo runway; improve access roads leading from main road; improve waste and sanitation management; construct access road to Inhassoro site; improve northern road link between LNP and coast.

Gorongosa/Chimanimani: Improve and maintain Machipanda-Beira road; maintain and improve Beira airport; construct bridge connecting Gorongosa northward to railway line.

Maputo City: Leverage tourism opportunities associated with Maputo Bay bridge and southern Maputo plan and route; improve public and pedestrian infrastructure in Baixa area; launch city clean-up, waste management and anti-litter campaign; improve tourism signage and interpretation in tourism areas.

MSR/Ponta do Ouro: Scope and improve access roads from the to-be-upgraded main road and internal roads; parking and beach access to be improved in Ponta do Ouro; development of sustainable waste management and sanitation system; conduct feasibility study for airport improvement at Ponta do Ouro; scope and improve Ponta do Ouro border post.

Inhambane/Tofo: Continuous road maintenance and improvements; improve waste and sanitation management; improve diving infrastructure in accordance with dive management plan.

Greater Limpopo National Park (LNP, Zinave, Banhine): Improve communication infrastructure in parks, especially online and guest communication; improve road links from main roads.

4.5 Key area 5: Marketing and branding

Goal: ***To market and brand Mozambique effectively in targeted, higher value target markets***

4.5.1 Marketing approach

Effectively promoting Brand Mozambique as a higher value leisure destination is an urgent and critical challenge, specifically in view of the recent stagnation of leisure travel. The following table sets out a selective approach to marketing Mozambique over the next five years during Phase 1 of the SPDTM II.

Table 4.1: Summary of proposed Phase I marketing approach

Strategy	Source markets	Target segments	Marketing Implications

Capture/support/ expand
 	
Phase 1: Apply 80% of marketing resources
	South Africa Portugal Brazil USA UK Germany Netherlands Domestic and expatriate	Luxury beach breaks Special interest – diving and marine Bush-beach City breaks Business	Targeted, aggressive marketing approach:
			• Brand and image management campaign to retain and enhance loyalty in core markets
			• Improvement and distribution of marketing collateral
			• Major travel trade focus, including:
			  o Attendance of selective trade fairs
			  o Travel trade education and familiarisation
			  o Joint marketing with local travel trade
			• Active travel media hosting program
			• Online content and social media drive
			• Domestic marketing campaign

Invest/nurture for growth Phase 1: Apply 10% of marketing resources	Above core markets plus following invest markets: Japan, China, Spain, France, Italy, India, Australia, Canada	Mature explorers Value beach breaks MICE delegates Special interest - nature	Follow a low-key marketing approach, mainly through: • Distribution of improved marketing collateral to Mozambique Embassies and tour operators • Targeted online content (with online translation) and social media drive • No in-market promotion, no attendance of fairs until product base improves
Leverage value Phase 1: Apply 10% of marketing resources	Angola, Malawi Tanzania, Swaziland Zimbabwe	Budget beach breaks Off-road adventurers Backpackers	Follow a targeted marketing approach, including image management communication, as these segments are influential by word-of-mouth • Online interaction with special interest forums and media, e.g. off-road RSA, backpacker forums, etc.
Watch/maintain Apply no resources	Belgium, Norway Switzerland, Sweden Nigeria, Ghana, Kenya, Zambia	Other, e.g. pure safari	No specific marketing interventions other than distribution of marketing collateral to Embassies and tour operators that sell Mozambique

In support of the target market strategy outlined above, Sections 4.5.2, 4.5.3 and 4.5.3 present a wide range of marketing objectives and interventions.

4.5.2 Establishing a strong, credible tourism brand image

Appropriate brand definition, communication and brand management is vital to convey Mozambique's competitive positioning as described in Section 3 and to protect and enhance its image in the face of regular crises and unfavourable media reports. The following actions are proposed:

(1) Consolidate Mozambique's brand identity

The brand analysis suggests that as a pristine marine destination with unique African, Arabic, Swahili, Eastern and Portuguese cultural influences, Mozambique promises the free-spirited adventurer an engaging encounter with unique, unexplored surroundings, and a taste of the exotic and warm, local people with energy and spirit. As such, the strategy proposes Mozambique's brand promise to be 'setting your spirit free' (see Volume 2: Background Report for full brand identity including brand pyramid).

Mozambique has a beautiful and well-designed tourism logo and it is of utmost importance that the proportions, colourful pallet, visual positioning, placement on signage and advertising, etc. be done correctly and in accordance with clear brand guidelines. A detailed brand toolkit with guidelines on the use of the brand and its full identity should be rolled out to all stakeholders and be available online. The logo has been used without a slogan over the past few years, only accompanied by the word 'Mozambique', and it is proposed that a slogan should be added to the logo to strengthen it, communicate the brand promise and provide an anchor point for community pride and collective messaging by the tourism industry. The following options may be considered:

Table 4.2: Slogan suggestions

Themes	Possible associated slogans
Flavour	- Mozambique – Flavour of Africa - Mozambique – Coast of flavours - Mozambique – Country/Destination with flavour - Mozambique – Extraordinary flavours - Mozambique – Africa with flavour
Free-spirited	- Mozambique - For free spirits - Mozambique - For the free spirited - Mozambique - Free your spirit - Mozambique - Set your spirit free - Mozambique - Free spirited
Untouched	- Mozambique – Untouched Africa - Mozambique - Touched by Africa - Mozambique - Africa Untouched

To ensure the coordinated, consistent application of the brand, the responsibility for managing the brand's application should rest with a formally appointed 'brand custodian' team, comprising private and public sector, including an INATUR representative with ultimate responsibility. All tourism stakeholders that interact with tourism will require intensive training on the brand identity and the values that need to be upheld. To make successful use of the brand, INATUR should make it its business to understand the needs and preferences of target markets; what is important to them; how they perceive the destination and Mozambique's competitors; how to communicate with them and what products fulfil their demands.

(2) Create and rollout an effective image management campaign

Mozambique's tourism brand image has been very negatively affected by sporadic and sometimes isolated incidents of police harassment, uncontrolled poaching and armed conflict. With no proactive image management and crisis communication strategy to counter these negative perceptions, destination Mozambique's brand is in danger of extensive long-term damage.

An image management task team should be created, so that Mozambique's stakeholders speak with one voice and create and implement a comprehensive pro-active image management action plan. The team should comprise private and public sector stakeholders, including an experienced media officer with strong press relationships, and should draw on the support of stakeholders at a local and national level relevant to particular crises, such as disaster management, police and immigration. A comprehensive image management plan should be developed, incorporating all the roles and responsibilities that have to be fulfilled, the communications and marketing required, and identifying all the stakeholders that would need to be involved to support the team and its goals. Information provision at tourist touch points should be incorporated within the image management plan. INATUR must identify points at which tourists are likely to be 'touched' and provide information to guide them throughout their stay, including an emergency number.

The image management plan should include a tourism crisis communication plan for dealing with specific situations, addressing topics as: assessment of the scale and impact of the crisis; establishment of crisis management team with clear roles and a mandated media spokesperson; a roaming mobile number and scheduled programme to be followed before, during and post crisis; regular, scheduled contact with relevant stakeholders; pro-active liaison with media to manage perceptions and information; preferred communication mechanisms, including free information hotlines and visitor info centres; and a post-crisis image restoration campaign.

A special initiative should be launched in conjunction with the police services to address practices that are harmful to tourism, such as police harassment, corruption etc. A joint visitor care program should be launched between MITUR and the police services and selected officers should be trained up in customer care and communication, and deployed at tourism attractions and on routes leading to tourist destinations. The private sector should also be engaged in such initiative.

4.5.3 Aggressively promoting Mozambique to target markets

(1) Improve tourism market knowledge for decision-making

A strong, reliable market research capacity should give INATUR insight into current market trends and opportunities, help guide their destination marketing and indicate the role played by tourism, providing evidence to support tourism investment. The following actions are recommended in this regard:

(a) Improve functionality, reliability and interpretation of international visitor surveys and domestic expenditure surveys
While the current visitor surveys and domestic expenditures surveys conducted by INE and MITUR (DPC) are a step in the right direction, the survey methodology and usage can be improved substantially through greater involvement of INATUR in directing the surveys, improved questionnaire design, more representative sampling, fieldwork professionalism and improved interpretation and communication of survey results.

(b) Track and conduct market research and intelligence relating to target source markets and segments. In addition to the visitor exit surveys and the domestic expenditure surveys, specific target segment research is required in respect of i) the travel patterns, needs and preferences of the growing expatriate market related to the resources boom and ii) secondary market intelligence to capitalise on available in-depth studies and research conducted by tourism authorities in neighbouring South Africa[72] and by UNWTO, accessible through its comprehensive UNWTO library.

(2) Evaluate and improve the portfolio of printed marketing collateral

Producing print marketing collateral is expensive and should be limited to only a few, high-quality professional brochures, flyers and maps, while its content can be repurposed and used across the online platforms mentioned below. In addition, all collateral should consistently and accurately reflect

---

[72] SA Tourism: *http://www.southafrica.net/research/en/landing/research-home*

Mozambique's visual brand identity and its brand language, be of a professional quality and available in Portuguese and English. The current portfolio of marketing materials should be thoroughly evaluated in terms of suitability, quality, distribution and cost efficiency, and should be adapted where necessary to suit the target market strategy.

(3) Promote the destination in partnership with the travel trade and media

Operators claim that Mozambique is "not an easy sell"[73] and strong, pro-active and mutually beneficial relationships need to be forged with selective tour operators and media, and maintained to grow awareness of the destination in strategic source markets.

An integrated action plan aimed at supporting these operators and media that fits within the overall marketing strategy needs to devised and implemented, incorporating activities as in-country trade workshops in at least one source market annually; development and promotion of a trade education programme incorporating online training, such as that employed by Dubai (Dubai Expert), Australia (Aussie Specialists) and South Africa (Fundi); familiarisation trips for front-line selling staff from key operator partners and media; distribution to the trade of destination marketing collateral and a sales and marketing toolkit with images, brand toolkit and information that can be used to 'talk' about the destination; and joint marketing agreements in key source markets with trade partners.

Given the cost and resource requirements associated with attendance of trade shows, it is recommended that a critical view should be taken of these events by INATUR and its industry partners, and that only selective opportunities should be pursued for applying public sector resources at trade fairs. For example, it is not sensible for Mozambique to exhibit in South Africa at both the WTM Africa and the Indaba, and a choice should be made in this regard, in conjunction with local industry partners.

In-market representation with measurable objectives and accountability in key markets, such as South Africa and Europe, would go some way to enhancing relationships with trade and media.

(4) Promote business tourism

Mozambique has the potential to develop its MICE and business tourism segments, particularly in Maputo, thanks to the construction of the Joachim Chissano Convention Centre and the influx of business tourism, with the mining, natural gas, telecommunications and retail developments attracting multi-national companies.

A special MICE marketing plan should be drafted and implemented, outlining actions in the field of promotional materials and activities, bidding support to professional associations, generating and distributing leads, etc. A Convention and Events Bureau should be created to position Mozambique on the international MICE stage and proactively bid for events and incentive travel business (Section 4.9.2).

(5) Launch an integrated *#maninguenice* domestic (including expatriate) marketing campaign

Given the growing potential of the Mozambican local travel market a domestic tourism promotion campaign should be launched under the colloquial campaign name *#maninguenice*. The *#maninguenice* campaign will use the events strategy outlined in Section 4.2.5 (2), focusing on the domestic market drivers of entertainment and culture to stimulate domestic leisure tourism demand. Special events packages will be created and marketed through various distribution channels. Furthermore, a survey focused on the expatriate community resident in Mozambique should be conducted to assess the needs of this potential domestic tourism sector.

---

[73] Interviews with local ground handlers and tourism stakeholders in Mozambique

4.5.4 Conducting successful online destination marketing

(1) Develop official destination websites as digital tourism focal points

INATUR's new website must provide reliable, engaging, continuously updated information on destination Mozambique. The website is the hub to which all online marketing initiatives and PR should be directed, providing quality and varied information that can be repurposed and distributed across a full range of the promotional mix, including a well maintained blog, social media, and links to print and electronic media. The new website also needs to reflect the brand identity including the design, style of the copywriting, and images used. The content of the current website requires a complete overhaul if it is to reflect the target markets and product priorities of this SPDTM II.

The national website portal should be underpinned by provincial and local websites, based on the areas identified in the spatial priority areas strategy.

(2) Launch a vibrant digital and content marketing campaign

With the establishment of strong website hubs in its national and provincial websites, INATUR should use a mix of online and offline marketing channels to disseminate an engaging, informative content that can be repurposed to fit the channel's requirements, create awareness and drive traffic back to its website. INATUR should make content available to partners for use in their own promotions. To differentiate itself, INATUR needs a strong digital and content marketing strategy and the skills and resources to execute it. On-going content development, distribution, engagement and measurement is a full-time dedicated role for a skilled e-marketer and should not be absorbed within the team to do on an ad-hoc basis when time permits. External assistance will also be required for developing and implementing online promotion campaigns and producing suitable online content – images, video and text.

Online marketing and distribution tools that INATUR can use to showcase its brand identity in an integrated manner include a blog, Facebook, Google+, Twitter, Pinterest, Instagram, YouTube, Foursquare, Remarketing,, eNewsletters and Mobile apps. For all online marketing activities, it will be important to pay ample attention to Search Engine Optimization, possibly via Pay-Per-Click marketing. INATUR should focus on those platforms most likely to reach its target source markets and segments, instead of trying to cover all with a 'shotgun' approach. Constant social media engagement and success measurement is required.

Engaged, happy visitors are the best marketing tools Mozambique can have and their recommendations should be leveraged through such activities as using hashtags to tag content, initiating sharing opportunities and rolling out affordable WiFi connections in partnership with the industry. A proposed earned media (i.e. user created content) campaign - #mozmemories - is detailed in Volume 2: Background Report with the aim of encouraging visitors and locals to create user-generated content and share their Mozambique memories across social media platforms.

4.6 Key area 6: Business and investment conditions

Goal: *To ensure a business and investment friendly tourism environment*

4.6.1 Reducing import leakages

As noted earlier, a major contributor to the relatively high costs of destination Mozambique is the heavy dependence of the tourism industry on imports for a wide range of inputs, including basic food and beverage supplies.

(1) Create a 'matchmaking' platform for supply and demand sides of the industry

Concerted action is required to bring local producers, their financing institutions, and the hotel and

restaurant industries together to evolve and implement a local production and import substitution strategy. This will hugely assist in minimising leakage in the sector and assuring the flow and redistribution of income to local producers in various provinces. It is recommended that an online 'match-making' platform be created as a partnership between MITUR and Ministry of Industry and Commerce (MIC) to serve as a directory of suitable, quality producers and products and to enable the hospitality and travel industry to engage with related SMME producers and products is recommended.

(2) Enhance and strengthen production capacity of tourism-related SMMEs

Enhancing capacities of enterprises that supply the tourism sector requires focused Government interventions and consistent support over the medium to long term. It requires MITUR to analyse the tourism value chain, identify 'low hanging' opportunities for local supply development and work with counterparts such as Ministries of Agriculture, Commerce and Industry, Finance, and the Central Bank to develop supplier capacity. It is recommended to undertake a survey that would identify potential tourism suppliers in and around key tourism destinations, which can serve as a basis for the development of supply clusters and for the extension of business services.

At various destinations in the country, interesting opportunities exist for spawning, developing and enhancing new strata of tourism-related businesses, based on the natural, cultural and historic resources in local communities. Potentially attractive tourism offerings, such as traditional cuisines and beverages that are specific to major geographic regions, traditional boating, teaching and playing of traditional games, and cultural and musical performances, remain largely undeveloped in many destinations.

(3) Introduce measures that reward local content usage by tourism businesses

MITUR should agree with the private industry a range of fiscal policy measures that incentivize and instil a "buy Mozambique" culture among hospitality and travel industry operators. In addition, industry (hotel and restaurants associations) can adopt self-regulatory measures and policies, such as encouraging its membership to source products from the local producers, e.g. within a 50km radius, if it is competitively priced and meets the quality standards.

4.6.2 Enhancing access to tourism finance and business services

The tourism business environment should encourage enterprises and individuals to engage in the profitable production of tourism-related goods and services. The following recommendations pertain:

(1) Improve information flow between the tourism and financial sector

There is lack of knowledge in the tourism sector industry of the various financial products on offer by the Mozambican banking and financial system and access requirements of the financial sector. An online information exchange platform that enables the financial system to market its products to the tourism sector is recommended. This may be combined with the proposed supply-chain 'matchmaking' platform and could comprise a simple website with a list of financial products available to the tourism sector from the domestic financial system as well as from regional and multilateral financial institutions.

This strategy could also tap into the recently approved US$25 million World Bank loan to Mozambique to promote financial markets in the longer term by reinforcing financial stability, increasing access to finance by households and firms, and enhancing the development of long-term financial markets.

(2) Enhance access to business services and finance for tourism enterprises

Tourism businesses, especially small- and medium-scale entrepreneurs and potential developers, should have access to professional expertise and supportive start-up business finance. MITUR should create a shortlist and catalogue of professionals and business services providers that can be available to tourism businesses, supported by a project preparation facility in the form of a matching grant fund, with clear

parameters, which entrepreneurs and potential developers can access.

The Capital Projects Feasibility Program of the South African Department of Trade & Industry, which has funds to support business feasibility investment studies, is an example of such a facility.

4.6.3 Significantly increase private and public investments in tourism

The provision of basic infrastructure (energy, ICT roads, sanitation & sewerage systems, transportation, water) is essential to facilitate any economic transformation process. Thus, the attractiveness of ZITs and other priority investment nodes will depend largely on the availability of basic infrastructure services, and on a suitable management and regulatory framework.

(1) Kick-start developments in priority tourism investment areas

After four years of designating ZITs, it is important to operationalise at least one or two workable models for priority tourism investment areas that can be replicated in other parts of the country. Given the amount of funding and background work that has already gone into the Arco Norte and Anchor Investment programmes, it may be appropriate to focus on these as pilot projects and to identify and engage a private sector entity with the necessary financial capacity and track record in resort development and management to partner with the Government. Key success factors for the ZITs are the availability of land and ease of acquisition, availability of infrastructure, and a management and regulatory framework that is supportive of investors and assures a good quality of life in the zone. This should start with MITUR spearheading the completion of master plans for the areas.

In Pemba the existing ZIT shell company established under the Arco Norte project could be re-invigorated as a functioning resort management company for Wimbe beach and other resort areas, including establishing a joint venture agreement, between the various governmental and private landowners and providing the necessary financial and human resources for effective operations. Such a development company model could also be followed in other areas. It will also require the development and introduction of a supportive regulatory framework and procedures for investments in the priority tourism development nodes.

The process to transform the company, provide financial and human resources, and create a supportive regulatory framework for the selected priority areas should not take more than a year to complete. Thereafter, the company needs to focus on securing infrastructure financing and providing requisite infrastructure in support of on-going investments and catalyst projects in Phase 1 of the SPDTM II, where Wimbe Beach, Vilankulo Marginal and Maputo Baixa area are proposed as possible catalyst projects. Lessons learned will be vital to operationalising remaining priority areas across the country. Phase 2 of the SPDTM II should see further expansion in infrastructure provision and a move towards attracting large-scale investments.

(2) Create public-private-community land banks in priority investment nodes

To create contiguous and sizeable plots of land required for major investments, there is the need to acquire and compensate existing individual and community landowners. In line with the model and option of "land for equity swap", open to Government agencies engaging in PPPs on government land, a framework should be considered that allows individuals and community lands to be swapped in full for equity, or in part (cash and equity) through the institution of a community Trust. This enables communities to become partners in development of the priority tourism investment areas. Instead of stripping them of their lands for short-term cash compensations, communities and individual landowners have the opportunity to benefit as shareholders and stewards of a long-term investment activity.

This activity will require the identification and titling of lands within the ZIT, and the creation of an investment trust vehicle to accommodate landowners. Shareholding in the trust will be proportionate to the value of lands brought in.

4.7 Key area 7: Human resources development

Goal: *To facilitate the supply of skilled human resources to the tourism industry*

4.7.1 Improving the quality and extent of training supply

The strategic recommendations for human resources development strategy build on the previous strategy of 2006 – 2013, with the goal of improving the supply of skilled human resources to the Mozambican tourism industry. The expected growth of the tourism industry over the ten years of 2015 to 2025 will place pressure on the current training providers to adjust the quantity, quality and discipline of the students that they supply to the industry. The number of hospitality graduates should be significantly increased to meet the demand in the hospitality industry, while the number of tourism graduates should be managed to meet realistic demand and not to create a situation of unemployed graduates. The following approaches are recommended for ensuring realistic numbers and quality of trained tourism manpower:

(1) Improve training quality and capacity of existing tourism institutions

It is recommended that training institutions re-evaluate both the quantity of skills demand and the quality of courses and tourism programmes to improve employability of graduates. Interventions for improving the nature and extent of tourism training supply could include a) improving institutional-industry linkages through mechanisms such as industry-led advisory committees, b) developing a quality assurance system for tourism institutions by setting standards that institutions can aspire to and meet to improve the quality of their training, c) initiating a Professional Development Placement (PDP) programme to update the technical skills, knowledge and understanding of changing operating conditions of vocational trainers by placing them in good quality properties on a formal programme, and d) improving internship systems by developing guidelines for managing and implementing such systems.

 Facilities for training delivery should also be strengthened by among others:

Improving existing training facilities: Using standards generated for the accreditation system, INATUR training department can review training institutions to identify gaps and draw up development plans to fill gaps.
Developing facilities for training for professional cookery: Well-resourced professional cookery training facilities are needed in a number of locations, including Salamanga (to serve the south coast tourism development node), Maputo city, Inhambane (to serve the leisure coast development node), and Pemba (to serve the north development node). These training centres must include small-scale cookery skills laboratories with sufficient equipment and utensils.
Establishing a well-resourced dedicated hospitality training institution: Mozambique needs a good quality dedicated hospitality training centre to replace the former Andalucía hotel school. This envisaged facility could deliver a range of both vocational and higher education programmes, thus covering technical training and management development. Good quality facilities are important to maximise the impact of courses delivered.

Lastly *t*he use of the PIREP training material resources should be maximised. The materials developed by PIREP in support of the vocational training certificates in tourism and hospitality constitute a valuable national resource. These materials can be used to support skills development for occupational certificates in INEFP and other training centres.

(2) Support on-job training in industry

- *Distribute PIREP training materials to hospitality industry:* The majority of employees in the hospitality industry are trained on the job by their employers without any supporting training material, and often by supervisors or 'trainers' who lack technical skills or training themselves. Providing good quality training materials to employers will improve industry standards and the quality of on-job training.

- *Mentorship programme:* A mentorship programme should be developed by INATUR to allow for a transfer of skills and knowledge between skilled foreign managers and mid-level national staff. Such a programme will help to develop a cadre of new managers in the industry and decrease the reliance on imported skills.

4.7.2 Developing a tourism culture and awareness

Overall tourism awareness is deemed to be quite low in Mozambique, apart from a few geographical areas where there is greater tourism activity than in many other parts of the country. Developing a service culture and tourism awareness will help to attract talent into the industry and foster a tourism friendly nation. This can be achieved through the following strategies:

(1) Introduce tourism as a subject in secondary schools

A dedicated schools tourism programme can contribute to achieving a tourism culture while at the same time improving the potential for domestic travel as learners learn more about their country and its tourism assets. Such a programme is available through the Global Travel and Tourism Partnership (GTTP), which has established and manages tourism programmes in high schools in 12 countries worldwide. Pilot schools should be selected in key tourism areas as well as some mid-to upper level schools where the students come from families that can afford domestic travel. In addition to the schools programme, develop a tourism careers promotion campaign with materials to disseminate to schools.

(2) Implement a tourism and service awareness programme

A service and tourism awareness programme for people in tourism touchpoint positions such as immigrations staff, (traffic) policemen, foreign exchange personnel, small tourism business owners, etc. should be introduced. The existing Bem Servir campaign managed by DINATUR provides both a budget and a basis to develop and deliver service and awareness training. This programme should be packaged into a specific workshop-based training programme. Responsibility for the programme should rest with INATUR training department.

4.7.3 Strengthening government capacity to deliver effectively on tourism

Neither the Government nor the business community in Mozambique treat tourism with the importance it deserves. Developing the tourism knowledge, skills and understanding among tourism and interdependent government departments at national, provincial and municipal level will help to unlock tourism potential by creating the enabling environment in which tourism can flourish.

(1) Develop tourism knowledge, skills and understanding among tourism and interdependent government departments at all levels

This will be achieved through three activities, namely:

Tourism Champions campaign: A programme to create tourism champions in all levels and sectors of government should be developed to recognise and reward officials from supporting departments for their contribution to the achievement of tourism goals. Such a campaign could include elements as a Tourism Champion logo, certificate of attendance at workshops and an award certificate. Workshops should, among others, address the economic importance of tourism development and should be delivered to tourism facilitation committees and personnel from key tourism support activities, such as transport, utilities, waste management, policing and security, planning, health, conservation and other relevant ministries, departments or agencies.

Improved selection and appointment of national and provincial tourism officials: The recruitment and selection of the right candidates for tourism positions requires attention, and job descriptions and specifications should be consistently applied to ensure that candidates are qualified for the positions. Personality and

ability tests should be introduced when recruiting for key positions. Current job descriptions and job specifications should be reviewed to ensure they are in line with the job requirements.

Training program for national, provincial and municipal tourism officials: The situation analysis revealed that many national and provincial tourism officials do not possess the qualifications or knowledge to deliver on their jobs. The skills gaps identified by respondents included English language skills, project management, tourism research and planning, understanding of the fundamentals of tourism, and destination management including social media marketing, tourism distribution channels and investment promotion. MITUR HR department must take the lead to manage and coordinate a formal development programme for these officials, focusing especially on DPTURs. The programme must be linked to job requirements and delivered through a range of strategies. Incentives, such as better promotion possibilities, should be offered to participants in the programme. The programme must be widely communicated and should be seen as a flagship programme for skills development.

4.8 Key area 8: Sustainability and impact management

Goal: *To ensure sustainable, community beneficial tourism operations*

4.8.1 Ensuring socially and environmentally sustainable tourism developments

While the Mozambican Government has adopted strong commitments towards sustainable development, and the country's planning and environmental legislation provides a strong legal framework to address these issues, these are not observed in practice. Legal frameworks and policy commitments need to be backed by the intention and capacity to implement them effectively.

(1) Adhere to accepted sustainability practices and guidelines

It is recommended that all authorities, but in particular those in charge of tourism conservation areas and urban growth nodes, should be encouraged to comply with best practices relating to planning, zoning, local and international law enforcement, and stakeholder engagement. Specific guidelines are provided in Volume 2: Background Report in relation to planning and design of tourism facilities; energy use and conservation; water conservation; waste management; pollution prevention; sustainable building materials; management of construction; local economic linkages; working conditions and staff training.

Aspects that require particular attention when developing nature- and culture-based tourism products in and around protected areas are i) formulation of tourism management plans including actions and capacity for sustainable management; ii) proper and enforced zoning of areas that are sensitive and vulnerable (natural and cultural) where tourism developments should not be permitted; iii) regular review and progress reporting with implementation of management plans, and use adaptive management to respond to unanticipated changes; iv) environmental law enforcement to ensure that tourism developments and activities comply with relevant legislation, especially land use and environmental regulations; v) suitable visitor management measures to ensure that visitors understand the sites they visit, are safe and do not do anything that might damage the site; vi) applying international guidelines for sustainable tourism management in natural and cultural sites, including the Convention on Biological Diversity (CBD) guidelines; and vii) engaging local stakeholder in visitor management, and development and implementation of tourism product.

Special care should be taken to encourage sustainable sport hunting by setting hunting quotas scientifically; establishing hunting quotas for the whole of each cluster of hunting areas and conservation areas; reviewing quotas annually following an adaptive management process based on monitoring of wildlife population and trends; and involving communities and safari operators in annual monitoring of wildlife populations.

Good practices and successes achieved in sustainable management of nature and culture tourism resources in Mozambique, should be shared and applied, complemented by good practices gained from

the rest of the Southern Africa region. Volume 2: Background Report outlines examples of best practice in Mozambique for sustainable cultural tourism and conservation.

(2) Apply environmental legislation

Tourism developments should always be planned and designed to comply with Mozambique's legislation and regulations, as well as employ regional and international best practices. Due recognition should also be given to international agreements, standards and guidelines of relevance to nature and heritage tourism development and ratified by Government, such as the Convention on Biological Diversity's Guidelines on Biodiversity and Tourism Development[74].

Special care should be taken to ensure that all development projects above a certain specified size and/or in specified categories obtain an Environmental Licence before they proceed, as required under Mozambique's Environment Law. This includes requirements for preparation and submission of a full EIA or a simplified EIA, depending on the location, type and scale of a development. In relation to tourism developments and activities in sensitive marine and terrestrial areas, it is recommended that EIAs should include a requirement to comply with the Guidelines on Biodiversity and Tourism Development of the Convention on Biological Diversity.

There is a need to improve the assessment of the quality and quantity of water resources, when considering the impacts of tourism developments and activities, especially in the coastal zone. More detailed assessment procedures and methodologies should be developed and implemented by the Regional Water Administrations (ARAs) for assessment of groundwater resources and cumulative impacts of abstraction on aquifers and on their recharge. Key features of the Water Law in relation to tourism activities and EIAs are outlined in Volume 2: Background Report.

(3) Step up law enforcement to control illegal exploitation of resources

As indicated in Section 2.2, the success of tourism is heavily dependent on the diversity and quality of natural and cultural resources, and Mozambique's fauna, flora, marine and mineral resources have been plundered over the past five years in particular.

The Government should prioritise law enforcement regarding wildlife poaching, illegal logging, exploitation of marine resources, illegal mining (especially in conservation areas) etc. at the top of its agenda and MITUR should work with relevant law enforcement agencies to take a 'no tolerance' approach in addressing this problem.

(4) Improve communication regarding responsible tourism

In addition to receiving marketing information about tourism opportunities in the country, tourists, tour operators, public authorities and other stakeholders should be educated about good practices for the development, improvement and management of tourism facilities and activities.

MITUR should devise a code of ethics for tourists, communicating the need for sustainable tourism and actions for responsible enjoyment of their stay in each destination, including tips on nature and wildlife issues. This could include requests such as i) assisting with conservation efforts through efficient use of resources including energy and water; ii) preserving the attributes of the Mozambican people by respecting traditions and customs; iii) avoiding activities that damage Mozambique's natural environment; and iv) selecting tourism products and services that comply with social, cultural and environmental responsibility.

(5) Implement effective waste management measures in destinations

---

[74] Secretariat of the Convention on Biological Diversity (2004): *Convention on Biological Diversity's Guidelines on Biodiversity and Tourism Development*

Special consideration should be given to waste management in tourism growth nodes in Phase I of the SPDTM II. This could include the launch of a national 'cleanest town campaign' to reward local communities for launching anti-littering campaigns; conducting an audit of current waste pollution levels and waste management facilities; implementing suitable waste disposal and processing systems; and integrating specific sub-plans and proposals for waste management into local development plans.

4.8.2 Ensuring community involvement in nature- and culture based tourism

The importance of local communities in Mozambique's wildlife conservation and management can not be underestimated, and it is particularly important to build their support for conservation and sustainable use of resources.

(1) Forge strong and viable community partnerships in conservation areas

Existing investments in community-based tourism products in National Parks and Reserves should be consolidated by focusing on those that have realistic market potential, and where appropriate, establishing joint ventures/partnerships between communities and private operators through a tendering process. In addition to maintaining and where possible improving the facilities of existing community-based tourism products, these should be marketed through appropriate online, travel trade and media channels, and tourism information and signage should be improved (see Section 4.2).

For new community-based developments a professional assessment of market demand should be conducted and financial viability should be realistically assessed, including the potential for communities to gain indirect benefits through supply of goods and services to tour operators and tourists.

In developing tourism products it is important to involve communities, and develop and agree with them clear guidelines for tourism activities, including the way these activities are conducted, the numbers of tourists who can participate in any time period, and the roles and responsibilities of the communities and the tour operator in ensuring that the activities are managed.

(2) Support and leverage community-based tourism under MozBio

The focus of MozBio is on promoting and strengthening community-based tourism initiatives that have already been initiated and to work with existing organisations with presence and experience in the targeted areas. Various models, including community concessions and joint ventures will be trialled to provide financial support to communities to ensure the most appropriate approach for support of community-based tourism in each targeted area.

Furthermore, the MozBio project recognises the need to consider tourism within the context of all the other parts of the tourism value chain and this approach should be supported. This includes strengthening tour operator and hospitality linkages, training and support for communities in areas with tourism activities, provision of seed funds and technical assistance for business development and marketing. Tourism authorities and the industry are in the best position to work with conservation authorities in ensuring the potential market feasibility of tourism developments, train communities in tourism, provide market access and exposure for community-based products, etc. A close working relationship should be forged between tourism and conservation authorities, communities and the private sector.

(3) Enhance integrated community development in hunting areas

ANAC's efforts in facilitating partnerships with local communities and private investors to create a profitable environment for communities to participate in tourism development within the hunting areas and game farms should be supported where possible by the tourism authorities. For ANAC to fulfil its mandate, it needs to have the capacity to engage and work with communities, and this is being addressed within the MozBio project, including strengthening the relationships with communities residing within hunting areas; gathering information on the communities residing in the various hunting areas; reviewing

the existing hunting contracts to establish the responsibilities of both parties; identifying further ways in which local communities can benefit from and manage the natural resources in the hunting areas in a sustainable manner; and examining options available to communities to use the revenue generated from the use of wildlife resources in the hunting area.

(4) Enhance community-based participation in cultural tourism

Cultural attractions can also be related to the living culture of communities that helps to define the 'sense of place' of different destinations, and the support of local communities can be essential for the development of cultural experiences into tourism products. A support programme should be developed to increase the community's involvement in and benefits associated with cultural tourism.

This will entail commissioning a study to examine community involvement and benefits directly and indirectly associated with cultural tourism; using participatory approaches to identify interventions needed to expand community involvement and benefits associated with cultural tourism; developing a training programme targeted at the needs and priorities of communities based on training materials developed by UNESCO[75]; and establishing a fund to support tourism product development by SMEs, community associations and local NGOs.

(5) Address critical CBT success factors

A great deal more needs to be done to ensure the maximum involvement and benefits to local communities. In particular, the following critical success factors need to be addressed:
- Training and capacity building: More investment is needed in environmental and tourism education and awareness for communities
- Improved business viability: New models and approaches need to be developed that make the participation of local community in tourism developments more effective and more equitable
- Community sub-concessioning: Consideration should be given to allocating directly to local communities tourism concessions inside or in buffer zones of conservation areas and hunting blocks
- Community relations: Improved relations between communities and conservation areas will also make it easier to undertake effective conservation management and to expand tourism in conservation areas.
- Community land demarcation: Technical, legal and financial support needs to be provided to communities for demarcation of their community lands, in order for them to be better placed to establish and benefit from joint ventures / partnerships with the tourism sector
- Supply linkages: Community capacity should be enhanced to develop and manage small-scale tourism businesses that offer goods and services to tourists and tourism enterprises, in particular through practical training in guiding, food hygiene, customer care, etc.

4.9 Key area 9: Institutional arrangements

Goal: *To provide adequately structured and resourced tourism institutions*

4.9.1 Ensuring effective implementation and monitoring of tourism plans

Several recommendations are made pertaining to MITUR and its agencies. It is assumed that a separate and suitable strategy will be devised to deal with conservation management and conservation-related institutions, in particular ANAC.

(1) Establish an independent and high level national implementation monitoring unit

---

[75] http://www.unescobkk.org/culture/wh/cultural-heritage-specialist-guides/

The lack of effective implementation is the most important shortcoming identified in current and previous tourism plans and should be addressed as a matter of priority. A monitoring, coordination and arbitration unit should urgently be established to act as an oversight body for ensuring implementation of tourism-related plans.

Such unit should have the following key functions, including:

- Monitoring and coordinating SPDTM II implementation
- Monitoring and advising in implementation of other tourism plans
- Tracking and advancing adherence to land-use plans in tourism nodes
- Acting as a secretariat for the inter-stakeholder Tourism Facilitation Committee

Such a unit will only be successful if it is equipped with highly skilled and professional staff, is functionally independent and is mandated at the highest level.

To fulfil these conditions, it is proposed that the current office of Ministerial Tourism Advisor evolves to become the Tourism Implementation Monitoring Unit, as depicted in Figure 4.1 below. The office could be headed by the current tourism advisor and should have at least two more highly competent technical staff members and support staff.

(2) Strengthen the role and functioning of the Tourism Facilitation Committee

Stakeholders expressed concerns about the inadequate cooperation and working relationships between MITUR and other relevant Ministries operating in the tourism arena, as well as about the limited public-private engagement, especially at a strategic level. It is recommended that the role and functioning of the inter-ministerial Tourism Facilitation Committee (TFC) should be strengthened in the following ways, as presented in Figure 4.1 below:

Figure 4.1: Proposed Implementation Monitoring Unit and Tourism Facilitation Committee
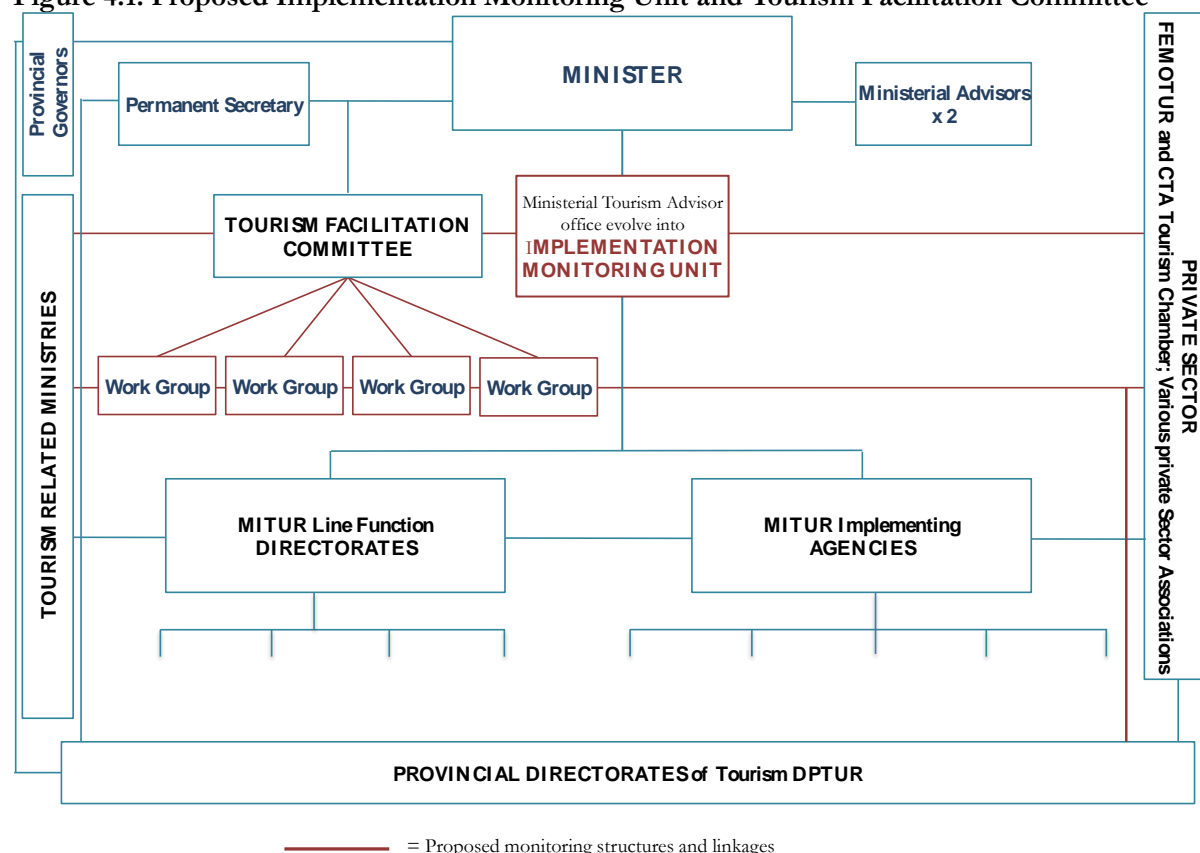
- Mandating the proposed Implementation Monitoring Unit as secretariat of the TFC

- Agreeing a clear and consistent agenda
- Strengthening public sector representation at senior management level from all relevant Ministries and Agencies
- Providing for private sector participation in the TFC
- Establishing Working Groups to deal with key agenda items and actions emanating from SPDTM II

4.9.2 Structuring public sector institutions appropriately and strategically

As a point of departure, the following principles are proposed for structuring MITUR and its agencies.

- The line function Directorates of MITUR are mainly responsible for undertaking the Government's policy, planning, facilitation, coordination, regulatory and monitoring role in creating a suitable environment and playing field for the tourism industry to flourish and grow.

- The government tourism implementing agency INATUR is responsible for implementing destination management functions that require direct involvement by the Government and mostly entails a partnership with private sector, including destination marketing, investment facilitation, industry training, quality advancement, etc.

- Although the DPTURs are mandated to prioritise and executed matters that are of importance to their provincial areas and report to the provincial Governors, their role in executing a cohesive tourism development strategy is very important and they should commit fully to participating in executing SPDTM II.

(1) Clarify and restructure MITUR roles and functions in accordance with the strategy

The situation analysis highlighted various overlaps and roles and functions of the various MITUR directorates. The MITUR statutes list a host of functions for each directorate and department, and critical performance areas need to be clarified. Based on the requirements of the SPDTM II, the following Key Performance Areas (KPAs) for MITUR are proposed:

- *Policy, planning and licencing*, including: Policy and Regulation; Destination Planning, and Licensing
- *Tourism cooperation and partnerships*, including International Cooperation; Inter-ministerial Cooperation and National-provincial-local Cooperation
- *Destination management*, including Statistics and Information Management; Product Support and Advancement and Special Projects Management.

The current MITUR statutes are not fully aligned with the KPAs outlined above and some re-definition of roles and restructuring may be required, whereas it is recommended to re-assess MITUR's structure in accordance with the KPAs. A detailed list of functions for each of the KPA's is provided in Volume 2: Background Report.

The following institutional aspects should be attended, based on the KPAs outlined and the requirements of the strategy:
- Ensure structure follows strategy: MITUR should be structured appropriately to execute the requirements of this national Strategic Tourism Development Plan and the strategies contained herein
- Draw a distinction between corporate and sector functions: An important principle is that the MITUR line function Directorates should be externally focused on implementing the SPDTM II in collaboration with related public and private sector partners. All aspects related to MITURs corporate management, i.e. finance, human resources, legal matters, business planning, etc. should be dealt with by a Director or General Manager for Corporate Services and should preferably not reside in any line function Directorate or Department
- Critically evaluate each function to ensure maximum efficiency: It is pertinent to mention that various

functions of the Directorate of Gaming coincide with the 'policy, regulation, planning and licensing' KPA and consideration should be given to either consolidate these functions for tourism and gaming in a single line function or, if this is not possible, to share resources and encourage synergies

(2) Strengthen INATUR's structure and institutional capacity

The sections of this report dealing with Destination Marketing, Human Resources Development and Quality Assurance contain specific proposals relating to INATUR's mandate. Empowering and strengthening INATUR to deal with its core business is considered a prerequisite for implementing this strategic plan. These include:

- *Strengthening INATUR's Marketing Services Directorate:* As a starting point INATUR's marketing mandate should be clarified, particularly concerning the overlap between DINATUR and INATUR with regards to certain PR and marketing roles. Similarly, the role of DPTURs in the marketing of their provinces needs to be clarified. To ensure clearly defined roles and responsibilities across these institutions, it is imperative that proper, detailed job assessments and descriptions should be drafted based on the proposals of this SPDTM II.

  The plan for strengthening the Marketing Services Directorate should include Key Performance Indicators (KPIs) and comprehensive and regular reporting against these objectives. Examples of KPIs in this new environment could include social media and website metrics, market share and tourist arrivals, visitor spend and length of stay, campaign exposure and evaluation, return on investment, number of successful PPPs, destination awareness, image and preference. The Marketing Services Directorate should be restructured and strengthened based on these proposals, e.g. the new-look INATUR Marketing Services Department will require strong digital and content marketing skills and capacity. Capacity building of INATUR marketing staff should take the form of theoretical training from international experts and practical on-the-job application through the implementation of activities outlined in this strategy, as well as regular mentorships with private sector partners in Mozambique

- *Re-focusing INATUR's investment and property portfolio in Mozaico do Indico:* Investment promotion in a highly competitive international and domestic marketplace requires an entity that can focus on the job. While Mozaico do Indigo S.A (MdI) was originally incorporated by INATUR and IGEPE to fulfil that mandate, it has lacked the leadership, financial capacity and private-sector orientation necessary to carry such mandate through. Immediate restructuring of MdI is proposed to position it as a one-stop investment promotion agency, including its recapitalization and hiring of qualified staff. The mandate should be targeted investment preparation and attraction during Phase 1 of the SPDTM II that will focus on the major priority investment nodes as identified in this strategy. This will also serve as a learning phase that enables a full swing investment promotion effort covering all primary and secondary investment nodes with completed master plans, in Phase 2.

  It is recommended that INATUR should retain ownership of its current asset base but that the management and promotion of these assets should be vested in MdI as property management vehicle of INATUR. The potential implications of this arrangement are that i) MdI requires a professional business plan; ii) MdI financial and human resources capacity should be strengthened; iii) professional and performance-based operations and remuneration should be established; iv) all tourism properties held by INATUR and IGEPE should be consolidated in MdI and v) viable operating mandate and revenue model should be followed

- *Structuring INATUR to become the training leadership body for the tourism industry:* The lack of a strategic coordinated approach to tourism training is an impediment to the skills development in the sector. The responsibility for this rests with INATUR, but resource constraints have hampered the effectiveness of the training department. In addition the department focuses on training activities and not on strategic interventions that will unlock the development of skills needed in the sector.

Figure 4.2: Strategic themes for INATUR tourism training department

Establishing a dedicated department that is well resourced and focused on achieving strategic objectives will address this issue. The key activities of such a department should include i) leading and facilitating the implementation of the 10-year HR-development strategy; ii) improving training supply (facilities, curricula, etc.); iii) supporting industry on-job training; and iv) fostering tourism awareness.

This strategy will be achieved by defining and agreeing the role, activities and key performance indicators of the strategic tourism training coordination department; designing and staffing the tourism training coordination department and securing adequate resources to fund the department through national budgeting processes.

- *Appointing market-based representations:* It is crucial that INATUR establishes a presence for promoting Mozambique in primary source market regions. Given INATUR's emerging destination status and limited budgets it is recommended that Market based Representatives (MBRs) should be immediately recruited in at least two market regions, e.g. South Africa and Western Europe (focusing on German-speaking countries, e.g. based in Germany). Once the MBR management model is working well and budgets allow, further MBRs can be contracted in additional markets such as Asia, North-America, Northern and Southern Europe, etc.

(3) Strengthen capacity of DPTURs

A special coordinating department should be established in MITUR to deal with provincial liaison and this should open the door for improved collaboration between national and provincial level tourism authorities.

It is recommended that joint national-provincial projects emanating from the strategic plan, which are in the national interest, should be formally agreed between the national Minister and the provincial Governors on an annual basis. Both parties should commit to the execution of such projects. The specific project tasks should then be allocated to individuals in the DPTUR's, and the proposed Implementation Monitoring Unit, together with the provincial coordination unit, should work with the provincial Directors in ensuring the plan's implementation. The skills and capacity of provincial tourism offices to assist with implementing the strategies contained here should also be strengthened.

Section 4.7 on Human Resources Development and the associated HR catalyst project activity 4 provide for a more detailed proposal for capacity building and training of provincial and local tourism officials.

(4) Establish a Convention and Events Bureau

In accordance with the marketing proposals contained in Section 4.5.3, a Convention and Events Bureau should be created to position Mozambique on the international MICE stage and proactively bid for conferences and incentive travel business. The recently established Rwanda Convention Bureau is a good example of such a facility. The initial focus should be given to positioning Maputo in particular as a MICE and business tourism destination, forging a strong partnership with the Joachim Chissano Convention Centre.

While it is not the responsibility of the national Convention and Events Bureau to organise meetings, conventions, events and tradeshows, it should have as its responsibilities to establish a database of suitable conferencing and events venues and facilities, assist professional associations and conference organisers in bidding for conferences, encourage groups to hold meetings, conventions, exhibitions and

tradeshows in Mozambique, assist groups with meeting and event preparations, encourage MICE tourists to visit and enjoy the historic, cultural and recreational opportunities offered by Mozambique, etc.

In addition, the Bureau should identify a few flagship sport and cultural events, which it should be supported and promoted through financial and marketing assistance, in accordance with the marketing and recommendations contained in the product development Section 4.2.5 (2).

4.9.3 Improving public private partnerships

Successful public-private collaboration is essential for tourism success, as has been proven by highly successful destination campaigns, such as 100% Pure New Zealand or Amazing Thailand. [76]

(1) Ensure strong public-private partnerships at national level

For Mozambique's tourism strategy to be effective, there needs to be a strong network of stakeholder relationships that all share a common vision and participate in the development and implementation of the tourism development strategy.

Broaden the Tourism Facilitation Committee to include private sector representation: It is recommended that the Tourism Facilitation Committee be broadened to include representatives of private sector tourism organisations, both on the main committee and on the workgroups. Public-private partnership does not mean that the parties have to agree on all strategic issues; rather the common causes and strategies should be identified with the parties working jointly to achieve these.

Form an INATUR Tourism Liaison Committee (TLC): Consideration could be given to evolving the existing informal Fairs Commission into a formal INATUR Tourism Liaison Committee. The TLC could have various workgroups to deal with specific INATUR functions. The Committee should comprise key travel industry stakeholders with international expertise (including managers of international hotel chains), and should have as its key role to inform and participate in the creation and implementation of tourism marketing strategies, plans and activities. The Committee should also recommend performance metrics to track the success of INATUR's tourism activities and the performance of the tourism sector, as well as advise how best to use INATUR's limited funds to leverage public-private sector tourism partnerships and contributions. The TLC should meet on a regular basis on a schedule determined by its members and the head of the committee.

(2) Create strong, viable Local Tourism Associations

Local Tourism Associations (LTAs) should be established in the priority tourism development nodes, comprising private and public sectors. All official LTAs should be accredited by INATUR and the Tourism Act should be amended to require the establishment and affiliation of Local Tourism Associations.

LTAs should have three main functions, namely a) act as a voice on behalf of the tourism industry; b) foster community engagement and linkages; and c) conduct destination marketing, including managing a local destination website and social media, producing basic marketing materials, promoting specific events, conferences and meetings, and promoting local tourism awareness. Membership should be open to all businesses in the area, and a private sector representative on the Management Committee should be elected at an Annual General Meeting, with accounts being audited by external auditors.

4.9.4 Improving funding for implementing the tourism strategy

As indicated in the attached implementation action plan, effective implementation of this SPDTM II comes with significant investment. Developing tourism as a key complimentary and job intensive growth

---

[76] Girgis, Ibrahim (2009): *The Importance of Public-Private Partnership in the Current Downturn*

industry will require adequate financial and human resources, and requires a conscious decision by the Government of Mozambique to re-invest some of the gains from the resources boom and to look for other sources to increase the tourism budgets. The following are key guidelines with regard to enhancing tourism financing:

(1) Significantly increase INATURs Government budget allocation

The situation analysis indicates that INATUR is wholly underfunded to fulfil its mandate, especially with regard to its core mandates of marketing, training and quality advancement.

A study of National Tourism Organisations (NTO) budgets conducted by UNWTO in 2006[77] indicated that on average 83% of NTO budgets are directly contributed by Government treasuries. It is recommended that INATURs budget allocation by the Government Treasury be increased significantly over the next 10 years to ensure effective implementation of this strategic plan. Such budget increases should be subject to the following conditions:

- Based on a feasible and phased business plan
- Sound financial checks and balances should be in place
- Private sector should be engaged in drafting and executing INATUR's annual action plans
- Effective monitoring and measurement processes should be followed
- Advice and mentoring should be solicited as required

(2) Pursue additional tourism funding sources

Additional funding sources to consider for bolstering INATUR's budget may include an earmarked share of revenues derived from mineral resources extraction, hypothecated tourism levies, coordinated donor support, increased profits derived from INATUR's property portfolio, branded merchandise sales, corporate sponsorships, etc. These should be investigated and applied with responsibility (see Volume 2: Background Report for further details).

4.9.5 Urgently improving the quality of tourism performance statistics

As indicated in the situation analysis section the current state of tourism statistics is of major concern and MITUR is clearly monitoring its performance based on incorrect tourism arrival and impact figures. While tourism supply databases exist these need to be updated and maintained.

The main weakness in visitor arrival statistics lies with the Department of Immigration and the intermittent manner in which visitor arrivals are being recorded, due to a prolonged transition from manual to electronic biometrics recording at immigration points. The process and quality of tourism arrival statistics should be urgently assessed and rectified and the official tourism statistical indicators should be revised to reflect the reality. The pilot Tourism Satellite Account (TSA) should also be adjusted to reflect such corrections.

Specific suggestions for improving tourism performance statistics are:

- Implement and stabilise the biometric system
- Alternatively re-instate and supervise manual capturing procedures
- Speed up data processing
- Improve substance and interpretation

The current database and information management relationship within MITUR and with DPTURs

---

[77] UNWTO (2006): *Structures and Budgets of National Tourism Organizations 2004 – 2005*, Madrid

should be reviewed, and shortcomings identified and attended to. Coordination and information quality controls should be strengthened under guidance and responsibility of the information management function in MITUR.

4.10 Key area 10: Policy and regulatory framework

Goal: *To ensure an effective and conducive tourism regulatory environment*

4.10.1 Regularly evaluating and adapting regulations where necessary

As indicated in Section 2.10, the overall quality of Mozambique's tourism policies and regulations is good, bar the complexity of licensing, inspections and quality assurance systems.

Section 4.3.1 deals with simplification and clarification of licensing and grading systems. It will, however, be important for MITUR and INAE to work closely with the private sector in regularly evaluating the relevance and applicability of licensing regulations. This should be done to ensure that regulations remain relevant as the industry evolves to cater for changing international travel preferences and requirements. In addition MITUR should regularly audit and monitor the practical application of regulations to identify and rectify possible areas of inconsistency and gaps in implementation.

Given that DPTURs as well as district and municipal tourism offices are closely and directly involved in regulating the industry, tourism knowledge and skills of relevant officials for applying regulations should be improved at these levels. MITUR should establish mechanisms for regular and close communication and coordination with these partners and should work closely with them to monitor the consistent application of tourism regulations and licensing requirements.

Chapter 5: Proposed catalyst projects

The following section presents six catalytic interventions to get the implementation of the strategic plan Phase I (Consolidation) started. The proposed catalyst projects are outlined in detail in the Volume 2: Background Report.

5.1 Catalyst project 1: Portfolio of capital development projects

Three spatial planning and tourism infrastructure related projects are proposed as possibilities and examples of interventions for catalysing the development at priority tourism nodes. These are spatial areas that are both a) already part of or close to tourism activity centres with a market dynamic and/or b) where the Government has significant property assets or control over vacant land.

They are:

- The Wimbe Beach resort area: A conceptual plan for integrated resort and commercial development and a bypass road redirecting traffic away from the beach road
- The Vilankulo Marginal: A semi-urban beach resort integrated with local beach-front settlements
- The Maputo "Rambla": An integrated heritage, tourism and commercial urban linkage from the Independence Square to Maputo Old Port.

6.1.1 Wimbe Beach Resort

Summary: A conceptual plan for an Integrated Resort development, a bypass road and a "No through traffic" scenic Beach Front promenade.

Figure 5.1: Conceptual idea for a Wimbe Beach bypass road (subject to detailed study)

The location of Wimbe Beach with easy access from the new airport is ideal for the creation of a world class beach tourism hub combining the enjoyment of the beach, the sea and the marine life of the reefs with high-quality accommodation ranging from zero to five star, shopping, entertainment and top-class food and beverage. This was proposed in the ARCO Norte initiative some years ago and this initiative is fully supported.

The plan envisages that the current coastal drive should become an area of restricted car access, and primarily a bicycle and pedestrian beachfront promenade with a narrow lane for car service traffic and residential access only. Formulation of a traffic management plan is therefore of paramount importance. It should be based on the establishment of a bypass road for through traffic as illustrated in Figure 5.1. The conceptual sketch in Figure 5.2 indicates the proposed structure of the central part of the future Wimbe Beach Resort zone. It is strictly diagrammatic and based on the assumptions that an area of approximately the same size as was presented in the ARCO Norte proposal is made available, and that the bypass road will be built within the next 5 years to spearhead the proposed development.

Figure 5.2: Outline concept for a Wimbe Beach Resort zone

The essence of the plan is to connect between the higher density bypass development scheme containing hotel, conference, office and residential areas, based on intensive traffic, and a tranquil beachfront with high-value, small scale resorts and food and beverage outlets. A street food market and tourism plaza should be established strategically where the "Wimbe Mall" enters the seafront drive. If physical and marine environmental conditions allow, an entertainment pier could also be built at this location as a succession of the airport road complete with entertainment and other attractive activities. Apart from being an entertainment facility like those found in other parts of the world, notably the south coast of UK and the west coast of USA, the pier could also be the site where people arrive to Wimbe by boat from Pemba, the Quirimba Islands or areas to the south.

5.1.2 The Vilankulo marginal

Summary: A semi-urban beach resort integrated with local beachfront settlements

Vilankulo/Inhassoro development node is envisaged as 'Mozambique's premium beach resort and marine playground' and should become a major international tourism air access hub once a minimum 2,100 m runway can be constructed. This, together with investments in quality, tourist class resorts, will allow for larger volumes of tourists to arrive in Vilankulo, Inhassoro, and Bazaruto Marine National Park creating a high-quality, high-value tourism triangle. A 2,500 ha ZIT-site is available for a mainland-based integrated resort development, which will serve as key tourist accommodation hub for selective visits to the islands.

Vilankulo City should be developed according to the overall guidelines formulated and adopted in the comprehensive Vilankulo district tourism master plan of 2009[78]. The challenges with the master plan proposal is its assumption that it will be possible to clear the marginal area of all current private residential developments. Experience in Mozambique has shown that this could result in a drawn out, expensive and inconclusive process. Rather, alternative possibilities should be considered to allow residents ownership in the area, while freeing up land for tourism development purposes.

---

[78] Government of Mozambique (2009): *Vilankulo district tourism master plan summary report*, Ministry of Tourism, Transfrontier Conservation Areas and Tourism Development Project

Figure 5.3: Illustration of a Vilankulo marginal 'wedged' tourism concept
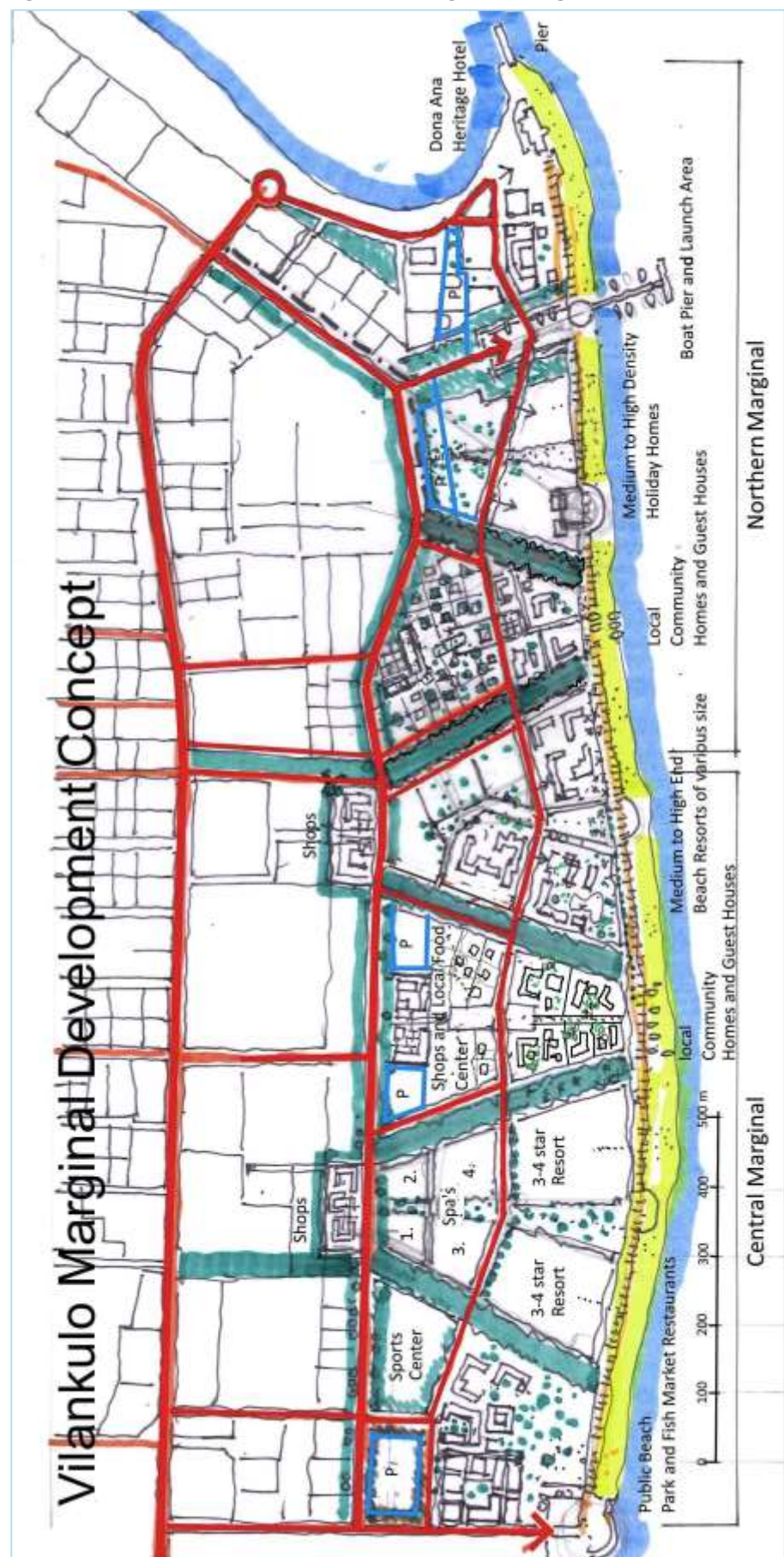
The outline concept contained in Figure 5.3 presents an integrated development that allows for a mix of tourism and resort development along the marginal, while maintaining around 50% of the area for local residential use. The basic concept is to establish pockets facing the beach for resort development interspersed with similar reverse pockets for local residential developments, thus limiting potential relocation of current residents. The proposed layout further allows for a phased approach, starting and completing one wedge /slice at the time depending on demand, which will avoid several years of building activity all along the beach and marginal areas. Green buffers of approximately 50 meters in width separate the wedges. In these buffers all infrastructure services will run, serving both sides of the individual resort development wedges.

Shareholding by current landowners, based on their current asset values may even be considered. Along the beach there should be smaller nodes for refreshments and food operated by the local community and no cars should be allowed here. Fishing should still be going on from the beach where the local residential areas open towards the sea, with access to the beach for the fishermen to be able to maintain their livelihood activities from the beach. The promenade along the beach should be a comfort zone for tourists and residents, and the entire area should be planted with coconut trees to create an ideal tropical resort ambiance.

Ideally there should be no fences in the area and the individual resort owners should all be members of a Marginal Association with the purpose to establish a modus operandi for a well-functional and sustainable operating environment. This Association, in collaboration with the Municipality, should further manage the security and risk management service for both the resort and residential areas along the marginal. A management plan should be formulated and a central management unit should be responsible for the entire area in terms of sanitary services, waste management and keeping the beaches in pristine condition.

5.1.3 The Maputo "Rambla"

Summary: An integrated heritage, tourism and commercial urban link stretching from the Independence Square to the fishing port.

Maputo's unique historic and cultural aspects and its sheer attractiveness in terms of location riding high on a hill plateau, with a more than 60 km beach frontage interspersed by hills, mangroves, wetlands and rocky outcrops, offer opportunities for the city to become a Mozambican Rio de Janeiro and Copacabana. Whereas there are several other parts of Maputo with good examples of heritage related patterns of urban environments or groupings of heritage buildings within a smaller area, the area between the Independent Square and the old Maputo Port has been selected as a catalyst project location. The idea is to change the nature of the current Avenue over time to become a commercial Rambla-like pedestrian link all the way to the old port, and to develop the port as a tourism waterfront precinct with lots of activities related to catching, selling, preparing and consuming fish. The fishery museum currently being established at the entrance to the port provides an excellent anchor point for the port project.

The concept is to reinvent the port area to become a vibrant and trendy area for foreign tourists and local residents. The following are examples of activities that could be considered in developing a tourist waterfront in the port area: i) An open-air fish market and several formal and informal restaurants and cafés are suggested here, together with an art centre and theatre building and other entertainment and food related activities; ii) a "Food of the world" centre should be considered through adaptive reuse of an old warehouse. The concept it is a clone between a restaurant and café building and a hyper food market with food and drinks and related merchandise from all over the world, including small cafes and cooking schools where a visitor can sample food and drinks before buying etc. Small-scale local fishermen should land their fish here and sell to the restaurants and café or to private customers.

The illustrative plans contained in Figures 5.4 and 5.5 are merely conceptual thoughts. They do, however, indicate some ideas for how the port can be transformed into a unique tourism attraction together with the Fort, the proposed Rambla and the existing pub street. This street holds several interesting traditional trading houses and should be included as a part of the comprehensive heritage and tourism precinct.

Figure 5.4: Conceptual illustration of the proposed Maputo Rambla

Further opportunities will arise when the Maputo port activities shift to a new facility and phases 2 and 3 of the port and urban seafront can be made available for redevelopment similar to what is happening in other parts of the world when ports become redundant, e.g. the V&A Waterfront in Cape Town.

The ultimate result of the seafront improvement should be to create one continuous Marginal development ribbon, along which several different tourism and recreational nodes should be developed.
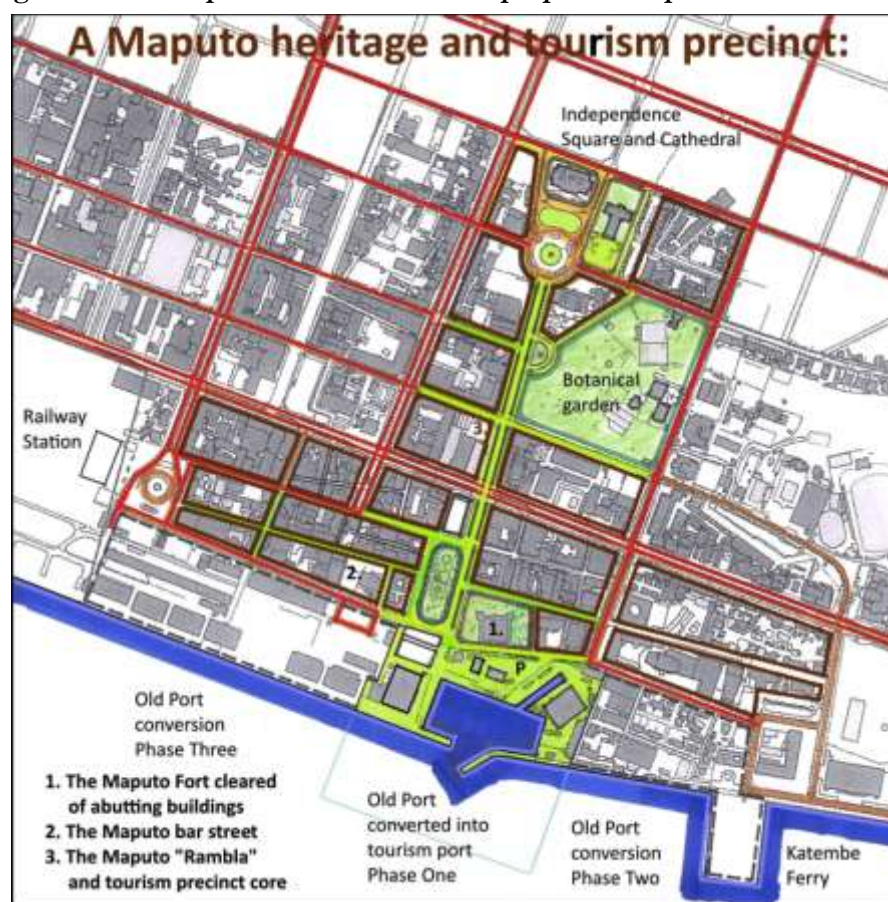
Figure 5.5: Conceptual illustration of the future tourism port

This would create an outstanding and unique 10 – 20 km long seafront drive and walk in Maputo and put the city firmly on the world urban tourism map.

5.2 Catalyst Project 2: Mozambique image management campaign

This project proposes an image management campaign, comprising crisis management and communications, public relations, a brand roll-out and online marketing to reach source markets and market segments. The emphasis will be on pro-active creation and distribution of content across Mozambique's marketing platforms.

The Mozambique Image Management Campaign will have as its objectives:
- Setting up a crisis management forum, plan and mechanisms
- Effective roll out of crisis communications plan
- Coordinated roll out of brand identity by all stakeholders
- Pro-active relationship building with media, trade and public sector stakeholders

The Image Management Catalytic Intervention actions fall into two clear categories: Crisis Management and Brand Building.

(1) Crisis management should include (a) Developing a crisis management plan and mechanisms to avert and manage negative visitor incidents and (b) Launching a crisis PR initiative

(2) Online image and brand building initiative should include (a) Identify, create and distribute content across marketing platforms; (b) Launch '#mozmemories' earned and shared media campaign; (c) Launch online marketing campaign; and (d) Further develop and improve the official Website

There should be an element of capacity building within the Catalyst Project to ensure the long-term sustainable creation, repurposing and distribution of content across marketing platforms. A dedicated online and content marketing position should be appointed to drive marketing communications, while some functions can be outsourced if the skillset cannot be hired full-time in-house.

The indicative budget is in the range of USD 413,000 per annum.

For the initiative to succeed, the following are critical: (a) Capacity building of dedicated online and content marketing staff within INATUR; (b) Buy-in from trade and media stakeholders (c) Pro-active and on-going engagement with stakeholders, such as media; (d) On-going engagement with and leveraging of earned media; (e) On-going relevant content development and repurposing; (e) Creation of LTAs to drive tourism at the local level; and (f) Strong partnership between INATUR and the Marketing Committee.

5.3 Catalyst project 3: Transformation plan for the aviation sector

The proposed project envisages a strategic review of Mozambique's general aviation industry with a view to assuring its comprehensive contribution to the national economy. A key element of this project must be the creation of a strategic transformation plan and a comprehensive five-year business plan to assure the growth and profitability of the national carrier – LAM.

By enhancing connectivity, airlift capacity into and within Mozambique, and reduction in air travel costs, which competition brings, it will induce increased domestic and international arrivals, especially from the regional South African market, which is the major tourism generating market of Mozambique.

The objectives of this catalyst project are two-fold, namely:

(1) Enhancing the performance and contribution of the aviation sector to the national economy - this will involve qualitative and quantitative research, analysis and quantification of the aviation sector's impact and contribution to GDP, with a specific focus on the tourism industry.

(2) Reducing cost of domestic and regional flights air to destination Mozambique – central to this activity is the performance and corporate attitude of LAM to competition, and hence the development of a survival

and growth strategy that enables the company to transition from a monopoly into a successful free market player.

In view of the wide impact and implications of the aviation sector for overall competitiveness and growth of the national economy, it may be necessary for this catalyst project to be supervised by a subcommittee of the Council of Ministers to be chaired by the Ministry of Transport and Communication (MTC) and including the Ministers of Tourism and Planning & Development, respectively. Also, and to assure an independent and highly professional assessment and study, it will be necessary to look outside Mozambique and hire some of the best companies in the field to undertake this activity. It may also be necessary to transform the Government sub committee into a Special Workgroup of the proposed Tourism Facilitation Committee that will oversee the speedy implementation of recommendations arising out of the Strategic Development Plan.

The indicative budget is in the range of USD 1,500,000 over the life of the project.

A major requirement of this project is a conscious choice by the Government of Mozambique to speed up liberalisation of the airspace and to be committed to implementing the recommendations and guidelines emanating from the strategic transformation plan.

5.4 Catalyst project 4: Public sector capacity building project

This project includes activities that are aimed at building capacity within government to deliver on tourism development goals and strategies. This includes officials in tourism positions in national government and the provinces, as well as officials from ministries and departments that create an enabling environment for tourism to flourish. This also includes fostering tourism awareness and development of a service culture among government officials and communities in key tourism areas.

The objectives of this project are to a) improve the capacity of tourism officials to effectively deliver on tourism goals and strategies and b) improve awareness and knowledge among public servants regarding their role in creating an operating environment in which tourism can flourish.

(1) Building capacity among provincial and local government tourism officials including (a) developing and delivering classroom-based training to tourism officials in elements of the SPDTM II, (b) establishing a support system for officials to achieve specific SPDTM II goals and strategies, (c) monitoring and measuring the results and (d) partnering with private sector operators to enhance planning and implementation of goals.

(2) *Developing an enabling environment for tourism development,* including (a) launching a Tourism Champions programme for government officials, (b) advancing tourism awareness and customer service including improving and accelerating the Bem Sevir tourism awareness and customer service programme and introducing tourism in schools:

MITUR HR department should be responsible to develop the formal programme for tourism officials. The key implementing agency for Tourism Champions and awareness creation must be the training department of INATUR.

The indicative budget is in the range of USD 350,000 per annum.

The critical success factors for this project are (a) adequate coordination and support in the key institutions responsible for managing and implementing the project, (b) the human resource expertise necessary to develop the range of interventions, and (c) support of all stakeholders including institutions, the industry, and other government departments.

5.5 Catalyst project 5: Setting up Maputo Tourism

This intervention will position Maputo as a cultural tourism hotspot by setting up 'Maputo Tourism', a

Destination Marketing Organisation (DMO) to promote Maputo as destination, provide visitor information and to catalyse development of world-class products around Maputo's cultural and historic heritage, and by strengthening and expanding the cultural tourism offer in and around Maputo.

The objectives of this catalyst project are:

 (1) *Establishing Maputo Tourism* as a DMO to promote Maputo as destination with the mandate and resources to (a) catalyse development of world-class products around Maputo's heritage (b) establish and maintain an Internet portal that provides a single point of access to all information about cultural and related tourism activities and (c) provide of tourism information centres in Maputo.

(2) Strenghtening and expanding the cultural tourism offer in and around Maputo, focused on building more cultural activities and developing the creative economy around the existing base in Maputo and its environs. The intervention will provide incentives and technical support for cultural producers (artists, musicians, sculptors, performers, etc.) and for development of cultural tourism products.

It is proposed that Maputo Tourism be established as a PPP between municipality and the tourism sector in Maputo. MITUR, INATUR and the Ministry of Culture will be invited to participate as observers. A Steering Committee will be formed to oversee establishment of the DMO. It is recommended that a membership system be formulated for those individual tourism businesses that wish to opt into the process. The activities of the Steering Committee should be funded by the Municipality and other participant organisations through in-kind support and a financial contribution from each participant wishing to be involved.

The budget will be finalised once Maputo Tourism is set up. An estimated USD 230,000 will be required as start-up capital, and running costs (excluding salaries) should be in the order of USD 120,000 per annum.

Critical success factors for the project are (a) building the capacity of key players, and building trust between them and between the private and public sectors, (b) ensuring strong local involvement from the tourism sector, the city's communities and cultural providers, (c) assurance of political independence and artistic autonomy, (d) a focus on activities where there is demonstrable market demand, and (e) sufficient resources for successful implementation, strong leadership and political will.

5.6 Catalyst Project 6: Hospitality quality assurance project

This project provides for the development, piloting and implementation of a national accommodation grading scheme for Mozambique. It includes the development of all grading instruments and processes, selection and training of assessors, and conducting grading assessments under guidance of a team of international assessors.

This project consists of three objectives:

(1) Develop all processes and instruments necessary for implementation and management of a grading system: this component encompasses the development of all necessary grading instruments, administrative processes and procedures, administrative capacity and software support to implement and manage the grading system.

(2) Source and train credible and reliable grading assessors: the grading system will stand or fall on the quality and consistency of the grading assessments. A team of well-trained, credible and confident grading assessors is therefore critical to the success of the system.

(3) Pilot and implement the system by grading all three- to five-star establishments in priority tourism areas: the system must be piloted with assessor teams that comprise experienced grading assessors teamed with local assessors.

This project must be managed by the INATUR grading department. The expertise and capacity of this department is currently low and needs to be increased. Additional staff must be appointed within a new departmental structure to fulfil all managerial, technical, administrative and financial roles required of a successful grading scheme. Section 5.3.2 lays out in detail the requirements and procedures for establishing a grading division in INATUR. The terms of reference for experts who will conduct this project must include the restructuring and capacity building of the personnel in the grading department.

The estimated budget for this project is an initial setup and piloting cost of around USD 140,000 and annual running costs (excluding salaries) of USD 60,000.

The key requirement to the success of this project is the capacity of INATUR to manage and implement grading. It is imperative that the organisation establishes a dedicated department to manage the grading system and provides necessary resources and funding for the department to run efficiently.

Chapter 6: Implementation and monitoring

The main shortcoming of SPDTM I was that it lacked a clear action plan for guiding implementation of the various recommendations contained in the strategy. The following Five-Year Implementation Plan and monitoring indicators provide a road map to achieve the strategic objectives for the next five years, i.e. Phase 1 of the SPDTM II. It should guide MITUR's work over the next years and should be used as an evaluation framework for tracking and evaluating performance.

6.1 Monitoring and evaluation framework

The following Implementation plan gives an indication of the activities that are to be carried out, the timeframes in which they should be achieved, who should carry them out and how much they will cost. Implementing the plan will require a substantial investment by both the public and private sectors over the five-year period. Importantly, the implementation action plan should serve as a framework for monitoring progress with implementing the SPDTM II and for evaluating the extent of such progress. As such it sets out a) the deliverables to be expected, b) suggested benchmarks against which to evaluate progress and c) success indicators, which as far as possible provide measurable targets to achieve.

Three factors are considered critical to effectively monitoring implementation of the plan, i.e.:
  i)   The establishment of the proposed Implementation Monitoring UNIT in MITUR (see section 5.9.1 (1)) to monitor and take ownership of the Implementation Action Plan
  ii)   Urgent improvements to ensure valid and reliable tourism arrival statistics (Section 5.9.5)
  iii)   Involvement, support and capacity building of DPTURs and involving them in monitoring (5.9.2 (3))

The following notes pertain to the various columns of the Implementation Action Plan:

- **Recommendation No:** Numbered to reflect recommendations in Chapter 5
- **Priority: A:** of immediate, critical importance**; B:** of short-term importance; **C:** of medium and longer-term importance
- **Actions/projects**: These reflect the recommendations contained in Chapters 3-5. The numberings of objectives and strategies are similar to those in the text of the mentioned chapters and can be traced back to the narrative
- **Years:** This indicates by way of a cross (X) the years over which the recommendations are to be implemented. The majority of actions and projects pertain to all five years of Phase 1
- **Five-year cost estimates (USD '000):** The estimated costs reflected here are broad estimates and have not been subjected to rigorous cost analyses. NOTE: All cost that are presented in the action plan are indicative and will need to be verified and finalised when budgets are agreed. Since most of the costs could range significantly depending on available budget and the scope and scale of activities to be undertaken, such indicative ranges are provided in this column
- **Responsibilities:** The parties responsible for carrying out the recommendations of the project are presented in this column and the lead-implementing agency is presented in bold font and indicated by the symbol (i), and supporting and collaborating agencies by the symbol (ii) onwards. NOTE: The parties should be supplemented and adjusted by MITUR as required during the implementation process
- **Key deliverables:** Outputs for which evidence should be presented following the implementation of each action; this also reflects detailed recommendations under each action
- **Benchmark:** A best practice baseline against which to evaluate the outcomes achieved. NOTE: the benchmarks mentioned here are not comprehensive and should be adjusted and supplemented as required
- **Success indicators:** Targeted outcomes for successfully completing the various actions. NOTE: the success indicators should be further refined during the annual business planning process. The indicators are qualified where possible, however due to limited statistics it was not possible to quantify all success indicators and these should be refined during the implementation process.

6.2 Detailed implementation action plan

The items in this implementation action plan follow the strategic recommendations contained in Chapter 4 and are numbered accordingly.

A	**Priority A:** of immediate, critical importance to the success of tourism and achieving the vision and growth targets outlined
B	**Priority B:** of short-term importance to the success of tourism and achieving the vision and growth targets outlined
C	**Priority C:** of medium and longer-term importance to the success of tourism and achieving the vision and growth targets outlined

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
4.2		**Resources, facilities and services**										
4.2.1		**Consolidating and expanding the range and quality of nature-based tourism activities and experiences**										
(1)	C	**Scope tourism investments in areas with feasible market potential**	X	X	X	X	X	Depend on scope and arrange-ment	**(i)** ANAC (ii) MITUR (iii) Tour operators	Focus Phase 1 on PN Limpopo, Bazaruto, Qurimbas, Gorongosa, MSR Tourism opportunities assessed through market viability studies	Limpopo Tourism and Parks; Cape Nature	At least 3 viable PPPs in primary areas identified in STDP
(2)	B	**Improve and upgrade nature-based tourism facilities and experiences**	X	X	X	X	X	50 per site	**(i)** ANAC (ii) Conservation areas (iii) Tour operators	Special projects to leverage existing tourism facilities and PPPs in primary areas; Trained staff; More tourism activities; interpretive material and signage	Limpopo Tourism and Parks; Cape Nature	20% p.a. increase in activity revenues in conservation areas
(3)	A	**Package and promote nature-based experiences**	X	X	X	X	X	200 excl. staff	**(i)**ANAC (ii) INATUR (iii) Private sector	High quality website and print material; Dedicated ANAC tourism focal point(s); Successful nature tourism events	Sanparks, private nature reserves, Victoria Falls	10% p.a. increase in visitors to con-servation areas; High level of satisfaction per surveys
(4)	C	**Develop and promote scenic tourism routes**	X	X	X	X	X	120 per route	**(i)** ANAC (ii) INATUR (iii) Private sector	Routes scoped; Local route forums established; Coordination of product along route; Suitable marketing collateral; Route promotion	Namibia tourist route project; South Africa	Creation of 5 successful, sustainable tourism scenic routes

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
4.2.2		**Improving tourism attractions and activities in coastal areas**										
(1)	C	**Develop PPPs in marine conservation areas**	X	X	X	X	X	Depend on arrange-ment	**(i)ANAC** (ii) MICOA (iii) MPescas (iv) DPTURs (v) Private sector (vi) INAMAR	PPP scoped and promoted PP dialogue opportunities agreed; agreements signed	Eastern Tropical Pacific Seascape South America	10% p.a. increase in visitor arrivals; High level of visitor satisfaction per surveys
(2)	B	**Implement standards and controls on diving and other marine recreation**	X	X	X	X	X	400	**(i)ANAC** (ii) MICOA (iii) MPescas (iv) DPTURs (v) Private sector (vi) INAMAR	Dive- development plan; Site limits set; Dialogue among stakeholders and joint actions to protect; Mooring buoys installed; Divemasters trained on protection of reefs; Recompression chamber installed	In line with that by leading dive destinations e.g. Mauritius, Red Sea etc.	Growth of at least 15% p.a. in dive tourism; measurable reduction in damage to corals and reefs
(3)	C	**Designate Tofo area as a Marine Conservation Area**	X	X				50	**(i) ANAC** (ii) MICOA (iii) MPescas (iv) DPTURs (vi) Private sector (vii) INAMAR	Public consultation; Management plan; Initialisation of the legal and administrative process for designation	Bazaruto, Ponta do Ouro, Quirimbas	Sustainable use and improved quality of marine resources
4.2.3		**Maintaining and enhancing sustainable sport hunting**										
(1)	C	**Promote and protect sustainable sport hunting opportunities**	X	X	X	X	X	To be determined based on feasibility study and depending on measures introduced	**(i) ANAC** (ii) MICOA (iii) CITES (iv) Sports hunting operators	Hunting quotas set at sustainable levels in consultation with hunting operators and communities; Monitoring and adaptive management programme; Anti-poaching measures implemented; Coordination with national CITES secretariat	Global sport hunting codes and practices	Improvements in hunting revenues, community infrastructure and income and in community support for wildlife protection
4.2.4		**Capitalising on Mozambique's tangible and intangible heritage**										
(1)	C	**Improving cultural sites and experiences to make them more attractive for tourism purposes**	X	X	X	X	X	2,000,000	**(i) Ministry Culture** (ii) MITUR (iii) INATUR	Priority sites and products identified; Action plans prepared and implemented; Dialogue with private sector	Egypt, Turkey, India	Viable PPPs in primary areas identified in STDP

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
(2)	B	**Improve packaging and promotion of cultural tourism experiences**	X	X	X	X	X	150	**(i) Ministry Culture** (ii) MITUR (iii) INATUR (iv) Cultural sites (v) Private sector	Development and distribution of cultural interpretive content; Creation of itineraries and routes; Ground handlers to offer short culture-based tours	Egypt, Turkey, India	10% increase in tourist numbers to culture-based tourist attractions; Visitor satisfaction improvements measured through surveys
(3)	C	**Leverage the potential of contemporary and traditional music and dance, handicrafts, visual and performing arts**	X	X	X	X	X	300 Approximately 50 -150 support per initiative	**(i) Ministry Culture** (ii) MITUR (iii) INATUR (iv) Cultural sites (v) Private sector	Identification and creation of cultural spaces; Improve and formalise handicraft centres for tourism purposes	Morocco, Tunisia, Bali	10% increase in tourist numbers to culture-based tourist attractions; Visitor satisfaction improvements measured through surveys
4.2.5		**Developing and promoting urban tourism experiences (*See catalyst project 5.4)***										
(1)	B	**Enhance Maputo's urban tourism fabric**	X	X	X	X	X	1,000,000 200 p.a. Excl. Baixa capital = Municipal council	**(i) Maputo Municipality** (ii) Ministry Culture (iii) MITUR (iv) INATUR (v) Cultural sites (vi) Private sector	Maputo Tourism established. Baixa area upgraded; Creation and distribution of cultural information, itineraries and routes; Ground handlers offer city tours; festival city promoted	In line with that by leading urban tourism destinations such as Johannesburg, Rio, Lisbon	At least 10% increase in arrivals from long-weekend, domestic tourists to Maputo; Visitor satisfaction measured through surveys
(2)	B	**Develop and promote urban events**	X	X	X	X	X	300	(i) **Ministry Culture** (ii) MITUR (iii) INATUR (iv) Cultural sites (v) Private sector	Dialogue with private sector; establishment of festivals and events celebrating Mozambican culture; financial and logistical support for urban festivals and events	In line with that by leading events tourism destinations such as Edinburgh, Kuala Limpur	12% p.a. increase in domestic leisure tourism; High visitor satisfaction per surveys
4.2.6		**Improving tourism facilities and services**										

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	B	**Attract investments into mid market segment hotels and global brands.**	X	X	X	X	X	70 technical Capital to be negotiated	**(i) MITUR** (ii) FEMOTUR	Special incentive package for international resort hotels, Marketing and investor service plan implemented	Seychelles, Kenya, Morocco, Algarve	At least 3 major world class brands attracted to Mozambique
(2)	B	**Encourage development of inbound ground handling operations**	X	X	X	X	X	50	**(i) MITUR** (ii) AVITUM	Licence procedures for inbound tour agents reviewed and streamlined, incentives on vehicle imports, etc. introduced	SATSA South Africa, Namibia	At least 5 additional national DMCs
(3)	B	**Improve interpretation, interaction and guiding skills at tourist touch points**	X	X	X	X	X	180	**(i) Ministry Culture** (ii) MITUR (iii) INATUR (iv) Cultural sites (v) Private sector	Key touch points identified; Interpretive materials - online, outdoor, print, audio, video, etc.; Enhancing of signage; Language and customer interaction skills training of tourist guides and front line staff	Barcelona, Cape Town, India	10% increase in arrivals; Visitor satisfaction measured through surveys

4.3 Product and service quality

4.3.1 Improving efficiency and scope of license procedures

Recommendation No	Priority	Actions	1	2	3	4	5	5 Year Cost	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	C	**Strengthen and simplify license application processes**	X					40	**(i) DINATUR** (ii) MITUR	Requirements and approvals sequence mapped and agreed; Officials trained; Customer feedback monitored	As per guidelines of this strategy	Clear roles and procedures followed by all; All enterprises properly licenced
(2)	B	**Revise the licensing regulations to separate licensing and grading**	X	X				20	**(i) DINATUR** (ii) MITUR	New regulations each for licensing and grading	Botswana, Scotland	Separate regulations being impelemented

4.3.2 Implementing an efficient and credible quality assurance system (See catalyst project 5.5)

Recommendation No	Priority	Actions	1	2	3	4	5	5 Year Cost	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	C	**Establish a grading department to implement and manage the grading system**	X					500	**(i) INATUR**	Activities and KPIs defined and agreed; Departmental structure defined; credible, cost effective and efficient assessor system agreed and assessors contracted	Botswana, RSA	Separate and staffed quality assurance department in INATUR
(2)	B	**Develop, implement, communicate and manage an efficient grading system**	X					80	**(i) INATUR**	Grading instruments and processes developed; Grading Management Information System acquired;	RSA, Wales, etc.	At least 70% of all properties and 90% of 3-5 star

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
										Sufficient budget allocated; Implementation successfully completed in priority nodes; Regular industry communication		properties in priority tourism nodes graded
4.4		**Access and infrastructure**										
4.4.1		**Providing easy and affordable access to targeted markets**										
(1)	A	**Accelerate liberalisation of the airspace** *SEE CATALYST PROJECT 5.2*	X	X	X			800 technical	**(i) MITUR** (iii) MIT (ii) Civil Aviation Authority (iii) CTA	Workgroup with clear agenda and specialist advice and input; Detailed study of cost and tourism returns of air liberalisation under various scenarios; Implementation of accelerated growth path for airspace liberalisation	Air regimes of leading destinations in Southern Africa e.g. Namibia, South Africa	At least 2 additional regional airlines and on additional domestic airline Significant progress in reducing air costs
(2)	A	**Introduce a more competitive visa region for tourists from value generating countries**	X	X	X			220	**(i) Dept. Immigration** (ii) MITUR	A more affordable short term visa available on arrival and key tourist entry points; Significant progress with introduction of SADC univisa	Nepal, Dubai, Singapore and others with short term visa on arrival	At least 10% p.a. increase in cross border arrivals from high value source countries
4.4.2		**Addressing tourist related infrastructure opportunities and constraints**										
(1)	C	**Leverage large-scale industrial corridor infrastructures for tourism**	X	X	X	X	X	Budgets of Ministries	**(i) Tourism Facilitation Com** (ii)MIPD (iii) MIT	Planning and construction of feeder roads and infrastructures from main corridors to priority tourism areas implemented	Garden route South Africa	Improvements in secondary roads and services at Pemba, Ilha, MSR/Ponta
(2)	B	**Invest in infrastructure in priority nodes**	X	X	X	X	X	Approx. 5,000,000 To be scoped	**(i) Tourism Facilitation Com** (ii)MIPD (iii) MIT	Planning and implementation of infrastructure improvements as specified in Section 4.4.2 (2)	Egypt, Turkey	Holistic improvement of at least 3 priority tourism areas
4.5		**Marketing and Branding**										
4.5.2		**Establishing a strong, credible tourism brand image**										
(1)	A	**Consolidate Mozambique's brand identity**	X	X	X	X	X	100	**(i) INATUR** (ii) MITUR	Brand identity and positioning clarified and agreed including	Mauritius, Seychelles,	Brand recognised and valued by at

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
									(iii) CTA	slogan; brand toolkit done; INATUR capacity as brand custodian; integrated brand communication by public and private sector; Stakeholders trained in brand knowledge and application	Namibia	least 50% international tourism trade that feature Mozambique
(2)	A	Create and roll out an effective image management campaign	X	X	X			1,200 (400 p.a. x 3 years)	(i) INATUR (ii) MITUR (iii) CTA (iv) Police services	Image management task team established; Image management action plan and crisis communication plan drafted and launched; Visitor care program launched with police; tourist touch point communication initiated	Bali Cape Town Japan	Negative publicity and social media communication and reports of police harassment significantly reduced

4.5.3 Aggressively promoting Mozambique to target markets

Recom-mendation No	Priority	Actions	1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	C	Improve tourism market knowledge for decision-making	X	X	X	X	X	100	(i) INATUR (ii) INE (iii) FEMOTUR (iv) TLC	Methodology of international and domestic expenditure surveys improved; Comprehensive annual report on with valid and reliable visitor information; target source markets and segments tracked	UNWTO South African Tourism	Evidence that Using findings to inform targeted investment, marketing etc.
(2)	C	Evaluate and improve the portfolio of printed marketing collateral	X		X		X	70	(i) INATUR (ii) TLC	Agreed portfolio of limited, high-quality professional marketing collateral for trade and consumers produced and effectively distributed	Leading DMOs	Tracked distribution of materials growing at 10% p.a.
(3)	B	Promote the destination in partnership with the travel trade and media	X	X	X	X	X	80	(i) INATUR (ii) TLC	Travel trade partnerships formalised; Trade education programmes launched; Selective travel trade fairs and workshops arranged and attended	Namibia Mauritius Seychelles	At least 1 JMA signed per source market Educational programs with at least 20 significant operators per primary source market
(4)	B	Promote business tourism	X	X	X	X	X	60	(i) INATUR (ii) TLC (iii) International	MICE marketing plan drafted; marketing and support tools developed; Mozambique Convention and Events Bureau	Rwanda Convention Bureau; South African	Bids won for at least 10 international conferences

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
									Convention Centre	established	Tourism	Increase in MICE tourism arrivals of 15% per annum
(5)	B	**Launch an integrated #maninguenice domestic (including expatriate) marketing**	X	X	X	X		600	**(i) INATUR** (ii) TLC (iii) MIE	*#maninguenice* domestic tourism campaign launched; Special focus on packages for civil servant breaks, school children and international expatriates in Mozambique.	Sho't Left campaign South African Tourism Visit England South Australia	Domestic leisure tourism growth of 15% per annum (incl. expatriates)
4.5.4		**Conducting successful online destination marketing**										
(1)	B	**Develop official destination websites as digital tourism focal points**	X	X				40	**(i) INATUR** (ii) TLC	New websites launched for national and provinces with excellent SEO; Content marketing plan implemented; Team responsible for digital marketing appointed	Namibia Seychelles	Significant improvement in unique visits, repeat visits, bounce rate, time on site, sharing of website content, etc.
(2)	B	**Launch a vibrant digital and content marketing campaign**		X	X	X	X	55	**(i) INATUR** (ii) TLC (iii) CTA	Measurable online marketing strategy implemented; Staff trained; online content created; Range of online marketing platforms used; Locals, visitors and stakeholders creating and sharing content	Canada Greece Ireland Namibia North America Campaign	Campaign analytics showing constant growth and conversion
4.6		**Business and investment conditions**										
4.6.1		**Reducing import leakages**										
(1)	C	**Create a matchmaking platform for supply and demand sides of the industry**			X	X	X	20	**(i) MITUR** (ii) MIT (iii) CTA	Online exchange platform and database established and promoted; annual roundtable of suppliers and travel trade	Fair Trade in Tourism	Growing % of registered hotel chain supplies purchased locally
(2)	B	**Enhance and strengthen production capacity of tourism related SMMEs and FBOs.**	X	X	X	X	X	35	**(i) MITUR** (ii) MIT (iii) CTA	'Low hanging' opportunities for tourism supplies identified; supply clusters formed; Extension	Biržai Tourism Cluster, Lithuania	Growing % of registered hotel chain supplies

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
									(iv) DPTURs	programs launched Ministries of Agriculture, Culture, Commerce & Industry		purchased locally
(3)	C	**Introduce measures that reward local content usage by tourism businesses**		X	X	X	X	1,000	**(i) MITUR** (ii) MIT (iii) CTA (iv) DPTURs	Fiscal incentives introduced for tourism businesses buying local; Private sectors adopt voluntary buy local measures	UNWTO STEP projects	Growing % of registered hotel chain supplies purchased locally
4.6.2		**Enhancing access to tourism finance and business services**										
(1)	C	**Improve information flow between the industry and the financial sector**		X	X	X	X	20	**(i) MITUR** (ii) MIT (iii) CTA	Financial products for tourism businesses published on website and communicated through seminars and local media	Tourism Enterprise Program South Africa	At least 10 tourism entrepreneurs locally finances
(2)	B	**Develop access to tourism business services and finance**	X	X	X	X	X	X4,000	**(i) MITUR** (ii) MIT (iii) CTA	Support schemes launched for small business technical and financial assistance and feasibility studies; Tourism technical support scheme implemented	Barbados Tourism Loan Guarantee CBI technical support Dutch Government	80% of SMME tourism start-ups viable after three years
4.6.3		**Significantly increase private and public investments in tourism (See catalyst project 5.1)**										
(1)	A	**Kick-start developments in priority tourism investment areas**	X	X	X	X	X	7,000	(1) INATUR (ii) MdI (iii) MITUR (iv) Local Municipal Council	Legislations and regulatory framework and master plans for investments priority nodes harmonised; Private partner identified and resort company established; Company operational and development commenced	Bali Tourism Development Corporation; Aqaba Special Economic Zone Authority	At least one major tourism resort development in a tourism priority investment node
(2)	C	**Create community land banks in priority investment nodes**			X	X	X	500	(1) INATUR (ii) MdI (iii) MITUR (iv) Local Municipal Council	Land title holders identified and valuations carried out; Trust vehicle incorporated to enable land for equity swaps in investments in priority investment nodes; Titles and valuation certificates issued	Botswana, Kenya	Significant community level interest in tourism ventures
4.7		**Human resources development**										
4.7.1		**Improving the quality and extent of training supply**										
(1)	B	**Improve training quality and capacity of existing**	X	X	X	X	X	3,500	**(i) INATUR**	Institutional-industry advisory	International	60% of all

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
		tourism training institutions							(ii) MIE/PIREP (ii) Institutions (iii)Private sector	committees established; Quality assurance system for tourism institutions implemented; Professional Development Placement (PDP) scheme operating; internship systems improved; Existing training facilities improved; Facilities for training for professional cookery developed; a well-resourced, national hospitality training institution established; PIREP training material resources widely used by industry	accreditation systems Swiss-South African Cooperation programme	institutions have Advisory Committees 2 institutions quality assured per year 24 trainers per year participate in placement programs 75% of training centres using PIREP materials
(2)	B	**Support on-job training in industry**	X	X	X	X	X	60	**(i) INATUR** (ii) MIE/PIREP (ii) Institutions (iii)Private sector	PIREP materials distributed to industry in support of on-job training; Mentorship programme to develop management skills in developed and implemented		50 hotels using materials; 10 hotels participating; 15 managers mentored per year
4.7.2		**Developing a tourism culture and awareness**										
(1)	C	**Introduce tourism in high schools**		X	X	X	X	45	(i) INATUR (ii) MIE/PIREP (ii) Institutions (iii)Private sector	Global Travel and Tourism Partnership programme implemented; Tourism careers promotion campaign implemented	GTTP careers guide South Africa	12 schools per year join GTTP Trainer teachers Students on the programme 20 per school
(2)	B	**Implement a tourism and service awareness programme**	X	X	X	X	X	250	(i) INATUR (ii) Tourism Facilitation Committee (iii)Private sector	Professional programme on tourism awareness and service delivered to tourism touch point staff ; Bem Sevir workshop programme with branding and certificate	Host programmes from Zimbabwe, South Africa, others	10 trainers trained; 300 participants per year
4.7.3		**Strengthening government capacity to deliver effectively on tourism (See catalyst project 5.3)**										
(1)	A	**Develop tourism knowledge, skills and understanding among tourism and interdependent government departments at all**	X	X	X			280	(i) MITUR (ii) INATUR (iii) DPTURs	Tourism Champions campaign implemented; Tourism officials selection and appointment	Other successful initiatives	reduction in tourist harassment and

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
		levels								processes improved; Training program launched for national, provincial and local level government officials	http://www.ctanetwork.com	improvement of service at tourist touch points

4.8 Sustainability and impact management

4.8.1 Ensuring socially and environmentally sustainable tourism developments

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	C	Adhere to accepted, best sustainability practices and guidelines	X	X	X	X	X	70	**(i) MICOA** (ii) MITUR (iii) ANAC (iv) Local councils (v) Private sector	Sustainability tourism management plans drafted for key nodes; zoning done and properly enforced; Regular review and progress reporting; Law enforcement done; good visitor management practices in place; International guidelines applied, especially w.r.t. sport hunting	Mauritius	All developments in key nodes adhere to guidelines in sustainable development plans
(2)	B	Apply environmental legislation	X	X	X	X	X	65	**(i) MICOA** (ii) MITUR (iii) ANAC (iv) Local councils (v) Private sector	Existing legislation and processes applied; CBD Guidelines for Tourism and Biodiversity applied; Water resources assessed and conserved	Green Scorpions RSA	No significant development conflicts with environmental law
(3)	A	Step up law enforcement to control illegal exploitation of resources	X	X	X	X	X	7,000	**(i)ANAC and conservation partners** (ii) Police (iii) Military	Anti-poaching task team set up; law enforcement resources and technology improved; Government corruption addressed at highest level	Green Scorpions RSA; Various success stories Southern and Eastern Africa, e.g. TANAPA	Reported cases of poaching decreased by at least 50%
(4)	C	Improve communication regarding responsible tourism	X	X	X	X	X	30	**(i)ANAC** (ii) MICOA (iii) MPescas (iv) DPTURs (vi) Private sector (vii) INAMAR (viii) INATUR	Comprehensive website; professionally produced code of tourism ethics collateral distributed in tourism conservation areas; Various stakeholder communication initiatives implemented to convey responsible tourism guidelines	Cape Town linked to FIFA World Cup	All priority tourism areas have responsible tourism initiative going
(5)	B	Implement effective waste management	X	X	X	X	X	1,500	**(i) MICOA**	Suitable technologies for	Quilemane city	All priority

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
		measures							(ii) MITUR (iii) ANAC (iv) Private sector	sustainability, including energy efficiency, renewable energy, water use efficiency, rainwater harvesting, waste management and recycling, sanitation and sewage treatment and disposal, as well as an aggressive national anti-litter campaign as outlined	clean up	tourism areas have effective waste management initiatives and littering significantly reduced
4.8.2		**Ensuring community involvement in nature- and culture based tourism**										
(1)	C	**Forge strong and viable community partnerships in conservation areas**			X	X	X	250	**i) ANAC** (ii) Private sector (iii) INATUR	Sites that have market potential identified; viability studies conducted; JVs set up where possible; successful marketing campaigns; existing facilities and marketed; Interpretation improved; Integrated development programmes launched with communities	Botswana and Namibia CBT programs	At least three viable and sustainable community ventures with PNs, NRs and MPAs
(2)	B	**Support and leverage community-based tourism under MozBio**	X	X	X	X	X	180	**i) ANAC** (ii) Private sector (iii) INATUR	Training; financial and logistical support for community tourism initiatives; Special market access initiatives with private operators implemented	Namibia conservancies program	Annual increase in income gained by communities from tourism, measured through surveys
(3)	C	**Enhance integrated community development in hunting areas**			X	X	X	70	**(i) ANAC** (ii) Hunting blocks (iii) Communities (iv) Tour operators	Case studies of successes prepared and distributed; ANAC capacity improved; Conservation areas and hunting blocks; hunting contracts reviewed and improved; Good practices implemented in all conservation areas and hunting blocks	Mozambique successes	Significant increase in community revenues, managed sustainably
(4)	C	**Enhance community-based participation in cultural tourism**			X	X	X	300	**(i) MITUR** (ii) Ministry Culture (iii) Private Sector (iv) Communities	Study conducted to identify potential areas for community cultural tourism; Mafalala and other existing projects strengthened; Interventions launched to expand community involvement; training programme implemented; fund to	Tanzania cultural tourism program; Jamaica culture and heritage tourism	At least 5 community based cultural tourism projects operational

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
									(v) INATUR	support tourism product development	program	
(5)	C	Address critical CBT success factors	X	X	X	X	X	1,200	(i) MITUR (ii) Ministry Culture (iii) ANAC (iii) Private Sector (iv)Communities (v) INATUR (vi) MICOA	Community specialist officers appointed; Staff trained on community issues; technical, legal and financial support provided to communities; community lands demarcated and/or Community Conservancies established; JVs agreed with experienced tour operators; Impacts measured	Draw on best examples as suggested above	Consistent growth in measured CBT quality, market demand and revenues

4.9 Institutional arrangements

4.9.1 Ensuring effective implementation and monitoring of tourism plans

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	A	Establish an independent implementation and monitoring unit	X	X	X	X	X	To be scoped	(i) MITUR	Key performance areas and operations of unit scoped and agreed; Unit established with highly qualified staff and adequate financial capacity; Arbitration instituted where necessary	Turkey; Jordan and others	Strategic plan and other tourism plans regulated and improvements made
(2)	A	Strengthen the role and functioning of the Tourism Facilitation Committee	X	X	X	X	X	450	(i) MITUR (ii) Partner Ministries (iii) DPTURs (iv) Private sector	Position paper regarding role, function and structure of the Tourism Facilitation Committee formulated; Relevant Ministries and stakeholders canvassed regarding their participation; Approval and endorsement given by Council of Ministers	Other countries e.g. Brazil National Council for Tourism and National forum of State Tourism secretaries and Directors	Various programs of STDP advised and executed in partnership with Facilitation Committee

4.9.2 Structuring public sector institutions appropriately and strategically

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
(1)	B	Clarify and restructure MITUR roles and functions in accordance with the strategy	X	X	X	X		60	(i) MITUR	MITUR structure and statutes evaluated based on the strategy; required changes approved and MITUR restructured accordingly	KPA's proposed in this strategic plan	80% successes in implementing the recommendations contained in this strategic plan
(2)	A	Strengthen INATUR's structure and institutional	X	X	X	X	X	4,000	(i) MITUR	INATUR marketing services	Leading	80% successes in

Recommendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
		capacity (incl. strengthening of marketing directorate, refocusing property management and investment promotion in MdI and setting up training department)							(ii) INATUR (iii) MdI (iv) MiE	directorate strengthened; INATURs investment and property management portfolio refocused in Mozaico do Indico; INATUR training directorate established and functional; marketing representation in at least two key target regions	NTO's in the world	implementing the recommendations contained in this strategic plan
(3)	A	**Strengthen capacity of DPTURs**	X	X	X	X	X	500	**(i) MITUR** (ii) DPTURs (iii) INATUR (iv) Private sector	Joint operational priorities between MITUR and DPTURs agreed at political level; DPTUR tourism skills strengthened and specific tasks allocated and monitored	Kenya; Brazil and others	DPTURs successful in implementing agreed SPDTM projects
(4)	B	**Establish Convention and Events Bureau**		X	X	X	X	2,000	**(i) INATUR** (ii) Joaqium Chissano International Conference Centre (iii) Private sector	Mandate and capacity scoped and agreed; Organisation business plan drafted and staffed; Database of venues and facilities established; Various associations partnered; Moz MICE marketing drive done; Bids actively supported and won	Rwanda Convention Bureau	Bids won for at least 10 international conferences Increase in MICE tourism arrivals of 15% per annum
4.9.3		**Improving public-private partnerships**										
(1)	A	**Ensure strong public-private partnerships at national level**	X	X	X	X	X	75	**(i) MITUR** (ii) INATUR (iii) Private sector	Tourism Facilitation Committee broadened to include private sector; consistent agenda followed and clear progress with implementing SPDTM II; Fully functional INATUR Tourism Liaison Committee (TLC) with hands-on private decision makers and hotel managers	New Zealand; Kenya, various others	Significant progress in implementing SPDTM II as PPP initiatives
4.9.4		**Improving funding for implementing the tourism strategy**										
(1)	B	**Significantly increase INATURs Government budget**		X	X	X	X	To be scoped	**(i) MITUR** (ii)MIF (iii) INATUR	Well-researched position paper with a request for budget increases submitted to the Finance Ministry; Budget increased based on business plan with revenues and expenses	Mauritius, Seychelles, South Africa	INATUR budget increases 500% at 2015 prices
(2)	C	**Pursue additional tourism funding sources**			X	X	X	15	i) MITUR	Detailed study of possible tourism	South Africa	Levy and other

Recom-mendation No	Priority	Actions	Years 1	2	3	4	5	5 Year Cost (USD '000)	Responsibility	Key Deliverables	Destination examples	Success Indicators
									(ii)MIF (iii) INATUR	levy options conducted and implemented; Potential donors and sponsors identified and contracted; Property development business plan formulated and leveraged; Feasible possibilities for own revenue formulated	tourist levy systems Korea Tourism Promotion Fund	income double government contribution
4.9.5		**Urgently improving the validity and quality of tourism performance statistics**										
(1)	A	**Improve data collection procedures**	X	X	X	X	X	250	**(i) MITUR** (ii) INATUR (iii) INE (iv) DPTURS (ii) Private sector	Biometrics system fully implemented or manual data system re-instated and supervise; Precise process and mechanisms established and executed for compiling visitor arrivals, with quality controls in place; Supply statistics by all parties on regularly updated on singular database	UNWTO guidelines on statistics managements	Accurate and reliable visitors arrivals statistics and indicators published no later and 3 months after travel; Up-to date database of tourism suppliers and trends in capacity growth
(2)	B	**Improve data interpretation and communication**	X	X	X	X	X	50	**(i) MITUR**	Compendium of statistical indicators more regularly published and implications interpreted and communicated online and through presentations to industry partners	UNWTO guidelines on statistics managements	Accurate and reliable visitors arrivals statistics and indicators published, interpreted and communicated at least quarterly no later and 3
4.10		**Policy and regulatory framework**										
4.10.1	B	**Checking and adapting regulations where necessary (in addition to 4.3)**						20	**(i) MITUR** (ii) Private sector	Regulations to be evaluated agreed with private sector; Regulations and implementation evaluated; changes made	Leading developing destinations	Regulations in line with best practice and easily applicable

Acronyms, abbreviations and terminologies

ANAC: National Administration of Conservation Areas
APIT: Priority Areas for Tourism Investment
BOM: Bank of Mozambique
BRICs: Brazil, Russia, India and Chinese markets
CME: Conferences, Meetings & Exhibitions
CPI: Investment Promotion Centre
CSS: Cascading Style Sheets
CTA: Confederation of Mozambican Economic Associations
DINATUR: National Directorate of Tourism
DMO: Destination Management Organisation
DPTUR: Provincial Department of Tourism
ETOA: European Tour Operators Association
FDI: Foreign Direct Investments
GAZEDA: Office for the Accelerated Development of Economic Zones
GDP: Gross Domestic Product
GNI: Gross National Income
HR   Human Resources
IAIS: Salamanga Agro-Industrial Institute
ICC: International Chamber of Commerce
ICM: Maputo Commercial Institute
IFZ: Industrial Free Zones
IICP: Industrial and Commercial Institute of Pemba
INAE   National Inspectorate of Economic Activities
INATUR: National Institute of Tourism
INE: National Institute of Statistics
INEFP: National Institute of Employment and Professional Training
KPI: Key Performance Indicator
LAM: Mozambique Airlines
LTA: Local Tourism Association
LTO: Local Tourism Organisation
MSR: Maputo Special Reserve
XMAP: Maputo Stock Exchange
MHG: Minor Hotel Group
MDI: Mozaico do Indigo S.A
MITUR: Ministry of Tourism
MSR: Maputo Special Reserve
MZN: Mozambique New Metical
MATIP: Mozambique Anchor Tourism Investment Programme
MZM: Mozambican Meticals
NTPIS: National Tourism Policy and Implementation Strategy
PARP: Poverty Reduction Action Plan
PIREP: Integrated Programme for Professional Education Reforms
PPC: Pay Per Click
PPP: Public-Private Partnership
PR: Public Relations
RDZ: Rapid Development Zones
ROI: Return on Investment
R&R: Rest and Relaxation
SEO: Search Engine Optimisation
SMME: Small, Medium & Micro Enterprises
SPDTM: Strategic Plan for the Development of Tourism in Mozambique
SAA: South African Airways
SAAF: Southern Africa Arbitration Foundation
SADC: Southern Africa Development Community

SAVE: Science, Academic, Volunteer and Education
SDAE   District Economic Services
SEO: Search Engine Optimisation
SEZ: Special Economic Zones
SPDTM II: Second Strategic Plan for the Development of Tourism in Mozambique
SWOT: Strengths, Weaknesses, Opportunities and Threats
TSA: Tourism Satellite Accounting System
T&T: Travel and Tourism
TVET: Technical and Vocational Education and Training
UAE: United Arab Emirates
UEM: Eduardo Mondlane University
UK: United Kingdom
UNCTAD: United Nations Conference on Trade & Development
UNWTO: United Nations World Tourism Organization
USAID: United States Agency for International Development
USA: United States of America
VAT: Value Added Tax
VFR: Visiting Friends and Relatives
WB: World Bank
WEF: World Economic Forum
WTTC: World Travel & Tourism Council
ZIT: Zones of Tourism Interest

Local terms used

Bem servir: Good Service
Descubre Moçambique: Discover Mozambique
Moçambique é maningue nice: Mozambique is very nice
Maningue nice: Very nice

References

ACIS (2009) *The Legal Framework For Environmental Licensing in Mozambique, Edition II.* ACIS, Maputo.

All In One Social (2014): *Facebook statistics for Mozambique,* http://www.allin1social.com/

Almeida-Santos et al. (2014): *African Economic Outlook for Mozambique,* http://bit.ly/WoJBYH

Amadeus (2014): *Global travel industry set for decade of sustained growth according to new report from Amadeus 2014,* Madrid, Spain.

AMBISIG (2013): *INATUR Digital Marketing Strategy*, Lisbon, Portugal.

Bank of Mozambique (2009): *Allocation of sectoral credit by Mozambican banks*, Banco de Moçambique

Biggs, T. (2012): *Mozambique's coming natural resource boom: expectations, vulnerabilities and policies for successful management*, CTA

Botswana Tourism Organisation, http://www.botswanatourism.co.bw/grading-process; 30 June 2014

Buhalis, D (2000): *Marketing the competitive destination of the future,* Tourism Management Volume 21, Issue 1 pp 97-116

CDC (2014) *Mozambique Travel Advisory*, Centers for Disease Control and Prevention, http://1.usa.gov/1n4Zdd9

CIA (2013): *World Factbook 2013,* USA.

Cleverdon and Fabricius (2006) *Destination Positioning, Branding and Image Managem*ent, http://slidesha.re/1p44G3W

Collaborative Actions for Sustainable Tourism (2014): *Towards Sustainable Marine Tourism in Tofo, Barra & Tofinho, 2014 – 2019*, COAST Project, Paris.

CTA (2014): *Impact of air transport liberalisation on tourism and the wider economy of Mozambique*, CTA and USAID

DAI & Nathan Associates (2013): *Impact of Air Transport Liberalization on Tourism and the Wider Economy of Mozambique*, DAI & Nathan Associates

Department Immigration (2014): *Expatriate workers in Mozambique 2014,* Mozambique.

Deere (2011) *Exploitation or Conservation? Can The Hunting tourism Industry in Africa Be Sustainable?*
Destination Marketing Association Int. (2012) *Trends in Destination Marketing,* http://slidesha.re/1mZUBFP

Destination Marketing Association Int. (2014) *What's now and what's next in destination marketing?,* http://slidesha.re/1lffbxu

Environment July-August, http://bit.ly/1s28W6r

Europarc Consulting (undated) *Public-Private sector partnerships: Mutual benefits for business and protected areas,* http://bit.ly/1AxTv9L

European Centre for the Development of Vocational Training (Cedefop) (2008): *Sectoral training funds in Europe*, Luxembourg: Office for Official Publications of the European Communities

European Commission, Enterprise and industry: tourism business portal, *Assessment of efficient staffing levels in a hotel* (3 July 2014) http://ec.europa.eu/enterprise/sectors/tourism/tourism-business-portal/toolstutorials/management/efficientstaffing/index_en.htm

European Tour Operators Association (2013): *WTM Origin Market Seminar,* London, United Kingdom.

Forrester (2013) *Embed the customer lifecycle across marketing,* http://bit.ly/1lffgRz
Girgis, Ibrahim (2009) *The Importance of Public-Private Partnership in the Current Downturn,* World Travel And Tourism Council, http://bit.ly/1p44NMX

GIZ Programa Pro-Econ and ACIS (2008) *Legal framework for tourism licensing in Mozambique, Edition 1,* GIZ

Global Sustainable Tourism Council (2013) *Criteria for hotels and tour operators.* Global Sustainable Tourism Council, UNWTO, Madrid.

Global Sustainable Tourism Council (2014) *Global Sustainable Tourism Criteria for destinations.* Global Sustainable Tourism Council, UNWTO, Madrid.

Government of Mozambique (1991): *Water Law (Law 16/91 of 03 August).* Republic of Mozambique, Maputo

Government of Mozambique (2013) *Redefinition of Objectives, Powers and Structure of the National Institute of*

Tourism (INATUR) No 85/2013 of 31 December, Government printer

Government of Mozambique (Undated): *Strategy for the development of the transport system,* Ministry of Transport and Communications

Government of Mozambique (1997): *Land Law,* Decree 19/97, Government Printer

Government of Mozambique (1998): *Land Law Regulations*, Decree 66/98, Government Printer

Government of Mozambique (2003): *Tourism Policy and Implementation Strategy*, Ministry of Tourism, Resolution 14, Government Printer

Government of Mozambique (2004): *Tourism Law,* Government Printer

Government of Mozambique (2004: *Tourism Law,* Decree no 4/2004, Government Printer

Government of Mozambique (2004) *Tourism Law* 4/2004 of 17 July 2004. Maputo

Government of Mozambique (2005): *Commercial Code*, Decree 2/2005, Government Printer

Government of Mozambique (2006): *Regulation of Diving Tourism*, Decree 44/2006, Government Printer

Government of Mozambique (2007*): Regulation of Tourist Transport*, Decree 41/2007, Government Printer

Government of Mozambique (2007): *Regulation of Tourist Activities,* Decreto 40/2007, Government Printer

Government of Mozambique (2009): *Law on Fiscal Benefits*, Decree 4/2009, Government Printer

Government of Mozambique (2009: *Approval of the Regulation of Tourist Interest Zones,* Decree 77/2009, Government Printer

Government of Mozambique (2009): *Law on Regulation of Investments*, Decree 43/2009, Government Printer

Government of Mozambique, (2008) *Establishment of National Institute of Tourism (INATUR) Decree No. 36/2008 of 17 September*, Government printer

Government of Mozambique (2013) *Redefinition of Objectives, Powers and Structure of the National Institute of Tourism (INATUR) No 85/2013 of 31 December,* Government printer

Government of Mozambique (2009): *Code of Fiscal Benefits* Law 4/2009, Government Printer

Government of Mozambique (2010): *Article 2, Decree 52/2010*, Government Printer

Government of Mozambique (2010): *Declaration of Tourist Interest Zones*, Decree 70,71,72,73,74,75,76,77,78,79/2010, Government Printer

Government of Mozambique (2011): *Public-Private Partnerships (PPP), Business Concessions (BC) and Mega-Projects Law (MPL)*, Decree 115/2011, Government Printer

Government of Mozambique (2012): *National Climate Change Adaptation and Mitigation Strategy 2013–2025*, Government Printer

Government of Mozambique (2013): *The Tourist Lodging, Restaurants, Drinking Establishments and Dance Halls Regulation Decree No 97/2013 of 31 December*, Government printer

Hede, A., Jago, L. & Deery, M. (July 2002): *Special Event Research 1990-2001: Key Trends and Issues*, Paper presented at the Event Research Conference: Events & Place Making, Sydney

INATUR (2014): *List of tourism training institutions*, unpublished records

INATUR (2012): *Tourism Marketing and Promotions Strategy,* Instituto Nacional de Turismo

INATUR (2012): *Business plan and implementation strategy 2012*, Mozambique.

INATUR (2012): *Tourism Marketing and Promotions Action Plan* 2012-2016, Mozambique.

International Monetary Fund (2014): *People's Republic of China and the IMF,* Washington, USA.

International Trade Centre (2010) *Inclusive Tourism: Linking the Handicraft Sector to Tourism Markets*, http://bit.ly/1AuQMhq

IPK International (2013): *World Travel Trends Report 2012/2013*, http://bit.ly/MO0U0m

IPK International (2014): *World Travel Trends Report 2013/2014,* Munich, Germany.

IUCN (2012) *Siting and Design of Hotels and Resorts: Principles* and Case Studies for Biodiversity Conservation. IUCN, Switzerland.

Jones (2010) *The economic contribution of tourism in Mozambique: Insights from a social accounting matrix,* Development Southern Africa

KPMG (2013) *Mozambique Country Report,* http://bit.ly/1jJbAfT

Lakshmi Narasimhan S., (2011): *Staff to Room Ratio – indicator at best*, http://www.blog-igniteinsight.com/2011/07/22/staff-to-room-ratio-indicator-at-best

Lopes (2011): *Destination image: origins, developments and implications,* Pasos Vol. 9 No 2 pgs. 305-315, http://bit.ly/1jJbS6D

Lourens (2007) *The Underpinnings for Successful Route Tourism Development in South Africa,* http://bit.ly/1AuQaIC

Mauritius Government (2014): *Mauritius Budget Highlights,* Port Louis, Mauritius.

Meyer, D. (2004) *Tourism Routes and Gateways: Key Issues for the Development of Tourism Routes and Gateways and Their Potential for Pro-Poor Tourism*, London: Overseas Development Institute.

Ministry of Internal Affairs (2014): *Expatriate workers in Mozambique 2014,* Ministério do Interior

Ministry of Planning and Development (2014): *Integrated Programme of Investments and Prority Infrastructure 2004-2017,* Ministerio de Planeamento e Desenvolvimento

Ministry of Tourism (2004): *Strategic Plan for the Development of Tourism in Mozambique (2004-2013)*, MITUR

Ministry of Tourism (2005): *Regulations for travel agencies and tourist information professionals*, Decree 41/2005, MITUR

Ministry of Tourism (2006): *Strategy for Human Resources Development in the Tourism Sector (2006 – 2013)*, MITUR

Ministry of Tourism (2006): *Tourism Marketing Strategy 2006-2013,* Maputo, Mozambique Ministry of Tourism (2007): *Ownership regulations*, Decree 39/2007, MITUR

Ministry of Tourism (2007): *Regulation of Tourist Accommodation, Restaurants, Drinking Establishments and Dance Halls,* MITUR

Ministry of Tourism (2007): *Kapulana Hotel & Resort Programme*, MITUR

Ministry of Tourism (2009): *Vilankulo District Tourism Master Plan*, Summary Report, TFCA Unit, MITUR

Ministry of Tourism (2010): *Tourism Master Plan Manica District,* TFCA Unit, MITUR

Ministry of Tourism (2011): *Tourism Master Plan Sussendenga District*, TFCA Unit, MITUR

Ministry of Tourism (2014): *Tourism indicators 2013*, MITUR

Molina et al. (2010): *Tourism marketing information and destination management,* African Journal of Business Management, Vol. 4(5), pp. 722-728, http://bit.ly/1u2rBSO

Morrison (2013) *Destination management and marketing: The platform for excellence in tourism destinations,* http://bit.ly/UhNmh9

Moutinho (1987) *Consumer behavior in marketing,* European Journal of Marketing, 21: 5-44.

Mulec (2009) *Promotion as a tool in sustaining the destination marketing activities,* TURIZAM Volume 14, Issue 1, pp 13-21 http://bit.ly/1qQKv9p

National Institute of Statistics (2010) *General Household survey 2008/2009*

National Statistics Institute (2013): *Mozambique Satellite Account,* National Statistics Institute

National Statistics Institute (2010): *General Household Survey 2010,* Maputo, Mozambique.

National Statistics Institute (2012): *Mozambique Tourism Spend Survey 2012,* Maputo, Mozambique.

South African Tourism (2013) *Tourism Arrival Statistics, Johannesburg, South Africa.* http://www.southafrica.net

NHS (undated) *Malaria Advice,* National Health Service United Kingdom, http://bit.ly/1oXkwe3

Oanda (2014): *Mozambique Metical – South African Rand conversion 2010-2013.*

PhoCusWright (2012) *Empowering inspiration: The future of travel search,* http://bit.ly/1jJcYiE

Pierret, Frédéric (undated): *About hotel classification systems*, paper UNWTO

PricewaterhouseCoopers (2014): *South African hospitality outlook: 2013-2017,* South Africa.

Psarros (2013) *Integrated destination marketing and the future DMO,* http://bit.ly/1nWaqh9

Regional Tourism Organization of Southern Africa (undated*) Southern Africa Harmonized Accommodation Rating Standards,* RETOSA, web-published

Secretariat of the Convention on Biological Diversity (2004) *Guidelines on Biodiversity and Tourism Development*. Secretariat of the Convention on Biological Diversity, Montreal

Shkira (2013) *Role of Destination Management Organization in developing sustainable tourism in Korça Region* http://bit.ly/1p45K8e

Scottish Natural Heritage and Forestry Commission Scotland (2013): *Sharing Good Practice: Interpreting Wildlife.* Scottish Natural Heritage and Forestry Commission Scotland, Edinburgh.

South African Department of Home Affairs (2014*): www.dha.gov.za*

South African Ministry of Tourism (2012) *National Tourism Sector Strategy,* http://bit.ly/1oUCKg9

South African Tourism (2012): *SA Tourism 2012-2013 Annual Report*, Johannesburg, South Africa.

South African Tourism (2013): *Tourism Arrival Statistics 2013,* Johannesburg, South Africa.

South African Tourism (2010): *Domestic Tourism Report,* Johannesburg, South Africa.

South African Tourism (2010): *SA Tourism Country Report Brazil 2010,* Johannesburg, South Africa.

South African Tourism (2010) *SA Tourism Source Market Analysis USA 2010,* Johannesburg, South Africa.

Statistics South Africa (2014) South Africa - Domestic Tourism Survey 2012, Pretoria, South Africa.

TFCA Unit (undated) *TFCA CEF Manual*, MITUR, Maputo

The Strategy Company (2012): *Tourism Development Strategy For Inhambane Province*, Mozambique

Tourism Grading Council of South Africa *(*undated*) Grading Criteria,* Tourism Grading Council of South Africa, web-published

Tourism Intelligence International (2004) *Tourism Marketing Plan Mozambique Promotion Programme,* Trinidad, West Indies.

Tourism Intelligence International (2010) *How Americans Will Travel 2015,* Trinidad, West Indies.

Tourism New Zealand (2010): *Three-year Marketing Strategy,* http://bit.ly/UhC5wS

Tourism Victoria (2014): *Crisis Communications Handbook,* http://bit.ly/1u2sBGn

Visit England (2008) *Destination Management Handbook,* http://bit.ly/1qQLmqx

Tkaczynski (2009) *Destination segmentation: A recommended two-step approach,* Journal of Travel Research *http://bit.ly/1wInUO4*

Tomsa Levy (undated): *How to collect the tourism levy,* http://www.tomsa.co.za

TTF Australia (undated) *Natural Tourism Partnerships Action Plan,* http://bit.ly/1lVJREf

Trip Advisor (2013) *TripBarometer 2013,* http://bit.ly/UhCgs8

UNDP (undated): *Sustainable Financing of the Protected Area System in Mozambique* (UNDP GEF PIMS 3938; UNDP Atlas 57986; GEF Project ID 3753). United Nations Development Programme and Government of Mozambique

UNESCO (2011) *Strengthening the Cultural and Creative Industries and Inclusive Policies in Mozambique* (2011), UNESCO, Paris.

UNESCO (2012) *Mobilising Community Entrepreneurial Spirit – A guide for implementing community-based cultural tourism*, UNESCO, Paris.

United Nations General Assembly (2012) *Promotion of ecotourism for poverty eradication and environment protection (Document Reference A/67/228),* United Nations, New York.

UNWTO (2007) *A practical guide to tourism destination management,* UNWTO, Madrid, Spain http://bit.ly/1n3uU6E

UNWTO (2014) *Handbook on eMarketing for tourism destinations,* UNWTO, Madrid, Spain, http://bit.ly/1e8eloq

UNWTO (2013) *Project document for preparing a revised tourism development strategy for Mozambique, May 2013,* Mozambique United Nations General Assembly (2012): *Promotion of ecotourism for poverty eradication and environment protection* (Document Reference A/67/228), United Nations, New York

UNWTO (2014): *WTO Tourism Highlights,* Madrid, Spain.

USAID (2007): *USAID tourism activity approval document* fiscal years 2005-2007, USAID

USAID (2014*): Economic cost of conflict in Mozambique: Assessing the economic impacts of renewed conflict on the tourism sector*, USAID

Wall (1997) *Is Ecotourism Sustainable?*, Environmental Management, 21, no. 4

Wikipedia (2014): *Economy of Dubai*, http://bit.ly/1u1vgjN

World Bank (2013): *Mozambique Overview,* http://bit.ly/1n2P54S

World Bank (2014): *Mozambique Conservation Areas for Biodiversity and Development Project*, (P131965) Project Appraisal Document, The World Bank, Washington, DC.

World Economic Forum (2013): *The Travel & Tourism Competitiveness Report 2013*, WEF

World Bank (2014) *WB lowers projections for global economic outlook 2014* Washington, USA.

World Economic Forum (2014): *Travel & Tourism Competitiveness Report 2013,* Pages 260-261, WEF

World Health Organisation (undated): *Situational Analysis: Malaria in Mozambique,* World Health Organization, World Tourism Organization (2013): *Project document for revised tourism development strategy for Mozambique*, WTO

World Tourism Organization (2014): *Tourism Highlights 2014,* WTO

World Travel and Tourism Council (2011): Tourism a poverty reduction tool says President Guebuza of Mozambique joins UNWTO/WTTC global campaign, http://bit.ly/1k07OPy

World Travel and Tourism Council (2014): *Travel and Tourism Economic Impact 2014,* WTTC

World Travel & Tourism Council 2013: *Travel & Tourism Economic Impact 2013: Mozambique*, WTTC

WWF – UK and International Business Leaders Forum (2005): *Why environmental benchmarking will help your hotel.* WWF – UK and International Business Leaders Forum, London.

ANNEXURE A: Tourism performance indicators

Figure A1: Snaphot of official MITUR foreign tourism statistics[79]

Trends in Foreign Visitor Arrivals by Continent

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Africa	623240	851999	977468	1041112	1204767	1432931	1465793	1584095	1580523	1411327
Europe	56508	47999	55074	66233	161850	192502	219089	284493	444506	396921
Americas	5647	12399	14226	18799	38981	46363	102041	106670	135488	120985
Asia		8036	9220	12680	18699	22240	28211	33293	28661	25593
Rest of World	25665	34000	39012	117978	5953	7080	21009	4089	16675	14890
Total	711060	954433	1095000	1256802	1430250	1701116	1836143	2012640	2205853	1969716

Market Shares of Main Visitor Source Markets, 2013

Trends in Visitors Arrivals from Main Foreign Source Markets

Trends in Visitors Arrivals from Main Overseas Sources Markets

Type of Transport Used to Enter Mozambique, 2012

Trends in Visit Purpose of Foreign Visitors

Mozambique and Competitors: Trends in Arrivals (Indexed)

Mozambique and Competitors: % of Africa Arrivals & Receipts

[79] MITUR (2014): *Indicadores de referência na área do turismo,* 2013

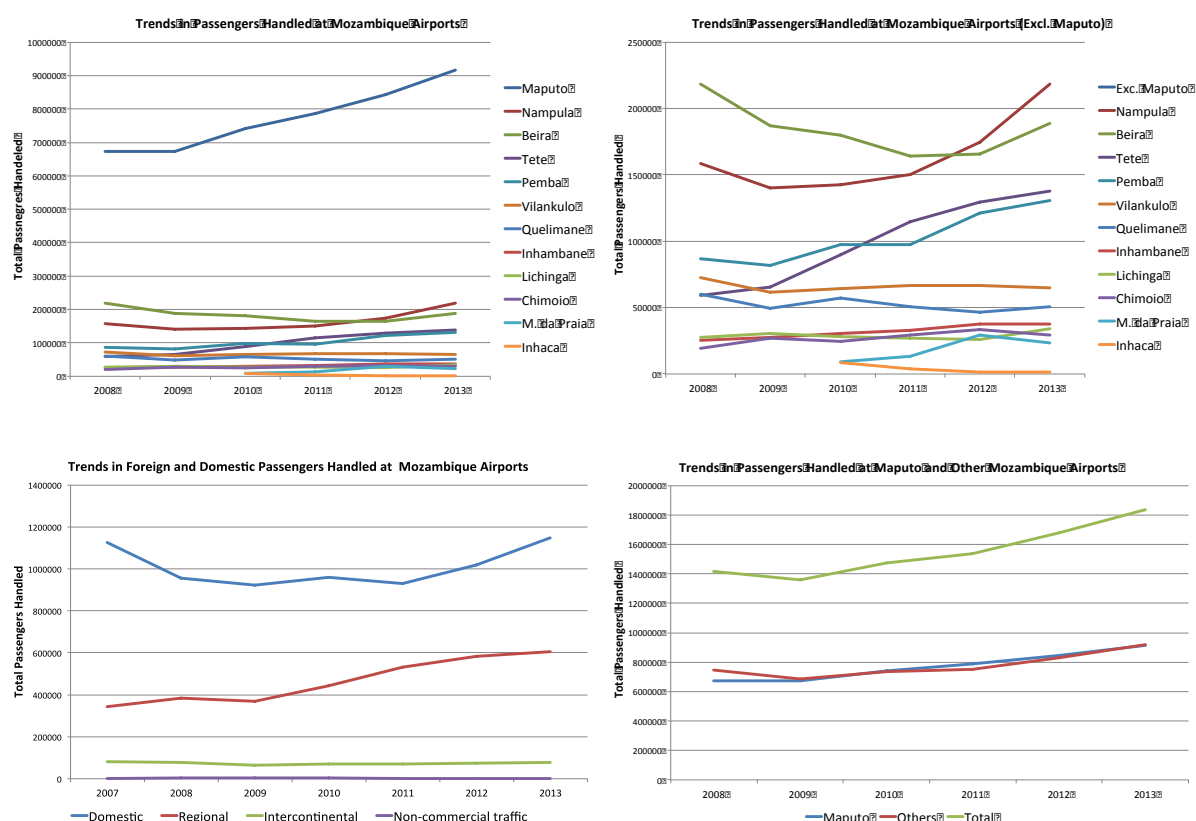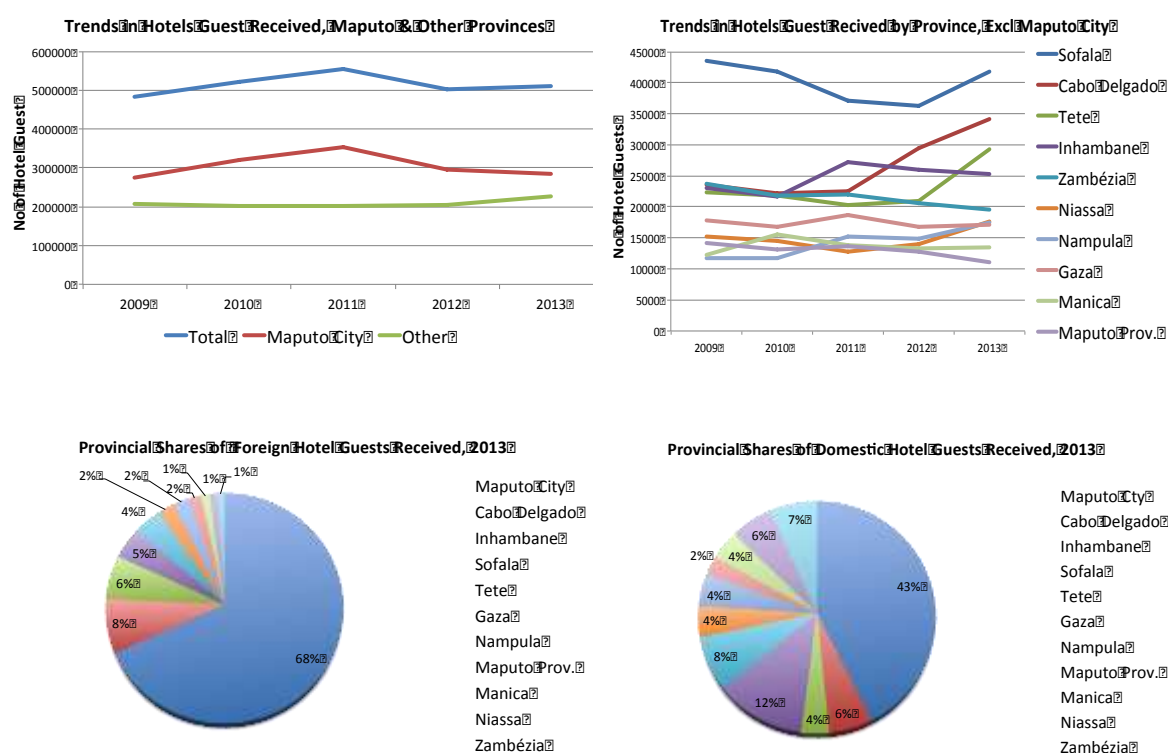**Figure A2: Snaphot of official Mozambique Airports passenger statistics[80]**

Trends in Passengers Handled at Mozambique Airports

Trends in Passengers Handled at Mozambique Airports (Excl. Maputo)

Trends in Foreign and Domestic Passengers Handled at Mozambique Airports

Trends in Passengers Handled at Maputo and Other Mozambique Airports

Figure A3: Snaphot of official MITUR hotel guest statistics[81]

Trends in Hotels Guest Received, Maputo & Other Provinces

Trends in Hotels Guest Recived by Province, Excl Maputo City

Provincial Shares of Foreign Hotel Guests Received, 2013

Provincial Shares of Domestic Hotel Guests Received, 2013

[80] Aeroportos de Moçambique, E. P. (2014): *Relatório de Evolução de Tráfego Aéreo,* Janeiro a Dezembro 2013
[81] MITUR (2014): *Indicadores de referência na área do turismo,* 2013

Annexure B: SWOT analysis of the tourism sector

(1) Tourism competitiveness and performance

Strengths	Weaknesses
• Substantive contribution of the tourism sector to the GDP • Over 300% growth in tourism arrivals in past eight years	• Leisure tourism stagnated in recent years, with limited tourism investment in coastal and rural areas • Low price quality ratio for tourism accommodation and other tourism services
Opportunities	*Threats*
• Resources boom stimulates growth in business travel	• High costs of hotel construction compared to neighbouring South Africa • Negative reputation of police services detrimental to tourism growth

(2) Tourism resources, facilities and services

Strengths	Weaknesses
• Existence of iconic nature and culture sites • Conservation Law approved and ANAC created • Natural areas in good conditions • Strategic Plan for Culture approved •	• Low wildlife populations unable to sustain tourism • Minimal development/packaging offer, and lack of information/ interpretation for most natural and cultural attractions • Cultural sites not adequately protected and preserved • Lack of requisite mid-market facilities • Lack of internationally branded, high quality beach resorts along the coast
Opportunities	*Threats*
• Capitalising on growth in experiential and special interest market segments • Links to cross-border nature areas and routes • Capitalising on growth in demand for cultural events • African-Latin-Portuguese-Eastern cultural mix • Combination of contemporary and traditional art and culture • Internationally recognised artists and performers	• Poor law enforcement, poaching and illegal logging Impacts of extractive industry on environment • Encroachment of people in and around Pas • Risk of deterioration of historical & cultural sites • Historical and cultural areas/buildings being demolished for new developments

(3) Product and service quality

Strengths	Weaknesses
• Clear distinction between roles and responsibilities for licensing, grading and inspection • Top quality international hotels are entering the market and redefining hospitality standards • Experienced travellers bring high expectations • New classification and grading requirements	• New classification and grading requirements do not include many quality criteria • Communication about grading system is lacking • Existing properties claim grading levels that have not been formally awarded through assessments • Industry competes on price instead of quality
Opportunities	*Threats*
• Access to sound regional systems • Mozambique has a clean slate to design and develop a practical and new grading system	• Political interference • Limited industry support and limited compliance • Inadequate access to assessors/assessment system • Establishments are unable to meet the standards

(4) Access and infrastructure

Strengths	Weaknesses
• Some advances in liberalising airspace and improving airport infrastructure • Basic road infrastructure nationwide in place	• Airspace policy aimed at protecting the flag carrier to detriment of tourism • High visa costs and limited processing capacity

• Railway system under improvement • Water resources and supply in reasonable condition in all urban and tourism related areas • Power supply reasonably reliable covering most existing tourism nodes • Tourism development plans exist for several tourism areas	• Limited airport capacity and runway lengths restricting access to important tourism zones • Limited road connections to areas away from EN1; • Deficit of basic infrastructure for waste management, sanitation and clean water supply • Electricity outages in key tourism areas • Most of the existing structure plans in key tourism areas not being implemented for various reasons
Opportunities	*Threats*
• Further airport improvements should include expansion in key tourism areas • Leveraging new road infrastructure for tourism e.g. develop scenic drives and improving feeder roads to tourism clusters • Passenger rail services and rolling stock improvements to leverage new industrial rail lines • Using and implementing various local level plans	• Continued protection of the flag carrier to the detriment of market related airspace • Neglect of tourism-related road and airport infrastructures • Inadequate planning coordination among key public infrastructure providers • Lack of available land at the catalyst sites • Climate change inflicted natural disasters

(5) Marketing and branding

Strengths	*Weaknesses*
Marketing • Competitive destination and product with unique marine tourist assets, climate Latin-African flavour and incredible sense of place • Proximity to largest tourism economy in Africa provides opportunity for beach extension trips • Good potential for domestic travel, including large market of expatriate workers, business tourists and special interest niches like diving *Branding* • Attractive logo showing energy and flavour of Mozambique	*Marketing* • Poor visitor perceptions based on concerns of safety, access and expense • Poor implementation of ambitious strategies due to capacity, budgets and lack of trade cooperation • Limited variety of quality product and ground handlers appealing to different budget ranges • Vulnerability due to over-reliance on South African self-drive market • Overlapping marketing and promotions roles between DINATUR and INATUR • Lack of accurate market research • Lack of digital marketing understanding, skills *Branding* • Limited brand awareness and understanding of a confusing brand that fails to stand out
Opportunities	*Threats*
Marketing • Capitalising on new market growth trends like the growth of the BRICs, experience seekers, the Baby Boomers, Millennials, Fair Trade Travellers, etc. • Improved online marketing and image management capitalising on growth in Internet availability and social media *Branding* • Capitalise on and leverage Mozambique's status as a fast-growing economy for tourism branding purposes	*Marketing* • Political uncertainty and instability in the run-up to the 2014 elections • Continued lower than regional average in international tourism receipts • Tourism 'left in the dust' as quicker yielding mineral exploitation takes hold • Lack of capacity and financial resources to initiate marketing campaigns in key source markets *Branding* • Difficulty in rolling out brand to geographically dispersed communities • Retaining the relevance of the existing brand, e.g. credibility issues in terms of safety and exclusivity

(6) Business and investment conditions

Strengths	*Weaknesses*
• Declaration of special zones for tourism • Existence of masterplanning framework for the Arco Norte and other destinations	• Underdeveloped tourism value chain • High access and destination costs • Absence of investment promotion strategy

	- Institutional weakness and lack of capacity within INATUR and Mozaico do Indigo to manage ZITs - Lack of institutional capacity at the local level - Non-enforcement of planning and environmental regulations

Opportunities	*Threats*
- Financing available on the international market - Project preparation facilities in banking system - Potential for improved linkages with local suppliers - Donor programmes to build INATUR capacity - Substantial asset base and potential for building capacity in Mozaico do Indigo S.A. - Functioning financial and banking system - Improving economic environment - Growing international investor confidence - Growing travel demand in business and domestic tourism segments - Strong donor support for SMME development and availability of local entrepreneurs.	- Disharmonious regulatory framework for sector - Foreign investor domination - Marginalisation of nationals from the tourism - Exploitation and creation of landless locals - Lack of integrated master planning - Deteriorating physical environment - Weak domestic capital market and limited access

(7) Human resources development

Strengths	*Weaknesses*
Training supply - Private sector provides on-job-training - PIREP qualifications and training materials - INEFP mobile training units - Universal agreement of the need for skills development for tourism	*Government Capacity* - Lack of central coordination of tourism training - Limited institutional capacity to implement skills development plans and initiatives - Low capacity of government to manage tourism *Training supply* - Limited formal training capacity and quality - Training is not demand-driven - Limited funding for training - No quality assurance system for tourism training *Tourism Awareness* - Little general awareness of the benefits of tourism - Tourism not seen as an attractive career choice
Opportunities	*Threats*
- Tourism skills development recognised as a priority at the national, provincial and regional levels. - Potential for tourism development identified at training centres like Salamanga and Inhambane - PIREP material available to support training - New training institutions exist in the country	- Recession and downturn in the tourism industry has led to staff layoff in industry - Political unrest and violence negatively affecting tourism - Lack of funding for investment in training centres

(8) Sustainable tourism development

Strengths	*Weaknesses*
- Planning regulations and requirements for (EIAs) - Conservation Law provides for establishment of Community Conservancies	- Siting of developments in coastal areas often flaunts good practices - Lack of sustainability standards for buildings - Lack of enforcement of the existing plans - Current CBT practices often struggle, and are based on flawed models
Opportunities	*Threats*
- Use planning process for siting, design and construction of new tourism facilities - to establishing community conservancies and joint venture as per best practice models	- Continued failure to management waste and sanitation will adversely impact tourism - Poor siting of tourism facilities puts them at risk of climate change related damage

	Decrease of community support for conservation if they do not receive adequate benefits
• Expand indirect benefits for communities	• Decrease of community support for conservation if they do not receive adequate benefits
	• Levels of poverty and community problems may increase

(9) Institutional structure

Strengths	Weaknesses
• MITUR formalised and staffed with detailed organisational statutes	• Limited experience, skills and sometimes motivation among staff to implement programs
• A substantial operational budget (although not adequate) available for implementing projects	• Inconsistent and unclear expenditure priorities and income streams in key agencies
• A core (although small) of experienced tourism and conservation professionals exists in MITUR	• Poor coordination and collaboration among MITUR, its agencies, other ministries and other tiers and levels of government
• Provincial tourism offices set up and staffed	• Inadequate operational planning and performance monitoring in line with strategic priorities
• Private sector has set up various membership organs	• Inadequate recruitment and appointment procedures and controls
• Digital fingerprint immigration scanning in process	• Limited private sector capacity and lack of meaningful public-private partnerships in implementing a strategic agenda
• A compendium statistics produced annually	• Inaccurate, inconsistent tourism arrivals statistics
• Pilot Satellite Account for tourism initiated	• Lack of statistics capacity in MITUR and INATUR
• INE and MITUR conducting expenditure surveys	• Delayed communication and publishing of statistics
	• Capacity gaps in MITUR and INATUR for interpreting and communicating statistics
Opportunities	Threats
• Capitalising on best practice operational planning procedures elsewhere	• Continued lack of public-private partnerships and growing private sector apathy
• Tourism as a growth priority to obtain improved financing as a share in mineral and industrial returns	• Institutional priorities skewed by political priorities and events
• Accelerated installing by Immigration Department of digital immigration procedure	• Wrong strategies due to continued gaps in submission of accurate immigration numbers

(10) Policy and regulatory framework

Strengths	Weaknesses
• Good quality policy, planning guidelines and regulations	• Some legislated processes are cumbersome and difficult to implement
• Comprehensive coverage of laws and regulations	• Regulations not followed consistently by tourism officials
	• Tourism laws may conflict with other laws or not take precedence over other laws in tourism planning and development
Opportunities	Threats
• Mobilising related government departments and counterparts to ensure proper implementation	• Continued weak implementation capacity at all levels