

# MAURITIUS

## NATIONAL EXPORT STRATEGY

### CULTURAL TOURISM

#### SECTOR

2017-2021



Republic of Mauritius



International  
Trade  
Centre

This National Export Strategy (NES) is an official document of the Government of Mauritius. The NES was developed on the basis of the process, methodology and technical assistance of the International Trade Centre (ITC) within the framework of its Trade Development Strategy programme.

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## ACRONYMS

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AGTF	Aapravasi Ghat Trust Fund	MPI	Ministry of Public Infrastructure
AHRIM	Association des Hôteliers et Restaurateurs de l'Île Maurice	MTPA	Mauritius Tourism Promotion Authority
B2B	Business-to-business	NES	National Export Strategy
BOI	Board of Investment	NHF	National Heritage Fund
CAGR	Compound annual growth rate	NTA	National Transport Authority
EM	Enterprise Mauritius	PoA	Plan of Action
EU	European Union	RDA	Road Development Authority
FDI	Foreign direct investment	SLDC	State Land Development Company
GDP	Gross domestic product	SME	Small and medium-sized enterprise
ITC	International Trade Centre	SMEDA	Small and Medium Enterprises Development Authority
IMF	International Monetary Fund	TA	Tourism Authority
LMHTF	Le Morne Heritage Trust Fund	TEC	Tertiary Education Commission
LED	Local economic development	TISI	Trade and investment support institution
MITD	Mauritius Institute of Training and Development	TSN	Trade support network
MMC	Mauritius Museums Council	UNCTAD	United Nations Conference on Trade and Development
MOE	Ministry of Education and Human Resources, Tertiary Education and Scientific Research	UNESCO	United Nations Educational, Scientific and Cultural Organization
MAC	Ministry of Arts and Culture	UNWTO	United Nations World Tourism Organization
MOFED	Ministry of Finance and Economic Development	WTTC	World Travel & Tourism Council
MOTEC	Ministry of Tourism and External Communications		

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# EXECUTIVE SUMMARY

The goal of the Mauritius Cultural Tourism Strategy is to set the sector on the course of strategic development by addressing constraints in a comprehensive manner and defining concrete opportunities that can be realized through the specific steps detailed in its Plan of Action (PoA). The Strategy is an integral part of the NES of Mauritius.

In 2015, international tourism marked an impressive six consecutive years of growth in terms of tourist arrivals, with a record total of 1,186 million tourists travelling the world according to the United Nations World Tourism Organization (UNWTO), representing an increase of 4.6% compared to 2014. Growing faster than world trade over the past years, this vibrant industry accounted for 7% of the world's exports in goods and services in 2015 making international tourism a major category of international trade in services. Through international visitors' expenditure on accommodation, food and drink, entertainment, shopping and other services and goods in the destinations, this vibrant industry is generated about US\$ 1.5 trillion globally. Prospects for the coming years remain positive, with international tourist arrivals expected to grow by an average of 3.3% a year over the period 2010 to 2030.

If the role of the in mass tourism, and more particularly the sun, sand and sea (3S) segment, is still largely dominant, recent changes of tourism trends have indicated that visitors are increasingly involved in cultural activities. The role of cultural tourism, representing movements of people motivated by cultural intents, has indeed rapidly and constantly grown over the past decades to become a major segment in most tourism destinations, accounting for about 40% of international tourism flows (UNWTO). This rapid expansion of the sector has stimulated the development of many cultural attractions and dedicated marketing strategies around the world. In this context, it is crucial for Mauritius to build on its comparative advantage and to develop and promote the uniqueness of its cultural tourism offering.

In Mauritius, tourism is a highly mature services sector and has been an important pillar of the economy since the 1980s. It leads by far the financial services sector and the ICT/BPO sectors in terms of the net contribution to services trade and foreign exchange receipts. The future orientation for this sector is now to be geared towards diversification of tourism offerings, including the cultural tourism component.

Benefitting from a solid support infrastructure, robust existing tourism offerings, and, most importantly, a rich multicultural heritage and diversified cultural attractions, there is a strong business case for developing the cultural tourism sector in Mauritius. If tourist offerings have already been developed in Mauritius, especially with a proven experience in bundling cultural attractions with existing offerings, the sector however remains in the shadow of the traditional sun-sea-sand mass tourism segment. In other words, if international visitors might get an insight into the Mauritian culture, the latter is clearly not yet a driver of the local tourism activity.

Against this backdrop, the first step towards a more vibrant cultural tourism sector in Mauritius is to rehabilitate the country's cultural assets and support infrastructure. The Strategy consequently aims, initially, at improving the maintenance of cultural tourism sites and attractions, supported by the formulation of adequate policy instruments that will guide the development of the cultural tourism sector. Emphasis will also be put on improving the infrastructure related to the sector, including transportation and connectivity between cultural sites and city centres.

In line with a rising demand for cultural attractions and given the fierce competition with other tourist destinations, the integration of cultural tourism within the main Mauritian tourism products will also play an essential role in this Strategy. Along these lines, developing robust product offerings related to the cultural tourism sector will be encouraged and accompanied by measures aiming at building a better understanding of target markets. Efforts will also be made to achieve greater market penetration, in particular through the conduct of marketing campaigns promoting the Mauritian cultural tourism product and service offering.



Photo: Victor Deleplancque (ITC)

This Strategy was the result of extensive consultations with public and private sector stakeholders, leading to invaluable cooperation among sector operators. Key private sector stakeholders and leading institutions facilitated an exhaustive analysis of the sector. Market-led strategic orientations, prioritized by stakeholders and embedded into a detailed implementation plan, provide a clear road map

that can be leveraged to maximize value addition. In addition, the inclusive approach ensured that all stakeholders were committed to the process. The Cultural Tourism Sector Strategy provides Mauritius with a detailed PoA to achieve growth in the sector within the next five-year period. The Strategy is articulated around a unifying vision and three strategic objectives.

# GLOBAL CONTEXT

## INTERNATIONAL TOURISM OVERVIEW

In 2015, international tourism marked an impressive six consecutive years of growth in terms of tourist arrivals, with a record total of 1,186 million tourists travelling the world, compared with 892 million in 2009 (UNWTO). Arrivals grew by 4.6% in 2015 compared to 2014, or an increase of 52 million tourists that travelled to an international destination during the year. Prospects for 2016 remain positive, with international tourist arrivals expected to grow by 4% worldwide based on the current trend and outlook, boosted by the lowest oil prices in more than a decade through lower transport costs. The World Tourism Organization further estimates that the number of international tourist arrivals worldwide is expected to increase by an average of 3.3% a year over the period 2010 to 2030.

International tourism is a major category of international trade in services, accounting for 7% of the world's exports in goods and services in 2015, up from 6% in 2014, as the industry has grown faster than world trade over the past years (UNWTO). Through international visitors' expenditure on accommodation, food and drink, entertainment, shopping and other goods and services in the destinations, the tourism industry generated US\$ 1,260 billion in 2015 globally. In addition, the sector generated US\$ 211 billion in exports through international passenger transport services rendered to non-residents in 2015, bringing the total revenue in export earnings up to US\$ 1.5 trillion.

China leads by far global outbound travel with travellers' spending reaching US\$ 292 billion in 2015 as the total number of Chinese travellers rose by 10% to 128 million in 2015. The United Kingdom supported by a strong British pound, led growth in outbound demand in Europe as UK residents' visits abroad were up by 5 million to 64 million in 2015, with US\$ 63 billion spent in tourism. Germany remained the third largest source market after China and the United States with a slight decrease in expenditure last year to US\$ 78 billion while France also reported a decline to reach US\$ 38 billion.

## ROLE OF CULTURAL TOURISM IN INTERNATIONAL TOURISM

### DEFINING CULTURAL TOURISM

When taking into consideration the definition of the term cultural tourism we will be using the relatively straightforward, but rather narrow, approach of the UNWTO:

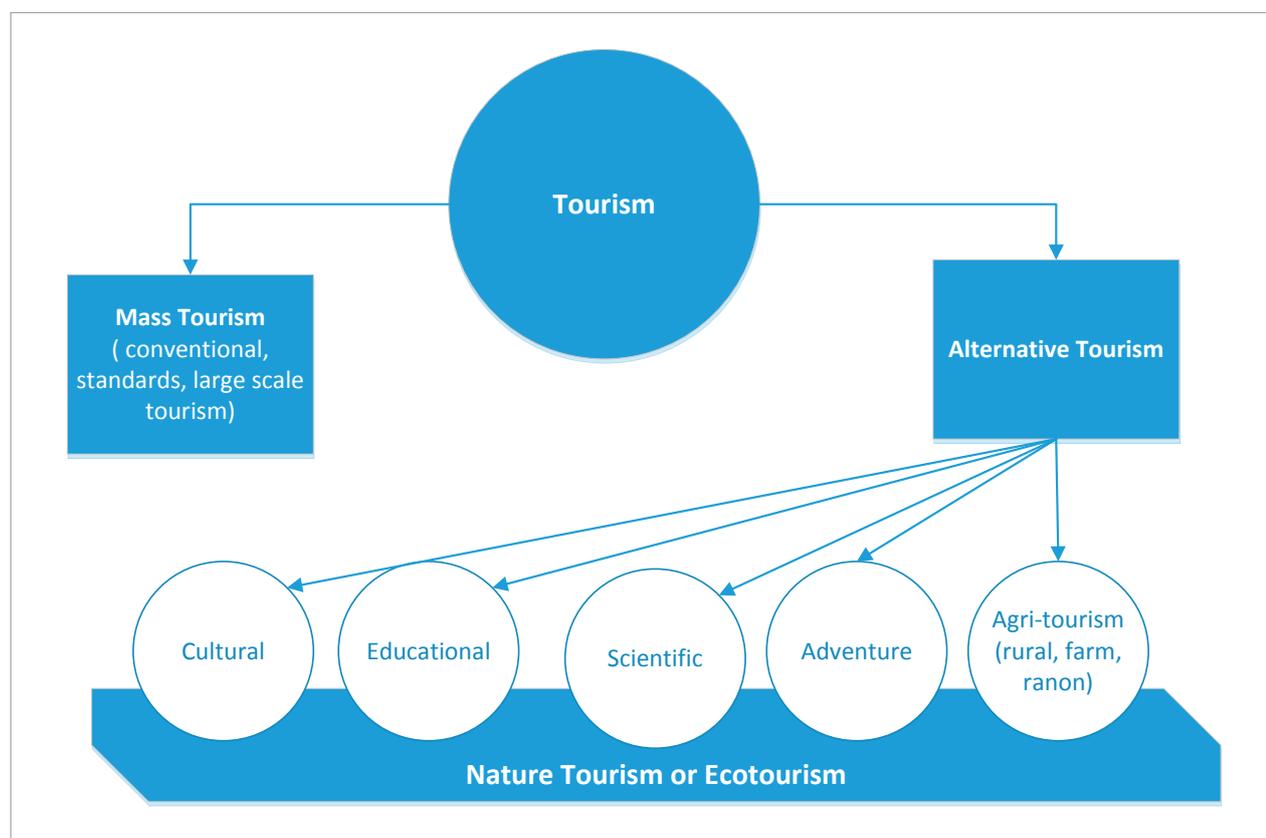
*Movements of persons for essentially cultural motivations such as study tours, performing arts and cultural tours, travel to festivals and other cultural events, visits to sites and monuments.*

From this definition, it is important to stress the fact cultural motivations can either be the sole intention, or can be combined with conventional or alternative tourism (see Figure 1). Cultural tourism is also about immersion in and enjoyment of the lifestyle of the local people and traditions and what constitutes its identity and character<sup>1</sup>.

The cultural tourism sector emerged on the international scene with the progressive fragmentation of mass tourism into a variety of niches in the 1980s, of which cultural tourism became one of the most important. The central premise is that tourism and cultural resources can have a mutually beneficial relationship, as highlighted by the emergence of a hybrid model combining two, previously distinct, conceptions of culture and tourism whereby cultural resources was considered as an educational and identity building tool while tourism, on the other hand, was largely viewed as a leisure based activity. The hybrid cultural tourism model was born, aiming at mainstreaming cultural resources in a country's tourism product and "cultural tourism" became viewed as a major source of economic development for many destinations (OECD, 2009).

1. UNWTO (2004). *Seminar on cultural tourism and poverty alleviation*. Seminar organized by the World Tourism Organization and held 8<sup>th</sup> June 2004, Siem Reap, Cambodia

Figure 1: The role and place of cultural tourism within alternative tourism



Source: Based on the Janos Csapo (2012)

As a result, culture has been increasingly employed as an aspect of the tourism product and tourism has been integrated into cultural development strategies as a means of supporting cultural heritage and cultural production (OECD, 2009). From the late 1980s onwards, cultural tourism progressively became a major segment in most tourism destinations and is now estimated to account for about 40% of international tourism flows, representing approximately 400 million of cultural trips, according to UNWTO.

## TYPES OF CULTURAL TOURISM

Cultural tourism has been identified as one of the most important areas of global tourism demand, creating a need for information on the characteristics, behaviour and motivations of cultural tourists (ATLAS Research Group). In *The Role and Importance of Cultural Tourism in Modern Tourism Industry* (2012), Janos Csapo identifies different types of cultural tourism from a thematic perspective, bringing an interesting angle to the concept of cultural tourism and suggesting a wide range of activities, including:

- *Heritage tourism*, involving material (e.g. architectural sites) and non-material (e.g. literature) tourism products as well as cultural heritage sites
- *Cultural thematic routes*, including a wide range of themes such as artistic, gastronomic, etc.
- *Cultural city tourism, cultural tours*
- *Traditions, ethnic tourism*
- *Event and festival tourism* such as music festivals or fine arts events
- *Religious tourism and pilgrimage routes*, with or without religious motivation, and
- *Creative culture, creative tourism*, covering cultural and artistic activities as well as cultural industries such as craft, cinema, etc.

## SUPPLY SIDE DRIVERS OF CULTURAL TOURISM

Cultural tourism is also seen as a desirable market by many countries and regions because it is seen as a high volume market comprising generally high spending, highly educated individuals who stimulate cultural activity in the destination (Richards, 2014). The OECD report on

*The Impact of Culture on Tourism* (2009) suggested that the main supply side drivers for developing culture and tourism policies are:

- Enhancing and preserving heritage
- Economic development and employment
- Physical and economic regeneration
- Strengthening and/or diversifying tourism
- Retaining population
- Developing cultural understanding.

Furthermore, as advocated by the Ngorongoro Declaration (box 3), it is important to stress the fact that developing cultural tourism could also be a driver of sustainable development, notably in Africa, through preserving and promoting cultures, empowering communities and improving of their participation in decision making and benefit sharing.

The growth of cultural tourism demand has stimulated the development of many new cultural attractions and dedicated marketing strategies, as different countries and regions compete for a share of this lucrative market (Richards, 2014). Against this backdrop, and in order to develop the Cultural Tourism segment, it is crucial for countries interested in developing this particular segment to build on their comparative advantage and to develop uniqueness in an increasingly globalized world.



Photo: Miwok (CC0 1.0)

### Box 1: The Ngorongoro Declaration<sup>2</sup>

Experts from nearly 40 countries, including 12 outside the Africa region, gathered in Arusha (Tanzania) for the international conference “Safeguarding African World Heritage as a Driver of Sustainable Development” co-organized by the UNESCO World Heritage Centre, the United Republic of Tanzania and the People’s Republic of China, from 31 May to 3 June 2016.

On the final day of the conference, participants adopted a declaration reaffirming the importance of heritage for preserving and promoting culture, and as a driver of sustainable development. The Ngorongoro Declaration calls on African nations to develop and implement policies that promote heritage, prevent conflicts and restore peace and security, promote social cohesion and involve local communities, particularly women and youth. The text also appeals to international finance institutions, industry, the private sector, and multi and bilateral partners to undertake development projects with innovative solutions, and requests support from the World Heritage Committee, States Parties and civil society.

2. From UNESCO, World Heritage Center. Available from <http://www.unesco.org/culture/pdf/Ngorongoro-Declaration-en.pdf>



Photo: Miwok (CC0 1.0)

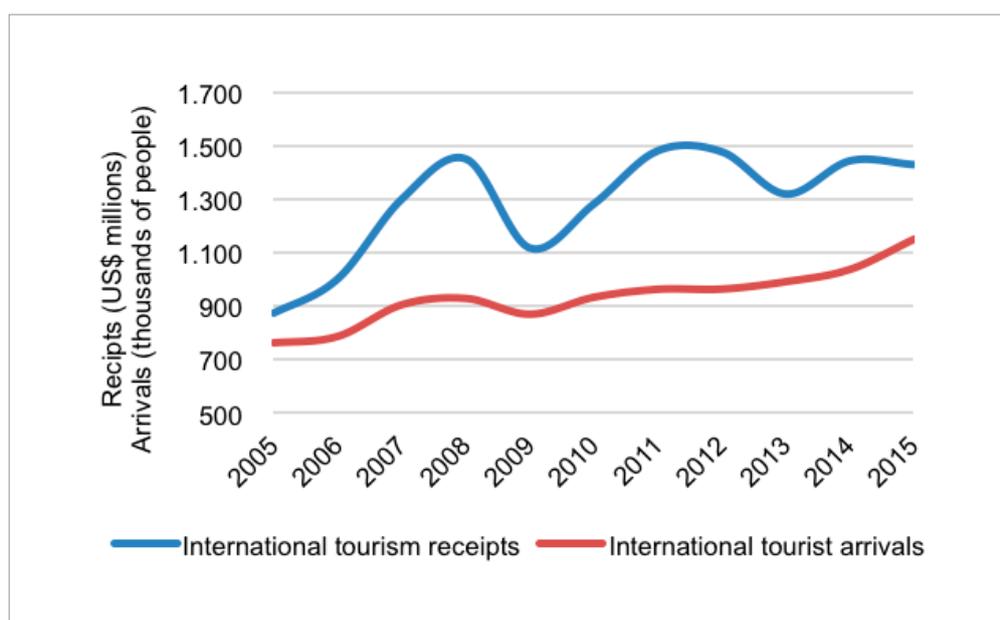
# VALUE CHAIN ANALYSIS AND SECTOR DIAGNOSTICS

## CURRENT CONTEXT

Tourism is a highly mature services sector and has been an important pillar of the Mauritian economy since the 1980s after the manufacturing and the agricultural sector. The sector as a whole continues to largely dominate Mauritius' exports of services with a share of 46% in 2014, alone generating US\$ 1,447 million of revenue that year (Figure 3). Exports of travel services – tourism

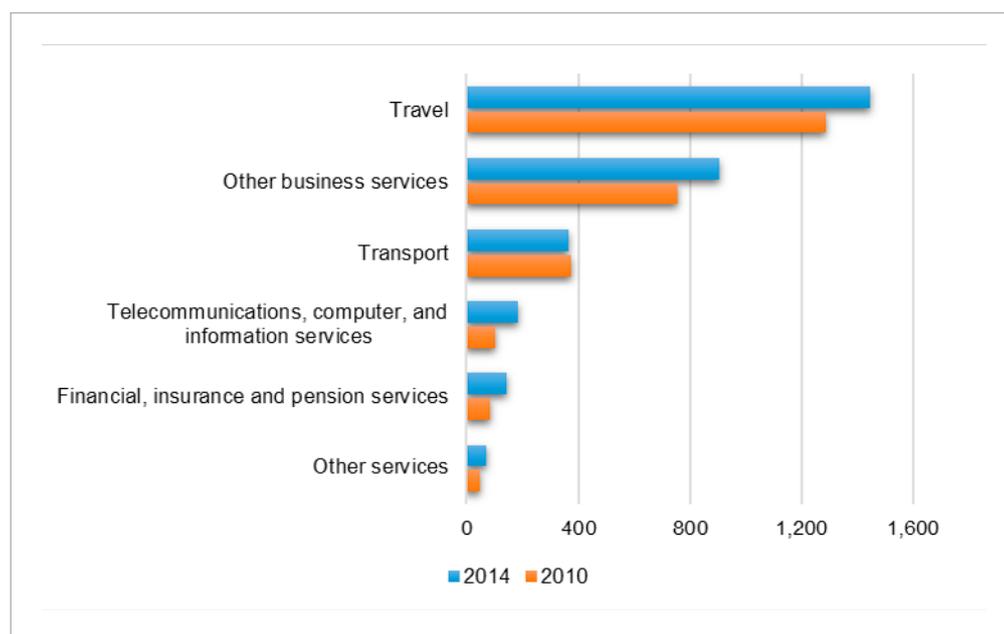
is considered as an export industry since foreign tourists who travel abroad purchase goods and services with money from their home countries – have generally expanded rapidly in recent years in Mauritius, growing at a healthy compound annual growth rate (CAGR) of 3% over the period 2010-2014, though the trend is erratic. Nevertheless, Mauritius has observed an upward trend in tourism receipts over the past decade, despite the weakness of the global economic environment.

Figure 2: *Travel services exported and international arrivals, Mauritius, 2005-2015*



**Source:** ITC, UNCTAD, WTO trade in services database based on International Monetary Fund (IMF) statistics and Statistics Mauritius (2016)

Figure 3: The services sector in Mauritius, 2010 and 2014 (US\$ million)



Source: ITC, UNCTAD, WTO trade in services database based on International Monetary Fund statistics.

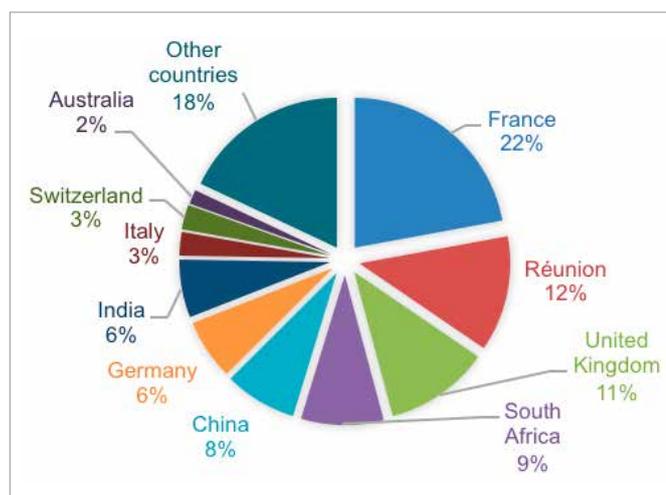
Tourist arrivals in Mauritius increased by 10.9% in 2015 compared to 2014 to 1,151,723. Generally, the total number of visitors has continuously progressed over the past decade, reporting an increase of 391,000 tourists that travelled to Mauritius between 2005 and 2015. If visitors still mainly originated from France, Réunion, the United

Kingdom and South Africa, tourist arrivals have been progressively transitioning to the Eastern developing countries, particularly China and India, together accounting for 14% of international arrivals to Mauritius in 2014 compared to less than 5% in 2005.

Table 1: Tourist arrivals by country of residence, 2014

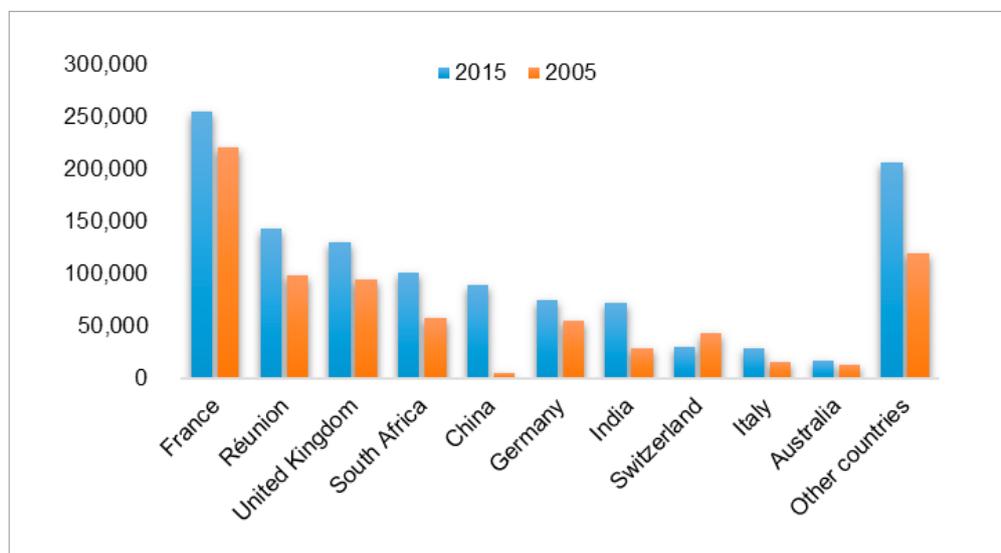
Country of residence	Tourist arrivals	Share (%)
Total	1 151 723	-
France	254 362	22
Réunion	143 834	12
United Kingdom	129 796	11
South Africa	101 954	9
China	89 585	8
Germany	75 272	6
India	72 145	6
Switzerland	30 697	3
Italy	29 250	3
Australia	17 900	2

Figure 4: Tourist arrivals by country of residence, 2014 (% of international arrivals)



Source: Statistics Mauritius (2016).

Figure 5: Tourist arrivals by country of residence, 2005-2014



Source: Statistics Mauritius (2016).

At a macroeconomic level, and according to the World Travel & Tourism Council (WTTC), the travel and tourism sector contributed to 11.6% of total GDP of Mauritius in 2015, or MUR 47.2 billion, and is forecast to rise by 2.3% in 2016. This primarily reflects the economic activity generated by industries such as hotels, travel agents, passenger transportation services as well as the activities of the restaurant and leisure industries directly supported.

In addition to being a major driver of the economy, tourism contributes to job creation, tax revenues, and foreign

exchange earnings. Taking into account indirect effects and induced contributions (as indicated in Figure 6 below), WTTC estimated the total contribution of the sector at 25.6% of GDP in 2015. Similarly, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry (i.e. including wider effects from investment, the supply chain and induced income impacts), was 24.4% of total employment, or 128,500 jobs, compared to 58,500 only taking into consideration the direct contribution of the sector.

Figure 6: Direct and indirect contribution of Travel & Tourism to the economy, according to the WTTC research



Source: World Travel & Tourism Council (WTTC) 2016

## THERE IS A STRONG CASE FOR CULTURAL TOURISM IN MAURITIUS

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If cultural attractions exist in Mauritius, there is currently no data available in the national statistics and surveys to assess the precise extent of progress made by the cultural tourism sector in the country. The sector-specific information is currently diluted in the broader ‘tourism sector’. As suggested in the activity 2.2.4 of the PoA, more disaggregated and sector specific information and data would be needed to obtain a comprehensive picture of the sector, measure its contribution to the economy with accuracy and help identify areas for improvement.

Despite the relatively recent development of cultural tourism offerings in Mauritius, it is safe to state that the tourism industry in Mauritius is still largely dominated by the traditional sea, sun and sand mass offerings. In order to remain competitive in a globalized market, though, the future orientation for the tourism industry must now be geared towards diversifying the offerings and widening the range of tourist activities, including cultural. As stressed by the Government in its 2016/2017 budget speech, the tourism sector must, building on its regained dynamism, “seize the opportunity to blaze new trails and sustain its long term development”.

Along these lines, a strong business case exists for developing the cultural tourism sector in the country. Firstly, Mauritius benefits from a solid support infrastructure including lodging facilities, restaurants, travel agencies, tour operator services, car rental agencies, etc. coupled with solid existing tourism offerings including the 3S and wellness sectors. Importantly, cultural tourism offerings have, to some extent, already been developed in Mauritius with a proven experience in bundling cultural attractions with existing and more traditional offerings. Finally, the rich history and multicultural heritage gives Mauritius a sense of uniqueness and a significant competitive advantage, including the local folklore and music, the local cuisine, the numerous religions represented in the country as well as cultural heritage sites, among others. It is to be noted here that two Mauritian sites, namely *Aapravasi Ghat* in Port Louis and *Le Morne Cultural Landscape*, are inscribed on the UNESCO World Heritage List since 2006 and 2008, respectively.

Despite the emergence of the sector, heritage sites and cultural attractions are currently being absorbed by the larger and more traditional tourism offering in the sense that if international visitors might experience, to some extent, the Mauritian culture and might as well as enjoy local cultural attractions as part of their trip, culture is not yet tourists’ main motivation to visiting Mauritius. A new focus on cultural tourism in Mauritius is therefore needed to, as mentioned in the Strategic Paper *Tourism in Mauritius: A new spirit for a new mandate* (2015), “insufflate in the tourism sector a renewed sense of place”.

## VALUE CHAIN MAPPING

### TRAVEL PLANNING

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When it comes to the tourism industry, the first segment of the value chain has to do with the decision made by the tourists when planning their trip, or components of it, and purchasing their tourism products. Travel agents and tour operators are the main distribution intermediaries at this stage, keeping in mind that tourists can also book their trip components directly.

Commonly, travel agents act as the retail outlet for tourism products (transportation, lodging, and excursions), and tour operators are wholesalers. Tour operators purchase blocks of airline seats, hotel rooms, and excursion activities and bundle these segments in various package arrangements. The packaged product is then sold via a travel agent or directly (Duke CGGC, 2011).

### INTERNATIONAL TRANSPORT AND LOCAL DISTRIBUTION

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The next stage is international transport. The most frequently used international transport mode to reach Mauritius is by far international air carriers, cruise services only accounting for a mere 2% of international tourist arrivals in 2015 (Statistics Mauritius). International distribution and transport are based in the outbound countries, but there are transport segments based in Mauritius and working directly with international companies, such as national tour operators responsible for the destination components of a global tour operator’s package tour.

While in Mauritius, tourists will engage in a number of events that include initial contact in country and local distribution, lodging, and excursions.

### LOCAL DISTRIBUTION

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In Mauritius, national and local tour operators often meet tourists at the airport and accompany them to their destination activities. Initial contact with these destination management companies, also including local travel agents, is made at this stage.

### LODGING

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Lodging options in Mauritius range across the luxury and small size scale, while also including country specific options such as Integrated Resort Scheme (IRS), Real Estate Scheme (RES) and Property Development Scheme (PDS). The vast majority of tourists who travel to Mauritius will opt to stay in the numerous hotels the



Photo: Miwok (CC0 1.0)

country has to offer. As at end of December 2015, the total room capacity of the 115 licensed hotels in Mauritius was 13,617 with 28,732 bed places (Statistics Mauritius, 2016).

## EXCURSIONS

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Excursions, that is, activities representative of the Mauritius tourism offerings and the natural assets of the island, include the traditional 3S segment, wellness and water sports and activities but also cultural attractions such as heritage sites, handicraft, performing arts and local cuisine, among others. Many excursion activities are sold by the numerous excursions operators present on the island and executed by local guides – and boat operators depending on the activity – who take on the role of area experts.

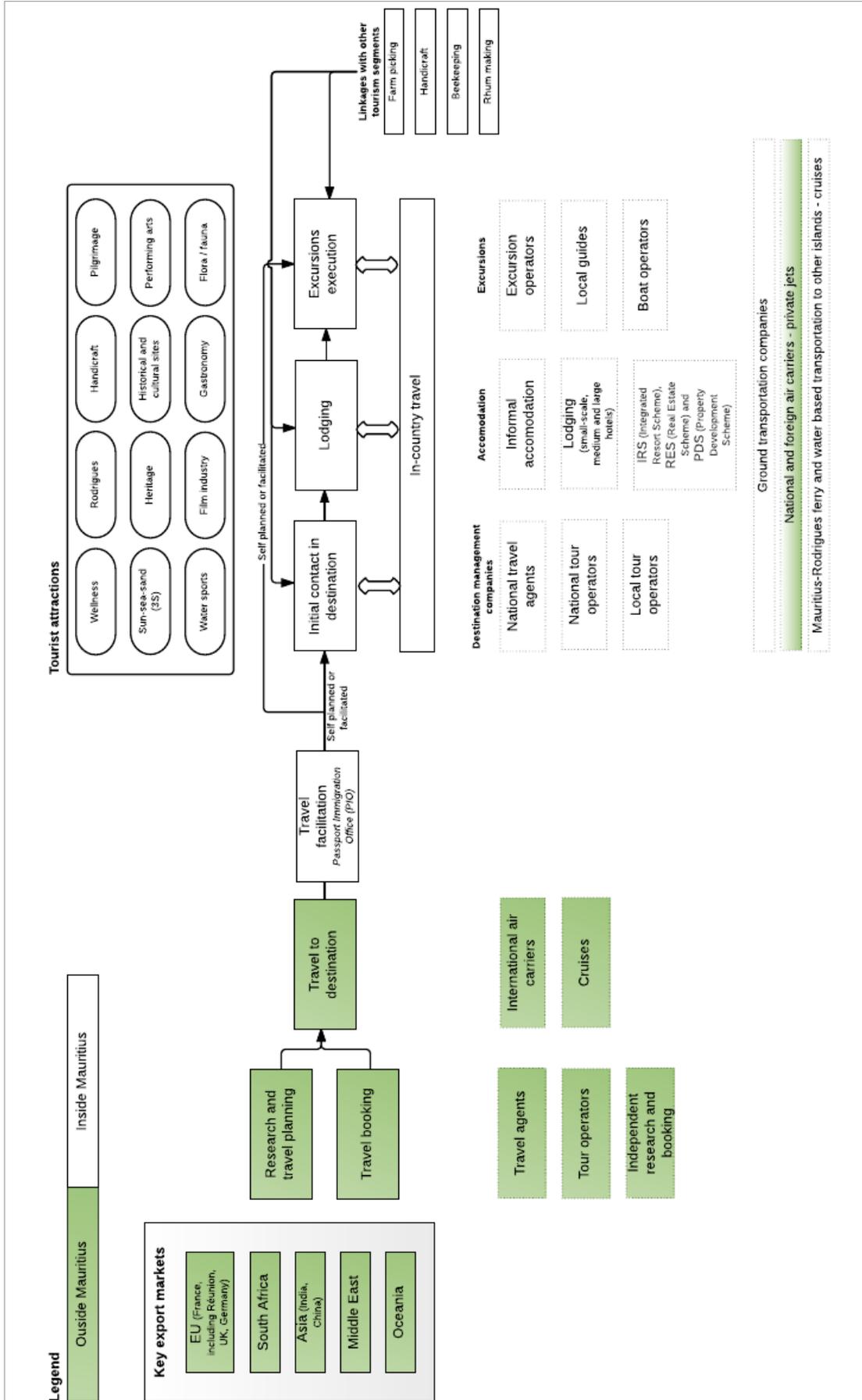
As stressed in a research paper published by Duke University and entitled *The Tourism Global Value Chain* (2011), most segments of the tourism value chain are characterized by a diverse array of organizational, ownership, and operational business structures whereby large corporations coexist with small and medium enterprises and microbusinesses.

## SPILL-OVER EFFECTS

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The multiple linkages of the tourism sector with other sectors have implications of 'collective scaling up' if these linkages are properly capitalized on. The industry as a whole has multiple linkages such as handicrafts, agro-industry (agro/eco-tourism), transportation sectors, textiles and clothing, among others. If properly leveraged, all sectors can benefit from a strengthened cultural tourism sector.

Figure 7: Mauritius cultural tourism value chain



## INSTITUTIONAL FRAMEWORK AND DEVELOPMENT SUPPORT

### INSTITUTIONAL FRAMEWORK

The tourism sector in Mauritius is governed by the Ministry of Tourism and External Communications (MOTEC). The functions of the Ministry are shared by two parastatals, namely:

- The Mauritius Tourism Promotion Authority (MTPA) has the objective to promote Mauritius abroad as a tourist destination, provide information to tourists on facilities, infrastructures and services, conduct research into market trends and market opportunities and disseminate such information and advise the Minister on all matters relating to the promotion of tourism, and;
- The Tourism Authority (TA), responsible for the issue of licences for the carrying out of various activities in the Tourism Sector as well as for their regulation.

Other key institutions involved with the cultural tourism sector in Mauritius include:

- The Ministry of Arts and Culture (MAC), whose mission is to foster a balanced and harmonious Mauritian Society through consolidation of existing pluralism, promotion of creativity and the celebration of cultural values.
- The National Heritage Fund (NHF) established in 2003 to safeguard, manage and promote the national heritage of Mauritius, preserve the national heritage sites and educate and sensitise the public on cultural values, national heritage
- The Mauritius Museums Council (MMC), responsible for the management of the Public Museums Service under the aegis of the Ministry of Arts and Culture.
- Le Morne Heritage Trust Fund (LMHTF), established in 2004 to promote Le Morne as a national, regional and international memorial site, to preserve and promote the historical, cultural, environmental and ecological aspects of the site and to encourage support projects related to slavery and marronage.
- The Aapravasi Ghat Trust Fund (AGTF), a body corporate under the aegis of the Ministry of Arts and Culture, was created in 2001 to manage and promote the Aapravasi Ghat Site.
- The Association des Hôteliers et Restaurateurs de l'île Maurice (AHRIM), formed in 1973 with the primary objective of representing and promoting the interest of hotels and restaurants in Mauritius.
- The Association of Inbound Operators of Mauritius (AIOM), founded in 1992 to represent the interests of professional inbound operators and car hire companies.



Photo: Miwok (CC0 1.0)

Other organizations including the Mauritius Society of Authors, the National Art Gallery and the Mauritius Film Development Corporation also play a vital role in the dynamism of the cultural life in Mauritius.

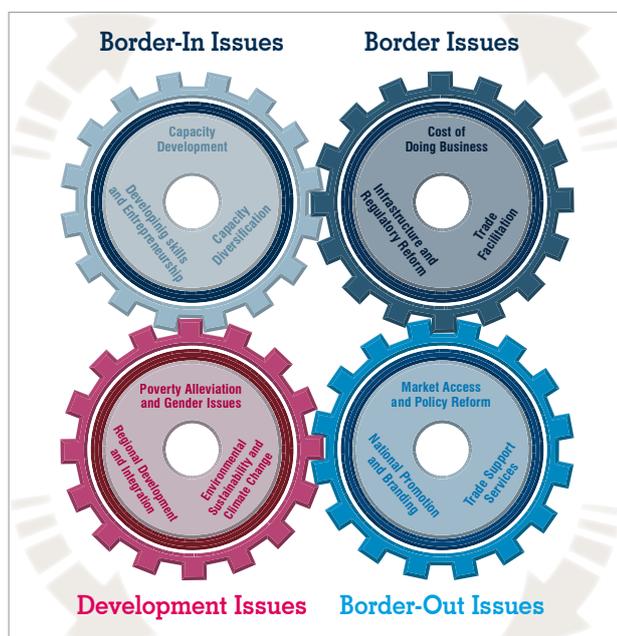
### DEVELOPMENT POLICIES

Drafted in 2009, the expired Mauritius Sector Strategy Plan on Tourism (2009-2015) contained very few recommendations relating to the development of the cultural tourism segment. Besides, the envisaged Cultural Heritage Development Programme for site marketing, historical preservation and urban regeneration has never been drafted. The Ministry of Tourism and External Communications has recently drafted a Strategic Paper entitled "Tourism in Mauritius: A new spirit for a new mandate (2015) to drive the tourism sector".

As suggested in Activity 1.3.1. of the PoA, the cultural tourism sector in Mauritius would also benefit from the development of a National Policy for Heritage that will constitute the guiding principles for managing heritage and cultural assets in the country.

The White Paper developed by MAC in 2013, entitled *Creative Mauritius - Vision 2025*, is also of particular interest as it makes major recommendations for the Arts and Culture sector in the country, including provisions for the creation of a National Committee for Culture and Creative Industries to act an advisory body. Recommendations have also been formulated to promote arts and culture in Mauritius, encourage the development of cultural events and attractions and, importantly, develop synergies with other sectors, including cultural tourism.

## COMPETITIVE CONSTRAINTS AFFECTING THE VALUE CHAIN



Traditionally, the scope of trade strategies has been defined in terms of market entry, such as market access, trade promotion and export development. This ignores several important factors in a country's competitiveness. For an export strategy to be effective it must address a wider set of constraints, including any factor that limits

the ability of firms to supply export goods and services, the quality of the business environment, and the development impact of the country's trade, which is important to its sustainability. This integrated approach is illustrated by the four gears framework schematic on the right.

### Supply-side constraints

Supply-side issues impact production capacity and include challenges in areas such as availability of appropriate skills and competencies, diversification capacity, technology and low value addition in the sector's products.

### Business environment constraints

Business environment constraints are those that influence transaction costs, such as regulatory environment, administrative procedures and documentation, infrastructure bottlenecks, certification costs, Internet access and cost of support services.

### Market access constraints

Market entry constraints include issues such as market access, market development, market diversification and export promotion.

### Social and environmental constraints

Social constraints include issues related to poverty reduction, gender equity, youth development, environmental sustainability and regional integration.

## SUPPLY-SIDE CONSTRAINTS

### Box 2: Border-in gear issues

- Several cultural sites require rehabilitation
- Limited protection of the various heritage and cultural sites and artefacts
- Restricted or non-harmonized opening hours of heritage/cultural sites
- Lack of sustainable financial plans for the management of cultural sites
- Limited signage of cultural and heritage sites
- The tourist potential of Mahebourg and its surroundings has been fully realized yet
- The development of heritage/cultural trails remains limited
- The range of cultural attractions and activities needs to be widened
- Limited impact of tourism on local crafts
- The tourism sector as a whole, and the cultural tourism segment in particular, suffers from shortages of trained personnel.

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 CAPACITY DEVELOPMENT
 

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### Several cultural sites require rehabilitation.

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Despite an identified need, there is currently no prioritized list of cultural sites requiring rehabilitation in Mauritius. Financial resources are currently lacking to undertake the rehabilitation of the sites and sources of funding need to be identified. The possibility of a public-private campaign to rehabilitate Mauritian cultural sites will be explored and public-private-partnership and dialogue in the Cultural tourism sector spurred.

- **Severity:** ●●●●●
- **Value chain segment:** Cultural attractions
- **PoA reference:** Activities 1.1.1. and 1.1.2.

### Limited protection of the various heritage and cultural sites and artefacts.

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There is a lack of effective protection of the nominated properties that could result in the deterioration of the various sites. As envisaged by the Management plan of the Apravasi Ghat Trust Fund, measures should be taken for conservation and enhancement of the buffer zones, i.e. an area surrounding the nominated property which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the property.

- **Severity:** ●●●●●
- **Value chain segment:** Cultural attractions
- **PoA reference:** Activity 1.1.6.

### Restricted or non-harmonized opening hours of heritage/cultural sites.

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The opening hours of several heritage/cultural sites could be extended in line with improvements in transportation infrastructure and connectivity between cultural sites and Port Louis.

- **Severity:** ●●●○○
- **Value chain segment:** Cultural attractions and support infrastructure
- **PoA reference:** Activity 1.1.3.

### Lack of sustainable financial plans for the management of cultural sites.

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The absence revenue model for cultural sites in Mauritius negatively affects the sector and the quality of its offerings. The majority of the management structures currently in place for various cultural assets have not adopted sustainable financial strategies for their operations.

- **Severity:** ●●●●●
- **Value chain segment:** Cultural attractions
- **PoA reference:** Activity 1.1.5.

### Limited signage of cultural and heritage sites.

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Very limited information on the existence and proximity of heritage sites and cultural activities is currently visible alongside the Mauritian roads. Signage of cultural sites could be further developed, in particular providing direction and distance to sites of interest with time tables for specific cultural attractions.

- **Severity:** ●●●○○
- **Value chain segment:** Cultural attractions and support infrastructure
- **PoA reference:** Activity 1.2.3.

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 CAPACITY DIVERSIFICATION
 

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### The tourist potential of Mahebourg and its surroundings has been fully realized yet.

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The heritage sites, the waterfront, the Marine Protected Area, the islets and the proximity of the city to the airport are important assets for the development of tourism, and cultural tourism in particular, in Mahebourg. The integrated development of Mahebourg into a special attraction zone of Mauritius will be envisaged under this Strategy.

- **Severity:** ●●●○○
- **Value chain segment:** Cultural attractions and support infrastructure
- **PoA reference:** Activity 2.1.2.

### The development of heritage/cultural trails remains limited.

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The Ministry of tourism of Mauritius has recently identified 94 heritage sites for the Port Louis Heritage Trail, a cultural journey for discovering historical sites of the capital city and its surroundings. The implementation, including the development of signage describing the history of places for a better cultural appropriation on the part of visitors, will be done through the National Heritage Fund. This heritage/cultural trails concept could be expanded to additional cultural places across Mauritius, including Mahebourg and Souillac.

- **Severity:** ●●●○○
- **Value chain segment:** Cultural attractions
- **PoA reference:** Activities 2.1.3. and 2.1.8.



Photo: Giorgio Minguzzi (CC BY-SA 2.0), Ségua music @ Cotton Bay Hotel.

### The range of cultural attractions and activities needs to be widened.

If numerous heritage sites and cultural attractions already exist in the country, the Mauritian cultural tourism sector would greatly benefit from the creation of new cultural flagship projects. The development of pilot national culinary festivals as well as the establishment of homesteads and culture villages where tourists can visit, hear and learn about Mauritian culture has notably been envisaged. The local theatre scene such as the Mauritian theatres featuring local history and local creative artists also need to be revitalized and promoted and their programs regularly updated into a calendar of cultural events.

- **Severity:** ●●●○
- **Value chain segment:** Cultural attractions
- **PoA reference:** Activities 2.1.6., 2.1.10. and 2.1.11.

### Limited impact of tourism on local crafts.

Local crafts such as model shipbuilding could be further promoted and included into tourist offerings and tours. Improved access to international markets should also be provided to the local craft industry, in particular through facilitated participation in trade shows.

- **Severity:** ●●●●○
- **Value chain segment:** Spill-over effects
- **PoA reference:** Activity 2.1.12.

### DEVELOPING SKILLS AND ENTREPRENEURSHIP

#### The tourism and the cultural tourism segment in particular, suffer from shortages of trained personnel.

There is, overall, a lack of sufficiently trained professional operating in the tourism industry in Mauritius, with limited knowledge on Mauritius cultural tourism offerings. Specific areas of professional scope include tour guides (for both land and sea based), tour operators, translators (especially for emerging market segments including Chinese tourists), event managers, among others. Other professional services including chefs and traditional musical bands also appear to be lacking appropriate trainings.

It is to noted here that the Government indicated in its budget speech 2016/2017 that it will enlist 4,000 persons under the National Skills Development Programme for training in technical skills that are in high demand, including training for 1,000 young people in the tourism and hospitality sector<sup>3</sup>.

- **Severity:** ●●●●●
- **Value chain segment:** Entire value chain
- **PoA reference:** Activities 1.2.1. and 1.2.2.

3. Hon. Pravind Jugnauth, Minister of Finance and Economic Development (2016). *Budget Speech 2016/2017 – A new era of development Republic of Mauritius*. Page 6.

## BUSINESS ENVIRONMENT CONSTRAINTS

### Box 3: Border gear issues

- Limited accessibility of numerous cultural and heritage sites
- Absence of policy instruments and dedicated strategic plans to guide the development of cultural tourism
- Lack of coordination between the public and the private sector
- Lack of clarity about the roles and responsibilities of the key institutions.

### INFRASTRUCTURE AND REGULATORY REFORM

#### Limited accessibility of numerous cultural and heritage sites.

Public transportation, largely dominated by bus transportation, and connectivity between city centers and most cultural attractions appears to be insufficient, therefore limiting the influx of tourists to cultural and heritage sites. City tour buses for tourists sightseeing, also featuring cultural assets, also appear to be largely underdeveloped in Mauritius.

- **Severity:** ●●●○
- **Value chain segment:** Support infrastructure
- **PoA reference:** Activity 1.2.4., 1.2.5. and 2.1.13.

#### Absence of policy instruments and dedicated strategic plans to guide the development of cultural tourism in Mauritius.

There is a crucial need for a National Policy for Heritage in Mauritius to define the guiding principles for managing heritage and cultural assets in the country. Such policy could include provision for the development of a dedicated label for heritage sites, to be utilized as an indicator of good practices and official recognition by the Mauritian government as a heritage site. A revision of the government policy on entrance fees at cultural sites should also be envisaged.

It will also be of utmost importance that the new strategic plan for the period 2016-2020 – that is currently being developed by the Ministry of Tourism – includes a component on spurring cultural tourism, to be integrated with the main Mauritian product.

- **Severity:** ●●●●●
- **Value chain segment:** Entire value chain
- **PoA reference:** Activities 1.3.1, 1.3.4. to 1.3.6.

### QUALITY OF INSTITUTIONAL SUPPORT

#### Lack of coordination between the public and the private sector.

The development cultural tourism sector would greatly benefit from the establishment of a public-private sector roundtable whose main objective would be to identify policy aspects for cultural tourism that can be integrated in the conventional Mauritian Tourism offering. This roundtable could also act as an interface with the tourism operators with the aim of discussing the value proposition to integrate the cultural tourism product in their service offerings.

- **Severity:** ●●●●●●
- **Value chain segment:** Entire value chain
- **PoA reference:** Activities 1.3.2. and 1.3.3.

#### Lack of clarity about the roles and responsibilities of the key institutions.

Several institutions currently have human resources directly or indirectly dedicated to the sector but efforts are not made in a coordinated and articulated manner. The ambiguity of the situation results in confused mandates and a lack of clarity of the respective roles and responsibilities, particularly regarding investment policies and services provided to cultural tourism operators by key institutions.

- **Severity:** ●●●●○
- **Value chain segment:** Entire value chain
- **PoA reference:** Activity 1.3.8.

## MARKET ACCESS CONSTRAINTS

### Box 4: Border-out gear issues

- The high concentration on a few export markets is a risk for the sector
- Limited knowledge of tourist requirements related to cultural tourism
- Absence of disaggregated data about cultural tourism
- Low visibility of the Mauritian cultural tourism on the international scene
- The Mauritian culture is not sufficiently valorized in key international transport infrastructures
- Absence of modern and dedicated tools for the promotion of cultural tourism.

### MARKET ACCESS AND POLICY REFORM

#### The high concentration on a few export markets is a risk for the sector.

Attracting tourists from emerging target markets, especially countries potentially interested in cultural tourism, will be essential to reduce dependency on European tourists' arrivals and to spur cultural tourism. The aim of the Government is to be less euro-centric and is targeting emerging markets such as India and China, which already account for 14% of the total tourism market share.

- **Severity:** ●●○○○
- **Value chain segment:** Distribution and marketing
- **PoA reference:** Activity 1.3.7.

### TRADE AND BUSINESS SERVICES SUPPORT

#### Limited knowledge of tourist requirements related to cultural tourism.

Lack of market intelligence appears to be an important constraint for Mauritian operators, as very little information is available on critical buyer requirements related to cultural tourism. This inadequate knowledge of buyers' requirements not only negatively affects the development of the sector, it also prevents the design of relevant and adapted marketing and promotion strategies.

- **Severity:** ●●●●○
- **Value chain segment:** Distribution and marketing
- **PoA reference:** Activities 2.2.1. and 2.2.2.

#### Absence of disaggregated data about cultural tourism.

There is currently no data available in the national statistics and surveys to check on the precise extent of progress made by the cultural tourism sector, particularly in terms of experience. More disaggregated and sector specific information is needed to obtain a comprehensive picture of the sector and identify areas for improvement.

- **Severity:** ●●●●○
- **Value chain segment:** Entire value chain
- **PoA reference:** Activity 2.2.4.

### NATIONAL PROMOTION AND BRANDING

#### Low visibility of the Mauritian cultural tourism on the international scene.

If Mauritius is a well-known destination for sun-sea-sand tourism internationally, and in Europe in particular, its heritage sites and cultural attractions remain largely unknown and rarely promoted by international tour operators.

Engaging with international operators abroad should be envisaged to market cultural tourism in Mauritius, along with regular sun-sea-sand offerings. Similarly, it is recommended that an awareness-raising campaign be carried out to inform Mauritian consulates and representations abroad about cultural tourism offerings in the country.

- **Severity:** ●●●●○
- **Value chain segment:** Distribution and marketing
- **PoA reference:** Activities 2.2.3. and 2.3.2.

### The Mauritian culture is not sufficiently valorized in key international transport infrastructures.

Unlike sun-sea-sand (SSS) tourism, information available to tourists on heritage/cultural sites is extremely limited at the airport / seaport and the activities related cultural tourism are not sufficiently promoted when landing in Mauritius. Similarly, limited information on cultural attractions and activities in Mauritius is available on Air Mauritius and other airlines flights.

The landing experience of tourists could be improved to include information on cultural tourism. A calendar of activities could for instance be developed and disseminated at the airport.

- **Severity:** ●●●○○
- **Value chain segment:** Distribution and marketing
- **PoA reference:** Activities 1.1.4. and 2.3.1.

### Absence of modern and dedicated tools for the promotion of cultural tourism in Mauritius.

There is currently no dedicated website or mobile application for the promotion of cultural tourism attractions capable of providing tourists with all the practical information on the different cultural events and sites they require to plan their holidays. Among other things, a virtual gallery for identified national heritage sites could be developed and brought online.

- **Severity:** ●●●●○
- **Value chain segment:** Distribution
- **PoA reference:** Activities 1.2.6., 1.2.7. and 2.1.7.

## SOCIAL AND ENVIRONMENTAL CONSTRAINTS

### Box 5: Development gear issues

- Large crowds of visitors can pose a serious risk to the conservation of these sites
- Integrate a regional cultural tourism dimension through the "Vanilla Islands concept".

### SUSTAINABLE DEVELOPMENT

#### If cultural heritage is one of the main drivers of tourism, large crowds of visitors can pose a serious risk to the conservation of these sites.

In a recent paper on sustainable tourism, the United Nations Conference on Trade and Development (UNCTAD), insisted on the importance, in developing cultural heritage sites, to create partnerships with local communities to enable the assessment and management of the impacts of tourism on their communities.

### REGIONAL DEVELOPMENT AND INTEGRATION

#### Integrate a regional cultural tourism dimension through the "Vanilla Islands concept".

There is an opportunity to develop a new destination brand at the regional level. This could be done by ensuring that the Mauritian value proposition resulting in any destination product development as part of the affiliation includes Cultural Tourism as an important subset.

- **Severity:** ●●●●○
- **Value chain segment:** Marketing
- **PoA reference:** Activity 2.1.9.

### Environmental sustainability and climate change

In terms of environmental impact, continued efforts are required to make the sector less dependent on fossil fuels; reduce the sectors negative impact on natural resources such as the coral reefs; and to render it less vulnerable to climate change.

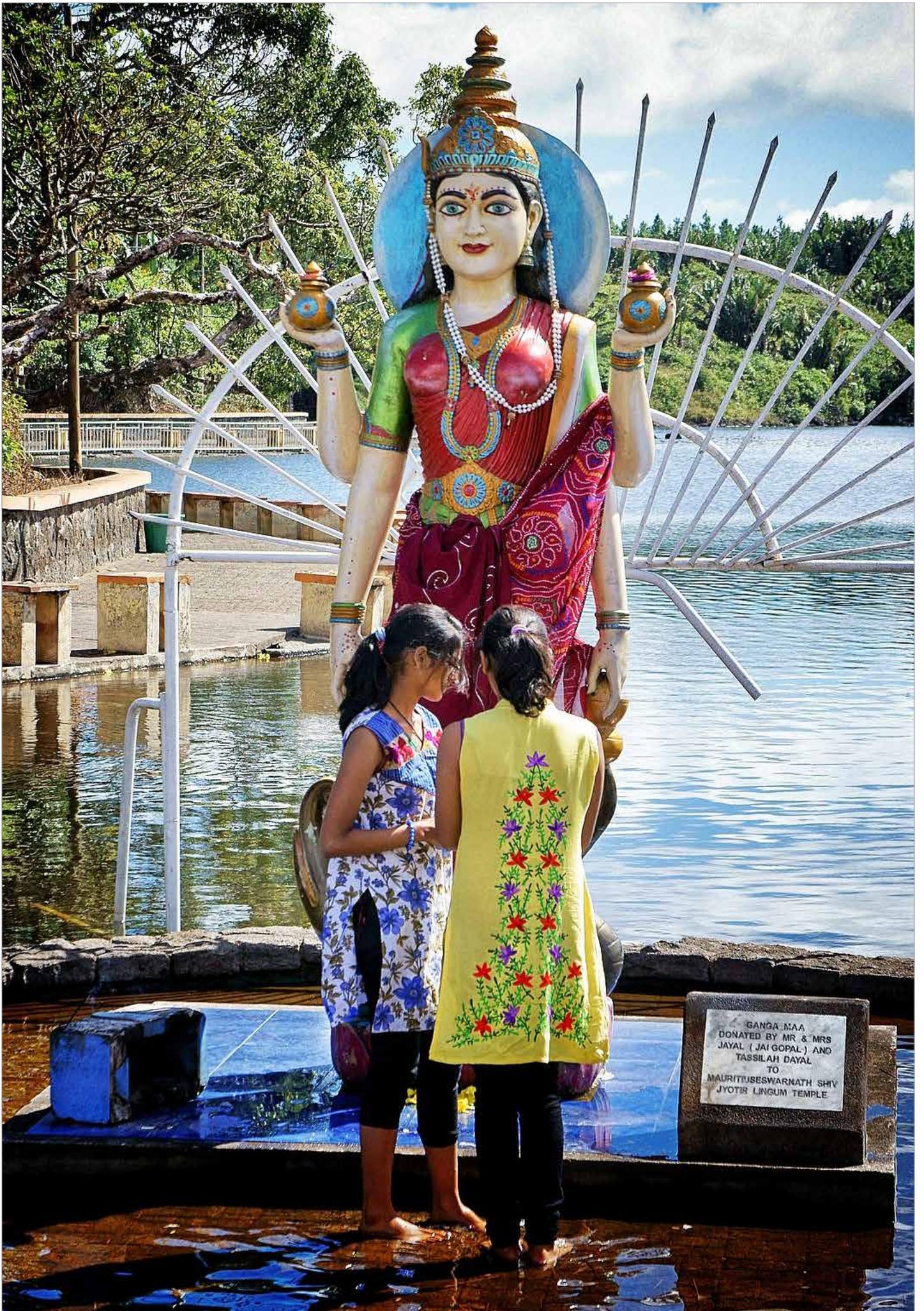


Photo: Miwok (CC0 1.0)

# THE WAY FORWARD

## VISION

In order to develop a vibrant cultural tourism sector and to reinforce the contribution of this segment to the broader tourism industry, competitive constraints and structural deficiencies along the four export development gears (supply side, business environment, market entry and development side) will be addressed and identified opportunities will be leveraged. The following is a delineation of the proposed vision and strategic approach in this direction, agreed with all stakeholders of the cultural tourism value chain.



Photo: Giorgio Minguzzi (CC BY-SA 2.0), *Séga mauricien - La pirogue - Mauritius isl.*

“ To reposition Mauritius as a sustainable, vibrant and diversified cultural destination ”

If cultural tourism is, to some extent, emerging in Mauritius, especially thanks to the presence of numerous national heritage sites and cultural attractions, the sector largely remains in the shadow of the traditional sun-sea-sand mass tourism. If international visitors might get an insight into the Mauritian culture through the bundling of cultural attractions with existing and more traditional offerings, culture is not yet a driver of the tourism activity in Mauritius. The term “reposition” takes on its full meaning here as cultural tourism is currently being absorbed by the traditional tourism product.

In order to do so and to increase the attractiveness of this niche, Mauritius should revamp its cultural tourism offerings, particularly by developing robust value-added and diversified cultural offerings and by rehabilitating its cultural and heritage assets. Promoting and making cultural attractions and events more accessible and visible to the general public is also a prerequisite for Mauritius

to become a “vibrant” cultural destination. As indicated in the recent strategic paper *Tourism in Mauritius: A new spirit for a new mandate* (2015), the tourist should be led to ‘experience the pulsating culture of Mauritius through its rich heritage’.

The development of the cultural tourism sector in Mauritius must however follow a sustainable path, that is, as per the UN definition, a tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.

## STRATEGIC OBJECTIVES

The vision set up for the strategy is delineated in three strategic objectives built around the key areas where action is required over the following five years.

### **Strategic objective 1: Facilitate the rehabilitation of important cultural assets and support infrastructure, including transportation and information**

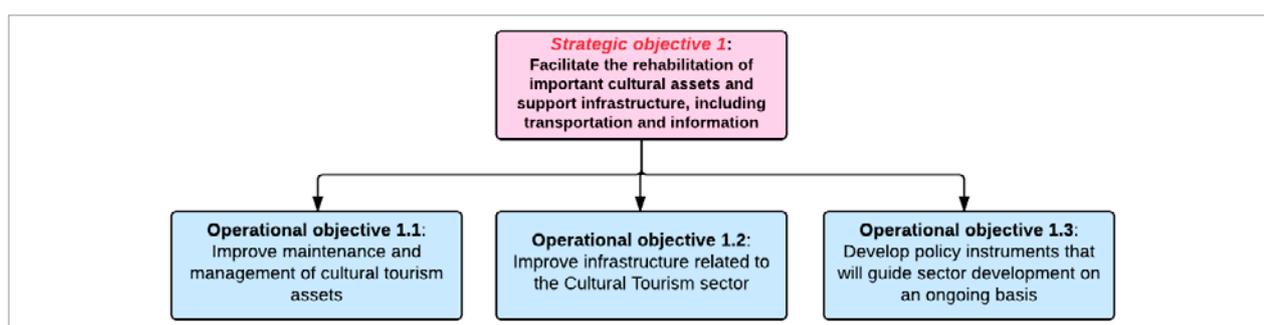
The potential of the cultural tourism sector in Mauritius is severely affected by the lack of proper maintenance of a majority of its cultural and heritage sites, coupled with inadequate support infrastructure and information campaigns.

In operational terms, this objective will be reached first of all through improving the maintenance of cultural tourism sites and attractions, in particular by launching a public-private campaign to rehabilitate previously identified and prioritized Mauritian sites. The possibility of launching procurement process for rehabilitation will also be explored. Assistance to management structures of various cultural assets will be provided under this strategic objective, with a view to develop sustainable financial plans and strategies. Extending opening hours of heritage and cultural sites will also be envisaged.

Emphasis will also be put on improving the infrastructure related to the cultural tourism sector, including transportation and connectivity between cultural sites and city centres, in particular focusing on bus transportation. Improving the quality of the human capital through the development of specific, targeted training programmes

will be another important component with a view to alleviate current and future expected shortages of trained personnel in the Tourism sector, embedding cultural tourism aspects in the programmes. A particular attention will be paid to specific professional services and competencies such as translators for emerging market segments, tour operators, event managers, among others. Developing modern and dedicated tools such as mobile applications and websites providing information on the cultural attractions of Mauritius will be encouraged.

Finally, it will be vital to develop policy instruments that will guide the cultural tourism sector development in Mauritius, something that can be achieved by drafting a National Policy for Heritage constituting the guiding principles for managing heritage and cultural assets in the country. The possibility of setting up a public-private sector roundtable to identify policy aspects for cultural tourism to be integrated in the conventional Mauritian tourism offerings will also be explored. Another important component under this operational objective will be the assessment of the current investment policies and services provided to the sector by key institutions with a view to identify existing gaps and provide recommendations.



### **Strategic objective 2: Integrate Cultural Tourism within the main Mauritian tourism products with robust value-added offerings and market Cultural Tourism to key destination markets**

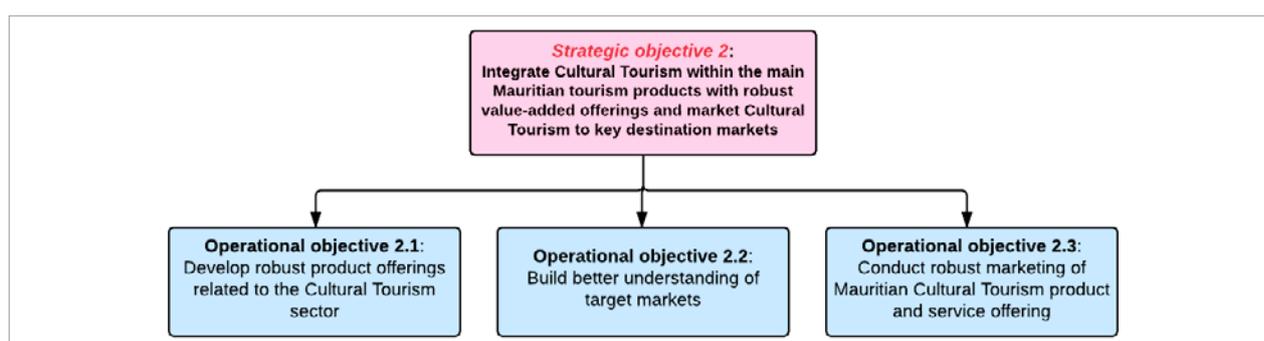
Faced with the predominance of the sun-sea-sand tourism in Mauritius, it is of utmost importance for the cultural tourism sector to develop robust value-added offerings in order to better integrate within the main Mauritian tourism products.

Operationally, this translates into developing competitive product offerings related to the cultural tourism sector, in particular through widening the range of cultural attractions and activities in the country. The development of new cultural attractions such as national culinary festivals

and culture villages will be envisaged as well as the expansion of the heritage/cultural trails across Mauritius. The integrated development of Mahebourg into a special attraction zone of Mauritius, along sustainable development guidelines, will also be envisaged. In addition, studies will be conducted to assess the feasibility of integrating cultural tourism attractions within the Smart City Scheme. At the regional level, the opportunity of developing a regional cultural tourism dimension will also be explored through the “Vanilla Islands concept” with a view to develop a new destination brand, embedding Mauritian cultural assets.

Another key component under this strategic objective is to build better understanding of target markets by identifying critical buyer requirements related to cultural tourism, and by developing adequate services and tools to capture data on cultural experience in the national statistics/surveys on tourism.

Finally, it will be of utmost importance for the future of the sector in Mauritius to conduct robust marketing of Mauritian cultural tourism product and service offering, in particular through developing marketing material and engaging with international tour operators to market culture tourism along with regular sun-sea-sand offerings in destination markets.



### Strategic objective 3: Deploy an effective implementation management mechanism for efficient implementation of the strategy activities

The third strategic objective relates to the effective implementation management of the present Cultural Tourism Strategy for the Republic of Mauritius.

Operationally, this translates into institutionalizing and empowering a steering committee - in the form of a public-private sector platform - that will take responsibility for oversight of the PoA implementation, including mobilizing implementing institutions in order to align the different development policies to the present Cultural Tourism strategy. The committee will also be responsible for the planning of the required human and financial resources in the 5 upcoming years, supported by the deployment

of a robust monitoring and evaluation framework related to sector PoA implementation. In addition, a Secretariat will be operationalized to support the committee in operational aspects.

Another key component under this strategic objective will be to conduct resource mobilization for NES implementation activities, in particular by informing donors and development partners on resource mobilization needs and opportunities related to the cultural tourism sector in Mauritius and by elaborating project fiches and project proposals from PoA activities.

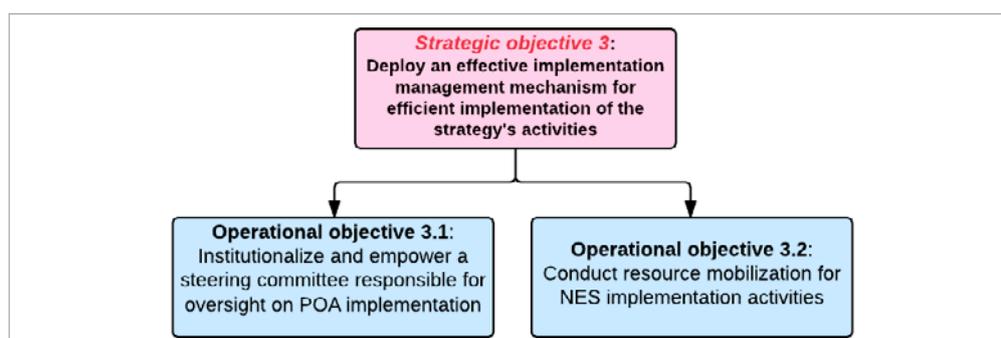
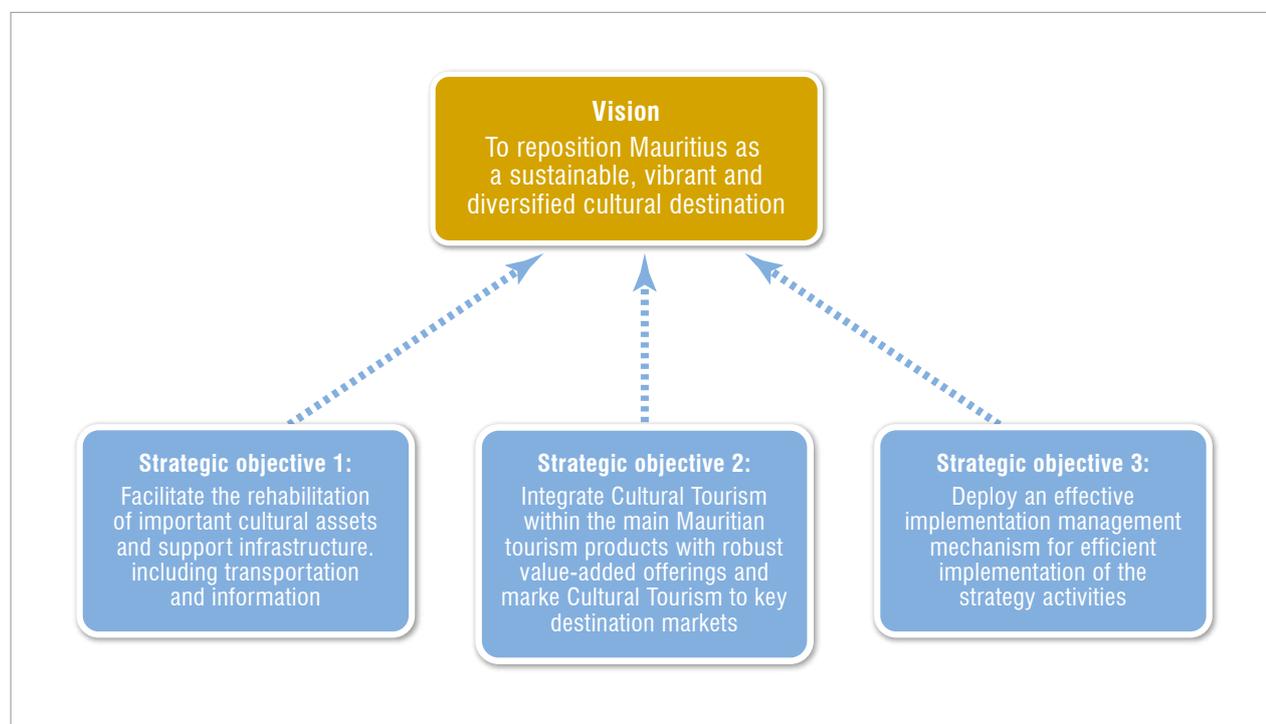


Figure 8: *The strategic scope*

## LEVERAGING MARKET OPPORTUNITIES

Even though the cultural tourism sector in Mauritius is currently relatively limited in terms of offerings, considerable scope exists for growth as the demand for cultural attractions from international visitors is on the rise worldwide.

### IMPROVE THE ACCESSIBILITY OF MAURITIUS

The newly launched Africa-Mauritius-Singapore-Asia Air Corridor positioning Mauritius as an aviation hub in the region will greatly contribute to improving accessibility for visitors from new emerging markets in Asia and Africa. More generally, it will be important to review the Air Access Policy for Mauritius within Africa and outside Africa to assess whether it is conducive to attracting tourists (especially from emerging target markets) interested in Cultural Tourism.

### PENETRATING NEW MARKETS

As highlighted in the budget speech 2016/2017, Mauritius should, in order to diversify tourism sources, intensify the marketing of Mauritius in Africa, also building up marketing efforts in the Gulf regions, Scandinavian countries and

Eastern Europe. An Asian and African strategy should also be further developed for a more pronounced exploitation of the potential of these source markets, supported by a greater use of technology for e-marketing/digital marketing<sup>4</sup>.

### INTEGRATE THE CULTURAL TOURISM PRODUCT WITHIN THE SMART CITIES INITIATIVE

The Smart City Scheme is an ambitious economic development programme aimed at consolidating the Mauritian International Business and Financial Hub by creating ideal conditions for working, living and spurring investment through the development of smart cities across the island<sup>5</sup>. For the project components being launched in the first phase, there is an opportunity for the sector to identify cultural tourism aspects that can be developed in conjunction with the other Smart City components.

4. Ministry of Tourism & External Communications (2015). *Tourism in Mauritius: A new spirit for a new mandate*, p. vi.

5. Board of Investment (2016). *Smart Mauritius, Live. Invest. Work. Play*, p. i.

## INTEGRATE A REGIONAL CULTURAL TOURISM DIMENSION THROUGH THE "VANILLA ISLANDS CONCEPT"

The "Vanilla Islands concept" is seeking to develop a new regional destination brand. In this context, stakeholders involved in the development of the cultural tourism sector in Mauritius should ensure that the Mauritian value proposition resulting in any destination product development as part of the affiliation includes Cultural Tourism as an important subset.

## ROLE OF INVESTMENT

Exploiting the opportunity areas identified within the sector value chain will require significant investment, from both domestic and foreign investors. Both FDI and domestic investment are seen as essential to accompany the ambitions of the cultural tourism sector in Mauritius, a sector that lacks adequate investment in capital, management capacity and knowledge.

Net FDI outside of the real estate sector has remained very low, with a small exception for the financial services and construction sectors. If more disaggregated and up-to-date data would be needed to obtain a clear picture of the level of investment in the sector, it is safe to state that investment is extremely limited in the cultural tourism sector in Mauritius. Though there appears to be exploratory interest in the sector, foreign partners are not yet willing to invest, despite an enabling business environment. This neither contributes to the future development of the sector, nor to the transfer of the know-how and skills necessary for the development of the sector.

Factors of attraction exist, however, in the cultural tourism sector, including:

- i. Mauritius' strategic location and proximity to emerging African and Asian markets, including China and India
- ii. Stable political and economic environment
- iii. Enabling business environment
- iv. Competitive investment regime and climate
- v. Tourism sector is a high priority for the government
- vi. Presence of qualified English and French speaking workforce

## STRUCTURAL ADJUSTMENTS TO THE VALUE CHAIN –VALUE OPTIONS AND FUTURE VALUE CHAIN

Unlocking the potential of the sector will require transformations throughout the value chain. These adjustments, as reflected in the future value chain schematic, are the result of targeted efforts to address the competitive constraints identified and capitalize on the structural

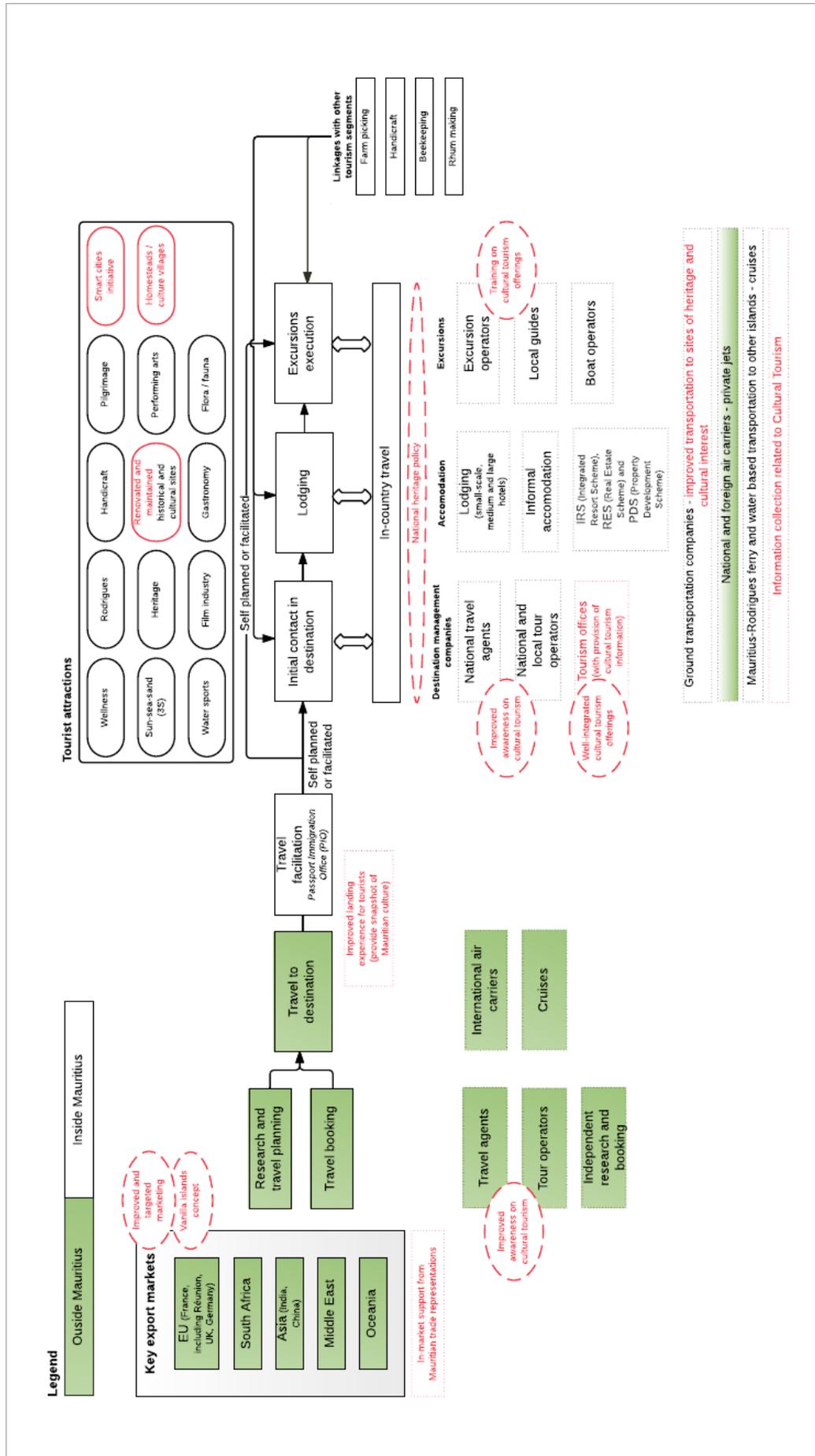


Photo: Giorgio Minguzzi (CC BY-SA 2.0), *Cavernes Patates, Rodrigues Island*

adjustments required to retain, add and create value in a more effective way. The future value chain will be characterized by:

- i. Improved awareness amongst tourism operators on the business case for pursuing cultural tourism
- ii. Improved and targeted marketing in international markets with a strong cultural tourism dimension
- iii. Well-defined and well-integrated cultural tourism offerings integrated in main Mauritius tourism products
- iv. Rehabilitated cultural assets and a deployment of a sustainable maintenance plan
- v. Improved landing experience for tourists by providing a snapshot of Mauritian culture and offerings to tourists on arrival
- vi. Improved human capital in the sector especially pertaining to cultural tourism offerings
- vii. Reinforced network of tourism offices throughout the country with provision of cultural tourism information.
- viii. Improved transportation between Port-Louis and sites of heritage and cultural interest
- ix. A national heritage policy developed with detailed provisions for heritage and cultural assets and other aspects
- x. Streamlined information collection related to Cultural Tourism
- xi. Cultural tourism integrated into the ongoing smart cities initiative
- xii. Enhanced in-market support from Mauritian trade representations
- xiii. Cultural Tourism features in Mauritius's tourism involvement within the vanilla islands concept
- xiv. Homesteads / culture villages where tourists can visit hear and learn about Mauritian culture developed.

Figure 9: Mauritius cultural tourism future value chain



# IMPLEMENTATION MANAGEMENT FRAMEWORK

This Cultural Tourism Sector Strategy, part of the NES Mauritius, endeavours to generate the conditions for a favourable expansion of the sector so as to contribute to overall socioeconomic development. Nevertheless, a strategy in and of itself is not enough to ensure the industry's sustainable development. Such development will require the elaboration and coordination of various activities. While the execution of these activities will allow for the Strategy's targets to be achieved, success will depend on the ability of stakeholders to plan and coordinate actions in a tactical manner.

Indeed, the Cultural Tourism Sector Strategy is not the strategy of any specific institution; rather it is the strategy of Mauritius, and to ensure its success it is necessary to foster an adequate environment and create an appropriate framework for its implementation. The following section presents some of the key success conditions considered necessary for the Strategy to be effectively implemented and achieve self-sustainability and long-lasting benefits for the country.

## **Institutionalize and empower a steering committee responsible for oversight on PoA implementation**

A key success criterion for the cultural tourism strategy is stakeholders' ability to coordinate activities, monitor progress and mobilize resources for the implementation of the Strategy. It is recommended that the country establishes a sector-specific platform under the NES secretariat for public-private deliberations that acts in an advisory capacity to the NES Secretariat, the government and the private sector over issues related to or affecting the cultural tourism sector and its Strategy.

The formal dialogue platform will require a high level involvement of the TSN members (public and private), as their role is crucial and will impact the effectiveness with which the Strategy is implemented. Likewise, the ability

of the private sector, comprising of lead firms –including foreign investors– as well as SMEs, to provide inputs to the strategy implementation process will significantly influence the success of the strategy.

It will also be required that a nominated Secretariat coordinates, monitors and mobilizes resources for implementing the Strategy

The main functions of the public-private platform should be the following:

1. Act as a consultative group pertaining to the cultural tourism sector, enabling the private sector and government representatives to identify priority issues;
2. Coordinate and monitor the implementation of the Strategy by the government, private sector, institutions or international organizations so as to ensure Strategy implementation is on track;
3. Identify and recommend allocation of resources necessary for the implementation of the Strategy;
4. Elaborate and recommend revisions and enhancements to the Strategy so that it continues to best respond to the needs and long-term interests of the sector;
5. Propose key policy changes to be undertaken, based on Strategy priorities, and promote these policy changes among national decision makers;
6. Guide the secretariat in its monitoring, coordination, resource mobilization, and policy advocacy & communication functions so as to enable an effective implementation of the Strategy;

As discussed above, the public-private platform should be supported by a secretariat to complete the daily operational work related to implementation management of the Strategy. The core responsibilities of the secretariat should be to:

- A. Support and organize the regular meetings of the public-private platform.
- B. Monitor progress and impact of Strategy implementation.
- C. Coordinate strategy implementation partners.
- D. Mobilize resources to implement the Strategy.

Specific tasks falling under these broad areas of activities include:

- Formulate projects proposals including budgets for implementation of activities of the strategy;
- Develop annual and bi-annual work plans for approval by the public-private platform;
- Collect information from project implementation and prepare regular monitoring reports to be submitted to the public-private platform;
- Advocate in favor of the Strategy to public and private partners;
- Execute any other tasks given required by the public-private platform.

### Private sector support and participation

It is recommended that private sector operators contribute, directly or in partnership with public institutions, to the implementation of the Strategy. Their implementation efforts can range from providing business intelligence to institutions, contributing to development projects, advocacy, etc. In brief, the private sector's practical knowledge of business operations is essential to ensuring that the activities of the Strategy are effectively implemented and targeted.

### Sensitization of implementing institutions to build ownership

The key implementing institutions detailed in the PoA need to be informed of the content of the strategy and the implications for their 2016-2025 programming. This sensitization is essential to building further ownership, and it provides institutions with the opportunity to review the PoA in order to confirm the activities they can implement immediately, in the medium and long term. Such a programming approach will permit better resource allocation within the responsible agencies. This allocation can be formalized by integrating the activity of the Strategy in the programme planning of the institution. While the financial dimension is often required, the human resource element is no less important.

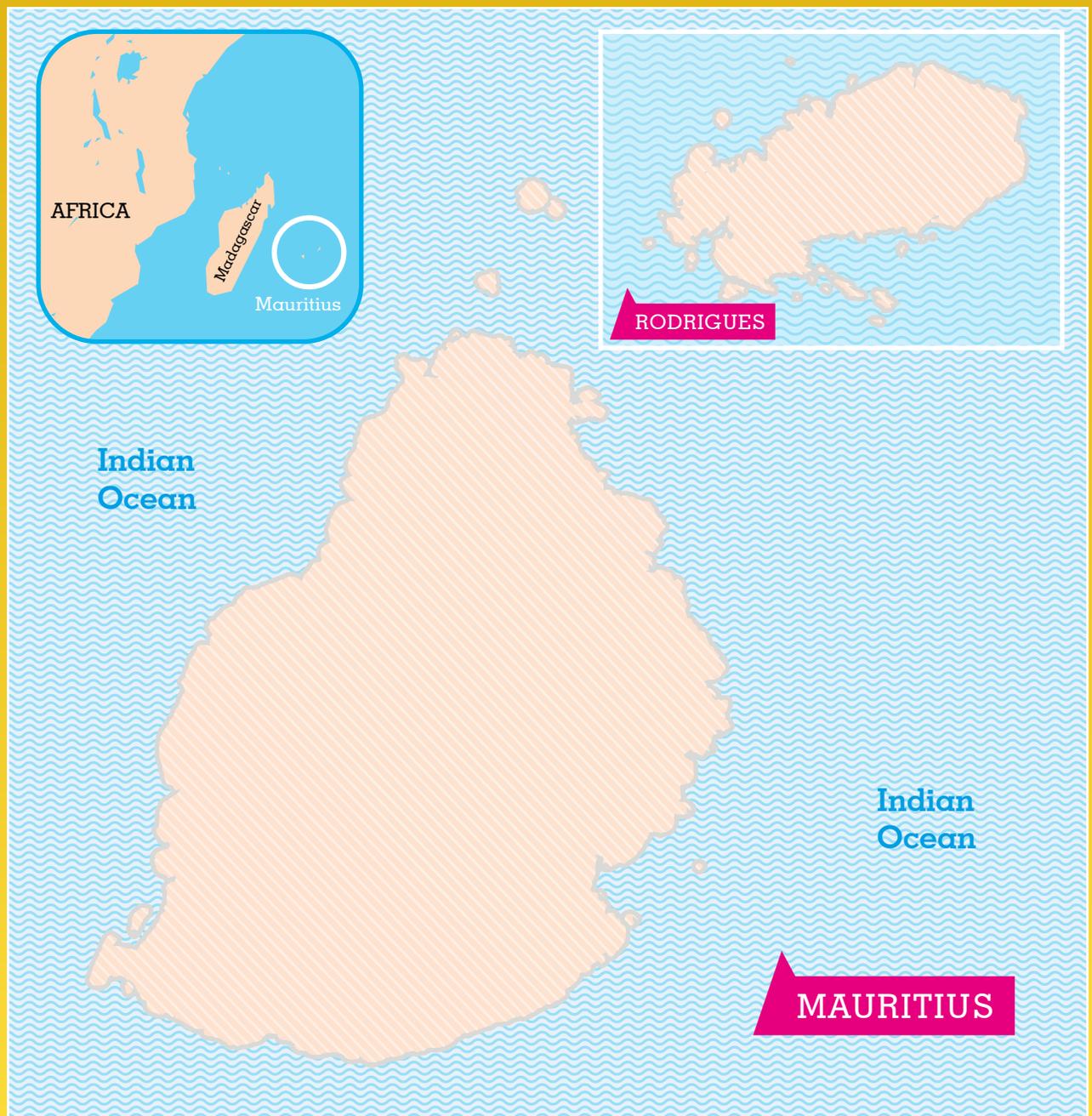
### Financial resource mobilization for implementation

While resource mobilization is only part of the solution, it plays a crucial and indispensable role in supporting the strategy implementation. An integrated resource mobilization plan should be elaborated as soon as the NES is adopted. Resources mobilization involves planning the sequencing of communications with donors, project design, project proposals/application and resources collection and management. This should facilitate, leverage and strengthen the impact of diverse sources of finance to support sustainable and inclusive implementation, including national resources, development aid and private investment.

- **National resources through direct budget and support program:** The Government will need to validate a defined minimum budget support toward the implementation of the different Strategy components of the NES, including the cultural tourism sector. This support for the Strategy's activities will demonstrate the Government's commitment to the initiatives.
- **Alignment of donors' support and interventions with the Strategy:** Little attention and support have been directed towards the cultural tourism from the international donor community. The public-private platform, together with the authorities, will have to capitalize on the significant momentum gained as part of the Strategy design process and leverage it for a smooth and efficient implementation. International development agencies can indeed use the Strategy as the logical framework for their programs as they will surely benefit from its favorable conditions for operation (i.e. political endorsement, private sector buy-in, and improved collaboration with national institutions). The PoA of the Strategy should serve the public-private platform as well as the national institutions to improve communication and facilitate the negotiation, planning, coordination and evaluation of commitments made in the context of development aid, in particular through the development of programmes and project proposals aligned with the priorities of the strategy.
- **National and foreign investment:** The strategy should benefit from a solid channel of communication, capable of conveying reliable information to the companies about the export-related opportunities in the industry, and in turn of communicating to the Government the needs that investors have identified to operate successfully. Investment flow in Mauritius could serve as a valuable driver of for certain specific areas identified in the strategy and requiring support. Even so, it must be targeted at specific prospects in order to benefit to the industry's development as detailed in the future perspective section of the present Strategy.

# MAURITIUS NATIONAL EXPORT STRATEGY CULTURAL TOURISM SECTOR

## PLAN OF ACTION



**Strategic objective 1 : Facilitate the rehabilitation of important cultural assets and support infrastructure, including transportation and information**

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
1.1. Improve maintenance and management of cultural tourism assets.	<p>1.1.1. In collaboration with key institutions that are tasked with preservation and operation of Mauritian Cultural sites and artefacts, launch a public-private campaign to rehabilitate Mauritian cultural sites:</p> <ul style="list-style-type: none"> <li>» Drafting of a prioritized list of cultural sites requiring rehabilitation</li> <li>» Estimation of costs over a multi-year project</li> <li>» Development of a steering committee comprised of key institutions (also including MOFED and universities)</li> <li>» Identification of sources of funding – national budget + public-private sector financing + taxation, among others.</li> <li>» Launch of procurement process for rehabilitation. Implementation oversight by steering committee</li> </ul>	1					Cultural Tourism assets	<ul style="list-style-type: none"> <li>» Prioritized list completed by end 2016</li> <li>» Steering committee in place by mid-2017</li> <li>» Project financing developed and implementation to begin mid-2017</li> </ul>	Ministry of Arts and Culture (MAC)	Ministry of Tourism and External Communications (MOTEC), National Heritage Fund (NHF), Mauritius Museums Council (MIMC), Le Morne Heritage Trust Fund (LMHTF), Aapravasi Ghat Trust Fund (AGTF)	Ministry of Finance and Economic Development (MOFED)	
	<p>1.1.2. Spur public-private-partnership and dialogue in the Cultural tourism sector, especially for the sites which are not properly valorized. Public sector driven pilot funding as a test for the private sector- Development of a funding model where public sector provides initial seed funding, but then private sector operators and feeder services develop their own funding mechanisms. This could also be used to rehabilitate prioritized Cultural Tourism assets utilizing the priority list developed in 1.1.1.</p>	2					Cultural Tourism assets	Funding model in place by end-2017.	MAC	MOFED		
	<p>1.1.3. Extend opening hours of heritage/cultural sites in line with improvements in transportation infrastructure and connectivity between cultural sites and Port Louis. Advocate as a policy decision through a white paper delineating the economic benefits of longer opening hours.</p>	2					Tourists, Tourism Operators	White paper developed and shared by end 2016	Sector operators	MOFED		
	<p>1.1.4. Improve the landing experience of tourists at the airport and seaport to provide a snapshot of Mauritian Culture and tourism offerings from the get-go.</p> <ul style="list-style-type: none"> <li>» Provision of brochures and information booths, clearly identified and accessible.</li> <li>» Possibility to book activities linking cultural tourism with the well-known SSS Tourism.</li> <li>» Calendar of activities to be added and submitted to the MTPA for dissemination</li> </ul>	2					Tourists and Tourism Operators	Renovation at both airport and seaport commences by 2017 and proceeds at ongoing basis.	MTPA	MAC, parastatals		
	<p>1.1.5. Explore the revenue model for cultural sites and provide recommendations and assistance on developing sustainable financial plans. Assistance to management structures of various cultural assets for developing sustainable financial strategies in line with regulations</p>	1					Entities involved in the preservation and management of cultural assets	On a rolling basis	MOFED	MAC, parastatals (e.g. Mauritius Museums), MOTEC, management boards of cultural assets		
	<p>1.1.6. Include the measures proposed by the Local Economic Development (LED) plan of the Aapravasi Ghat Trust Fund for conservation and enhancement of the buffer zones (in the Aapravasi Ghat World Heritage Property) that will eventually result in the <i>development and transformation of the area into a vibrant regenerated heritage district.</i></p>	1					Tourism operators and local communities in the buffer zone	On-going	AGTF	MAC, MOFED	In collaboration with UNESCO	

**Strategic objective 1 : Facilitate the rehabilitation of important cultural assets and support infrastructure, including transportation and information**

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
1.2. Improve infrastructure related to the Cultural Tourism sector.	<p>1.2.1. Conduct a thorough Human Capital assessment of the sector seeking to alleviate current and future expected shortages of trained personnel in the Tourism sector. Scope of this assessment will go beyond the Cultural Tourism sub-sector.</p> <p>Specific areas of professional scope include but not limited to the following:</p> <ul style="list-style-type: none"> <li>» Translators (especially for emerging market segments including Chinese tourists)</li> <li>» Professional services (including chefs, musical bands specializing in Mauritian music)</li> <li>» Travel/tour operators</li> <li>» Event managers etc.</li> </ul>	1					Entire sector	Assessment completed by end 2016	MOTEC	MAC		
	<p>1.2.2. To offset the challenges stemming from lack of trained professional tourist guides, develop a training programme for existing and new tour guides (for both land and sea based).</p> <ul style="list-style-type: none"> <li>» Courses certified by MQA or conducted by training institutions (MITD, Ecole Hôtelière)</li> <li>» Cultural Tourism aspects to be embedded in the training program</li> <li>» Focus on intensive, short term duration.</li> <li>» Professional certificate provided to guide indicating minimum standards.</li> </ul>	2					Tourist guide segment	Training courses in place by mid-2017	MITD / Ministry of Education and Human Resources, Tertiary Education and Scientific Research (MOE)	MOTEC, Tertiary Education Commission (TEC) / Ecole Hôtelière		
	<p>1.2.3. Implement signage of cultural sites at bus stops with time tables for specific cultural attractions on the Mauritian map.</p> <p>Signage to be also improved in other existing locations to clearly indicate cultural proximity to cultural assets. (direction, distance)</p>	2					Tourists	Improvements to be initiated starting from key Port-Louis attractions.	Ministry of Public Infrastructure and Land Transport	Mauritius Tourism Authority (TA), MOTEC, MAC, District Council, Road Development Authority (RDA), Ministry of Local Government	MOFED	
	<p>1.2.4. Launch a tender to private companies to operate city tour buses for tourists sightseeing (hop on/ hop off) which would feature cultural assets.</p>	2					Tourists	Tender to be issued by mid-2017	Ministry of Public Infrastructure and Land Transport			
	<p>1.2.5. Improve transportation to/ from, and connectivity between cultural sites and the city centres, focusing on bus transportation. Cultural attractions to be prioritization and connectivity to proceed in stages starting 2017.</p>	2					Tourists	Infrastructure improvements to commence by early 2017	Ministry of Public Infrastructure and Land Transport	MOTEC, MAC, National Transport Authority (NTA)		
	<p>1.2.6. Develop a smart phone application for tourists to identify cultural (in addition to other segments) sites and receive information on history, accessibility and transportation, hours of operation, fees etc.</p> <p>Lessons learned to be absorbed through pilot project already initiated by AGTF (Port Louis only) but not yet implemented.</p> <p>Note: <i>MOTEC is currently working on a similar service for the Port Louis Heritage Trail which could be extended countrywide.</i></p>	2					Tourists	Smart phone application developed by end-2017	AGFT	MOTEC		
	<p>1.2.7. Develop a dedicated website for promotion of cultural tourism assets and events – especially related to dissemination of a calendar of events/ festivals, maps of cultural sites, and other places of interest.</p> <p>Website will aim to make available information for cultural tourists to be able to plan even before coming to Mauritius.</p>	1					Tourists, sector operators	Website to be developed by end 2016	MTPA	MAC		

**Strategic objective 1 : Facilitate the rehabilitation of important cultural assets and support infrastructure, including transportation and information**

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
1.3. Develop instruments that will guide sector development on an ongoing basis.	1.3.1. Develop of a National Policy for Heritage that will constitute the guiding principles for managing heritage and cultural assets in the country. Draft policy to be developed after a series of wide-ranging consultations with the public sector (ministries and parastatals) and the private sector.	1					Entire sector	Policy adopted by end 2017	MAC	NHF, AGTF, LMHTF		
	1.3.2. Establish a public-private sector roundtable to identify policy aspects for cultural tourism that can be integrated in the conventional Mauritian Tourism product	1					Overall sector	Roundtable to be established by early 2017 and operating on an ongoing basis	MAC	MOTEC		
	1.3.3. Utilize the public-private sector roundtable to discuss the value proposition for operators to integrate the cultural tourism product in their service offerings.	1					Cultural Tourism Operators	Roundtable to be convened in 2017, and thereafter on a rolling basis	MOTEC	Sector operators		
	1.3.4. Establish a label for heritage sites. Label to be utilized as an indicator of good practices and official recognition by the Mauritian government as a heritage site.	2					Heritage sites operators	Label and associated regulations/operating practices to be rolled out by mid-2018	MAC	NHF		
	1.3.5. Ensure that the updated Ministry of Tourism strategic plan includes a component on spurring cultural tourism and integrating it with the main Mauritian product. Joint focus to be facilitated by inclusion of NES sector team in consultations.	1					Ministry of Tourism	Cultural Tourism as a specific pillar addressed in the strategy	MOTEC	MAC		
	1.3.6. Advocate revising government policy on lack of entrance fees at key Cultural Tourism assets/ public cultural sites. Include lessons learned from Pilot project being worked out by the MAC and Vikramsingh Ramlallah Trust Fund.	2					Entities involved in preservation and management of Cultural assets	Assessment conducted and policy decision in 2017	MAC			
	1.3.7. Review the Air Access Policy for Mauritius within Africa and outside Africa to assess whether it is conducive to attracting tourists (especially from emerging target markets) interested in Cultural Tourism.	2					Entire sector	Review conducted, and recommendations provided by mid-2017	National Advisory Council chair of the Secretary to Cabinet and Head of the Civil Service.	MOTEC		
	1.3.8. Assess the current investment policies and services provided by key institutions, related to the Cultural Tourism sub-sector. Identify gaps and provide recommendations. Select aspects of review include: » Coordination and division of responsibilities between institutions such as BOI and EM in terms of attracting investment in the sector. » Review of service provisions offered to cultural tourism operators	1					Investors, and Mauritian operators seeking investment	Review completed by end-2016	BOI	EM, MOTEC, MOFED	BOI (on-going)	

Strategic objective 2: Integrate Cultural Tourism within the main Mauritian tourism products with robust value-added offerings and market Cultural Tourism to key destination markets												
Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period				Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source	
			2017	2018	2019	2020						2021
2.1. Develop robust product offerings related to the Cultural Tourism sector.	2.1.1. Integrate the Cultural Tourism product within the smart cities initiative. For the project components being launched in the first phase, identify cultural tourism aspects that can be developed in conjunction with the components.	1					Cultural Tourism operators falling under the scope of the smart cities initiative	Targets to be identified in tandem with implementation of the smart cities initiative	State Land Development Company (SLDC)	MAC, AGTF, NHF, MMC		
	2.1.2. Facilitate integrated development of Mahebourg into a special attraction zone of Mauritius. Empower the people and institutions to stand up as one and unite into a fully integrated project along sustainable development guidelines and best practices, with tourism as the major vehicle for inclusive growth, and on technology-driven platforms Area bound by the Vallée de Ferney, the Rose Belle area and the public beach of Blue Bay, integrating among others: » The airport » The landfill » The heritage sites » The waterfront » The Marine Protected Area » The islets » Hotels, guesthouses, trades etc... » Fish farms	2					Mahebourg tourism operators	Integrated development plan to be developed by early 2018	Association des Hôteliers et Restaurateurs de l'Île Maurice (AHRIM)	MOTEC, MAC		
	2.1.3. Expand the heritage/cultural trails for cultural places across Mauritius, apart from the existing Port Louis trail concept which has been implemented. Pilot trails at locations including Mahebourg, Souillac	2					Tourists	Expansion plan to be in place by mid-2017	MAC		SLDC	
	2.1.4. Support the activities for the promotion of Indentured heritage conducted as part of the Indentured labor route project.	2					Indentured labour route project.	Ongoing review in line with the timelines and deliverables associated Indentured Labour Route Project	MAC / AGTF			
	2.1.5. Development of a 'Experience Culture by Cycle' product where tourists can experience cultural sites in the Port Louis area on cycle. Product to be developed in collaboration with various public-private entities involved in the sector, and will serve as a test product for similar initiatives. Note: Given the amount of traffic in Port Louis and the high risk of accident, clearance of the MPI should be sought prior to embarking on such project.	3					Cultural Tourism Operators	Product designed and launched by end-2017	MAC	MOTEC, MTPA, sector operators		
	2.1.6. Revitalize local theatres to feature the following themes, among others: » local history » open air theatres » local creative artists Government seed-funding for promoting theatre activities through a common fund. Theatre programs to be integrated into a regularly updated calendar of events (discussed in separate activity)	2					Theatre companies	Funding to be made available to theatre companies by mid-2017	Ministry of Local Government		MAC, NHF	

**Strategic objective 2: Integrate Cultural Tourism within the main Mauritian tourism products with robust value-added offerings and market Cultural Tourism to key destination markets**

Operational objective	Activities	Priority 1 = high 2 = med 3 = low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
2.1. Develop robust product offerings related to the Cultural Tourism sector.	<p>2.1.7. Develop a virtual gallery for the national heritage sites (linked to MTPA) identified as part of schedule section (2) list – Port Louis (81 sites), Pamplémousses District (27 sites), Rivière du Rempart District (5 sites), Flacq district (11 sites), grand port district (18 sites), Savanne district (8 sites), Black River district (5 sites), Plaines Wilhems district (18 sites), Moka district (1 site), Rodrigues (5 sites).</p> <p>» Pilot initiative to be initiated with select sites to be brought online and gradually scaled up; advertised extensively to gain virtual 'footfalls'</p> <p>» Goal is to provide an informative, immersive experience for potential cultural tourists, through an online format so that they are informed of the value proposition of these sites even before landing in Mauritius.</p>	2					Tourists and tour operators	Virtual gallery deployed by end-2018, with an initial set of sites	MTPA	NHF		
	<p>2.1.8. Showcase the history of Mauritius using interactive, information/communication tools, possibly at the Caudan waterfront.</p>	1					Entire sector	Concept design completed by end 2017. Implemented by end 2018	MTPA	MOTEC		
	<p>2.1.9. Integrate a regional cultural tourism dimension through the "Vanilla Islands concept" seeking to develop a new destination brand. Ensure that the Mauritian value proposition resulting in any destination product development as part of the affiliation includes Cultural Tourism as an important subset.</p>	1					Entire sector	On a rolling basis	MOTEC	MTPA		
	<p>2.1.10. Pilot national culinary festivals, starting in Port Louis, and integrate festival in the calendar of events. Scale up to other locations based on level of success and uptake by market segments. Integrate lessons learned from hotels that have already piloted such activities.</p>	2					Tourism operators	Pilot culinary festival starting in Port-Louis in 2017	Municipalities	MAC		
	<p>2.1.11. Develop homesteads/ culture villages where tourists can visit, hear and learn about Mauritian culture (such as Trianon heritage site). An additional pilot location to be identified for piloting a culture village initiative.</p>	2					Tourism operators, local communities	Pilot initiative launched by 2018	MAC	AGTF, NHF		
	<p>2.1.12. Promote local crafts into Touristic products. For instance, as a pilot sector, improve promotion of the model shipbuilding sector, focusing on accessibility etc. Provide model shipbuilders with access to international markets through facilitated participation in trade shows, B2B meetings etc. Under the terms of this facilitation, model shipbuilding operators would be able to apply for grants as well as enrol in Govt led projects to facilitate B2B linkages.</p>	1					Model Shipbuilding sub-sector operators	Funding mechanism and other measures in place by early 2018	SMEDA	MOTEC, MTPA, AHRIM		
	<p>2.1.13. In collaboration with bus service, tour operators and hotels, launch multi day, and multi venue tickets that combine transportation and entry fees for select cultural Tourism sites. Proposed daily, 2-day, and weekly passes.</p>	3					Tourism Operators	Initiative in place by mid-2017	Ministry of Public Infrastructure and Land Transport (Land Transport Division)	MOTEC, RDA, NTA		

**Strategic objective 2: Integrate Cultural Tourism within the main Mauritian tourism products with robust value-added offerings and market Cultural Tourism to key destination markets**

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period				Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020					
2.2. Build better understanding of target markets.	2.2.1. Undertake a survey in select markets to identify critical buyer requirements related to cultural tourism, which can then be fed back to policy makers and sector operators.	1				Entire sector	Survey completed by end 2017	MTPA	MOTEC, MAC		
	2.2.2. In conjunction with the Buyer Requirements survey, undertake destination marketing for key target segments where Cultural Tourism can be an integrated sell, with the main Mauritian product.	2				Entire sector	Marketing campaign to begin by early 2018	MTPA	MOTEC, MAC, private sector associations		
	2.2.3. Engage with consulates and Mauritian representations abroad for the effective marketing for cultural tourism assets starting with sensitization of consulate staff on Cultural Tourism offerings.	2				Tourists	Sensitization campaign to begin in early 2017	Ministry of Foreign Affairs, Regional Integration and International Trade	MTPA, MOTEC		
	2.2.4. Capture data on cultural experience in the national statistics/surveys on tourism. Develop Cultural Tourism specific questionnaire to be integrated into the Tourism survey.	1				Policymakers	Integration to be completed in time for 2017+ surveys	MOTEC	Statistics Mauritius, MAC		
2.3. Conduct robust marketing of Mauritian Cultural Tourism product and service offering.	2.3.1. Develop marketing material in the form of in-flight video clips and magazines with information on cultural sites, Mauritian heritage, cuisine and other Cultural Tourism themes –to be used on Air Mauritius and other airlines flights.	2				Tourists	Marketing campaign to be initiated by early-2017	MAC	MTPA, Mauritius Film Development Corporation, Air Mauritius		
	2.3.2. Engage with international tour operators to market culture tourism along with regular sun-sea-sand offerings in destination markets. Initiate campaign through roundtable discussions as well as on a bilateral basis to inform tour operators in key target markets on developments in the Cultural Tourism segment as well as current/future product offerings that can be provided to tourists.	2				Tour operators	Outreach campaign start by early-2017	MTPA	MOTEC, private sector associations		

**Strategic objective 3: Deploy an effective implementation management mechanism for efficient implementation of the strategy activities.**

Operational objective	Activities	Priority 1=high 2=med 3=low	Implementation period					Beneficiaries	Targets	Lead implementer	Supporting implementers	Possible funding source
			2017	2018	2019	2020	2021					
3.1. Institutionalize and empower a steering committee responsible for oversight on POA implementation.	<p>3.1.1. Setup a steering committee to discuss on on-going projects and new projects in relation to cultural tourism. The platform will be responsible to effectively mobilize and engage implementing institutions to align all development policies to the Cultural Tourism strategy, and to identify activities that fall under their leadership and plan for required human and financial resources in the 5 upcoming years.</p> <p>Develop a shared Tourism sector public and private platform, led by the private sector operators, both from lead firms, including foreign investors, as well as SMEs Position the Tourism platform as the public-private sector coordinating body to manage the implementation of the sector strategy under the NES.</p>	1					Overall sector	Steering committee established and empowered by end-2016	MOTEC	MAC, MTPA, AGTF, NHF, MMC, LMHTF	National budget	
	<p>3.1.2. Identify and operationalize a physical secretariat that will support the committee in operational aspects such as donor liaison, reporting etc. Secretariat could be an existing team/organizational unit in a public/private sector body that is already involved with the sector.</p> <p>Build human and technical capacity of the secretariat through targeted training as part of on-boarding process for the staff.</p>	1					Overall sector	Secretariat identified and appropriate capacity building conducted on a rolling basis	MOTEC	MAC, MTPA, AGTF, NHF, MMC, LMHTF	National budget	
	<p>3.1.3. Deploy a robust monitoring and evaluation framework related to sector POA implementation. Framework to be integrated with secretariat activities, and accompanied by an online tool for viewing project status, report generation etc. Training on the framework and tool to be integrated in coaching provided to secretariat staff.</p>	2					Overall sector	Monitoring and Evaluation framework in place by end-2016	Steering Committee Secretariat (to be identified)	MOTEC, MAC		
3.2. Conduct resource mobilization for NES implementation activities.	<p>3.2.1. Initiate a donor roundtable to inform donors and development partners active in the country, on resource mobilization needs and opportunities related to the sector.</p> <p>3.2.2. In collaboration with donor and development partners who have expressed interest in supporting NES implementation activities, elaborate individual activities into project fiches/proposals, and provide assistance to partners in transitioning POA activities to implementable project proposals.</p>	2					Overall sector	Initial donor roundtable held by end-2016. Thereafter on a rolling basis	MOFED	MOTEC, MAC		
		2					Overall sector	Conducted on an ongoing basis	MOFED	Steering Committee Secretariat (to be identified), MOTEC, MAC		

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