

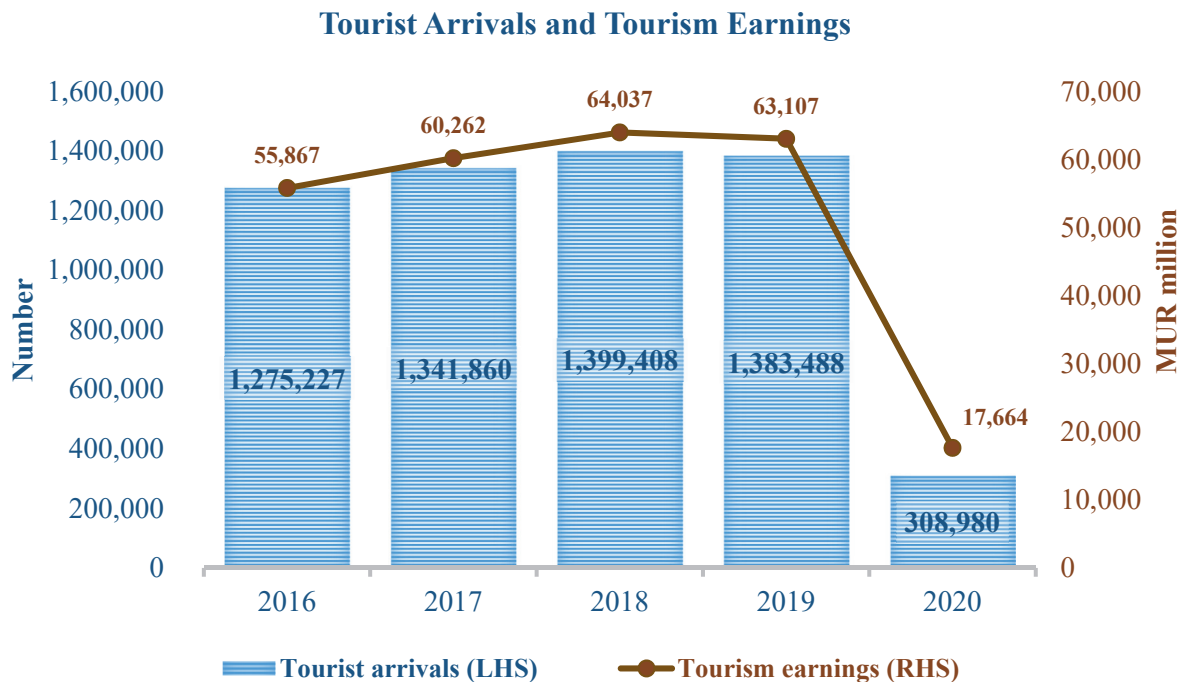
STRATEGIC OVERVIEW

I. Mission Statement

- To lead the safe and early re-opening of borders
- To fully support the recovery of the industry

II. Current Situation & Challenges

- The COVID-19 pandemic has severely hit the travel and tourism sector, with airplanes grounded, hotels closed and travel restrictions put in place in virtually all countries around the world.
- International tourist arrivals have dropped by 73 percent in 2020 according to UNWTO¹; with 1 billion fewer international tourist arrivals and a loss of over USD 1 trillion in export revenue. Between 100 to 120 million direct tourism jobs are at risk.
- In 2020, Mauritius recorded a decrease in tourist arrivals and tourism earnings of 78 percent and 72 percent respectively.



- The tourism sector is being supported by Government through different measures including the Wage Assistance Scheme and the Self-Employed Assistance Scheme.
- World tourism is changing in terms of demand and tourism product:
 - Wealthier and grey travellers have more time for longer stays with focus on wellness and medical tourism.
 - Millennials and younger generations are more interested in green tourism, cultural exchange and inclusive tourism.

¹ UNWTO World Tourism Barometer, March 2021

- China, India and the Middle East have a rapidly increasing middle class to be targeted.

Key Challenges

Short term challenges

- Safe and early re-opening of borders
- Relaunch of tourism industry for economic growth and revenue generation
- Enhance safety and security of tourist activities both inland and at sea

Medium term challenges

- Maximise revenue from diversification strategy:
 - Targeting new markets
 - Redefining the tourism product based on the changing tourist profile
 - Enhancing the attractiveness of Mauritius as a safe homeport for cruise tourism
 - Encouraging domestic tourism and capitalising on outer islands

III. Strategic Direction 2021-2024

Strategic Direction	Enabler
Position Mauritius as a safe destination	<ul style="list-style-type: none"> ▪ Vaccination against COVID-19 to attain herd immunity at the earliest ▪ Implement customer friendly Sanitary Protocol for the safe operation of the tourism sector ▪ Devise an innovative marketing and promotion strategy
Support tourist industry during the pandemic and prepare for the recovery	<ul style="list-style-type: none"> ▪ Provide support through a range of equity/quasi-equity instruments ▪ Promote domestic tourism
Support adequate connectivity with key and opportunity markets	<ul style="list-style-type: none"> ▪ Enhance air access policy ▪ Strengthen cruise tourism marketing
Mainstream eco-friendly practices in tourism development	<ul style="list-style-type: none"> ▪ Elaboration of standards/guidelines based on sustainability principles for the conduct of tourism activities ▪ Review and update the hotel development strategy

IV. Key Deliverables & Key Performance Indicators

Outcome						
Mauritius maintained as an attractive and sustainable tourist destination						
Outcome Indicator			Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Tourist arrivals			6,929	650,000	1,000,000	1,300,000
Delivery Unit	Main Service	Key Performance Indicator	Actual 2020/21 (Prov.)	Target 2021/22	Target 2022/23	Target 2023/24
Ministry of Tourism	Improve and diversify tourism products	Number of tourism signage panels maintained and upgraded	75	75	75	75
MTPA	Market and promote the Mauritian tourist destination	Tourism earnings (Rs billion)	17.7 (2020)	45	75	90
		Number of online campaigns	60	140	180	250
Tourism Authority	Regulate activities in the tourism sector	Percentage of compliance in inspections	50%	80%	90%	95%
Ecole Hôtelière Sir Gaëtan Duval	Provision of training in the hospitality sector	Percentage of students who successfully complete courses	90%	90%	90%	90%

V. Human Resource & Gender Distribution

Staff in Post	Number	Male	Female
Top Management (Salary ≥ Rs 100,000)	1	100%	-
Middle Management (Rs 40,000 ≤ Salary < Rs 100,000)	16	31%	69%
Support (Salary < Rs 40,000)	51	33%	67%
Overall	68	34%	66%

CISD Figures – May 2021

VOTE 3-3: Tourism - continued

FINANCIAL RESOURCES

Summary by Economic Categories

Rs 000

Code	Economic Categories	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
VOTE 3-3: TOTAL EXPENDITURE		576,000	308,600	275,200	266,200
Recurrent Expenditure		560,500	275,600	256,000	256,200
20	Allowance to Minister	2,400	-	-	-
21	Compensation of Employees	40,760	45,100	45,500	45,600
22	Goods and Services	16,445	17,400	17,400	17,500
26	Grants	500,895	213,100	193,100	193,100
Capital Expenditure		15,500	33,000	19,200	10,000
26	Grants	3,500	17,000	9,200	-
31	Acquisition of Non-Financial Assets	12,000	16,000	10,000	10,000

Vote 3-3: Tourism

Rs 000

Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
Recurrent Expenditure		560,500	275,600	256,000	256,200
20	Allowance to Minister	2,400	-	-	-
21	Compensation of Employees	40,760	45,100	45,500	45,600
21110	Personal Emoluments	35,940	40,152	40,552	40,652
.001	Basic Salary	28,315	30,382	30,696	30,769
.002	Salary Compensation	1,025	1,361	1,371	1,371
.004	Allowances	1,500	1,600	1,600	1,600
.005	Extra Assistance	2,500	2,875	2,875	2,875
.006	Cash in lieu of Leave	-	1,300	1,300	1,300
.009	End-of-year Bonus	2,600	2,634	2,711	2,737
21111	Other Staff Costs	4,450	4,498	4,498	4,498
.002	Travelling and Transport	3,400	3,448	3,448	3,448
.100	Overtime	900	900	900	900
.200	Staff Welfare	150	150	150	150
21210	Social Contributions	370	450	450	450
22	Goods and Services	16,445	17,400	17,400	17,500
22010	Cost of Utilities	2,150	2,250	2,275	2,300
22020	Fuel and Oil	350	600	600	600
22030	Rent	7,955	8,475	8,475	8,475
22040	Office Equipment and Furniture	400	600	600	600
22050	Office Expenses	790	790	790	790
22060	Maintenance	1,330	1,235	1,210	1,285
22090	Security	50	50	50	50
22100	Publications and Stationery	1,200	1,150	1,150	1,150
22120	Fees	400	400	400	400
22170	Travelling within the Republic	120	150	150	150
22900	Other Goods and Services	1,700	1,700	1,700	1,700
	<i>of which</i>				
.955	Gender Mainstreaming	200	200	200	200

VOTE 3-3: Tourism - continued

Rs 000					
Item No.	Details	2020/21 Estimates	2021/22 Estimates	2022/23 Planned	2023/24 Planned
26	Grants	500,895	213,100	193,100	193,100
26210	Contribution to International Organisations				
.031	World Tourism Organisation	3,650	3,650	3,650	3,650
.184	Vanilla Island Organisation	45	50	50	50
26313	Extra Budgetary Units				
.003	Beach Authority	50,300	-	-	- <i>f(1)</i>
.027	Ecole Hôtelière Sir Gaëtan Duval (MITD)	56,500	51,700	51,700	51,700
.047	Mauritius Tourism Promotion Authority	310,000	60,000	60,000	60,000
	(a) Operating Costs	60,000	60,000	60,000	60,000
	(b) Promotion and Destination Support	250,000	-	-	- <i>f(2)</i>
.089	Tourism Authority	80,400	97,700	77,700	77,700
	(a) Operating Costs	53,000	55,500	55,500	55,500
	(b) Tourism Sites Cleaning and Embellishment Programme	19,400	22,200	22,200	22,200
	(c) Greening the Value Chain of Tour Operators	8,000	20,000	-	-
Capital Expenditure		15,500	33,000	19,200	10,000
26	Grants	3,500	17,000	9,200	-
26323	Extra-Budgetary Units				
.027	Ecole Hôtelière Sir Gaëtan Duval (MITD)	3,500	3,000	2,200	-
.089	Tourism Authority - Revamping of Integrated Information System	-	14,000	7,000	-
31	Acquisition of Non-Financial Assets	12,000	16,000	10,000	10,000
31113	Other Structures				
.016	Construction of Touristic and Leisure Infrastructure- Tourism Signage	4,000	7,000	3,000	3,000
.416	Upgrading of Touristic and Leisure Infrastructure	3,000	2,000	2,000	2,000
.431	Zoning of Lagoons	5,000	5,000	5,000	5,000
31121	Other Machinery and Equipment				
.801	Acquisition of Vehicles	-	2,000	-	-
TOTAL		576,000	308,600	275,200	266,200

f(1) Provision now made under Vote 11-1: Environment and Climate Change

f(2) Provision now made under National Resilience Fund

VOTE 3-3: Tourism - continued

HUMAN RESOURCES

SN	Position Titles	Funded	
		2020/21	2021/22
Vote 3-3: Tourism		72	75
1	Permanent Secretary	1	1
2	Deputy Permanent Secretary	1	1
3	Assistant Permanent Secretary	3	3
4	Director Tourism	1	1
5	Principal Tourism Planner	1	1
6	Senior Tourism Planner	2	2
7	Tourism Planner	9	9
8	Tourism Enforcement Officer	1	1
9	Leisure Events Organiser	1	1
10	Senior Leisure Events Officer	1	1
11	Leisure Events Officer	2	2
12	Manager, Financial Operations	1	1
13	Principal Financial Operations Officer	1	1
14	Financial Officer/Senior Financial Officer	1	1
15	Assistant Manager (Procurement and Supply)	1	1
16	Procurement and Supply Officer/Senior Procurement and Supply Officer	1	1
17	Assistant Manager, Internal Control	1	1
18	Manager, Human Resources	-	1
19	Human Resource Executive	-	1
20	Office Management Executive	3	3
21	Office Management Assistant	5	5
22	Management Support Officer	15	15
23	Confidential Secretary	4	5
24	Word Processing Operator	3	3
25	Receptionist/Telephone Operator	1	1
26	Head Office Auxiliary	1	1
27	Office Auxiliary/Senior Office Auxiliary	7	7
28	Driver	4	4
TOTAL		72	75