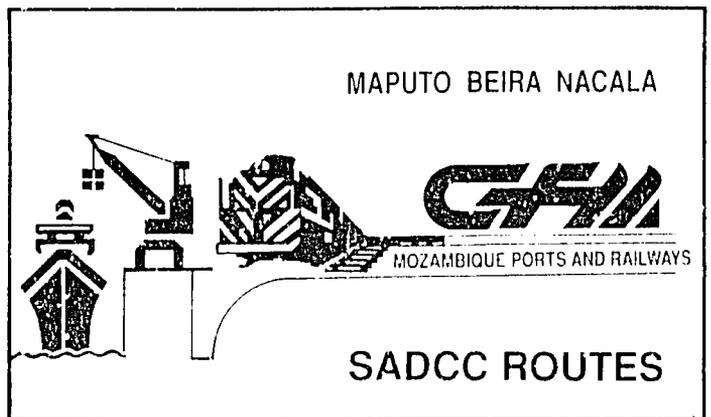
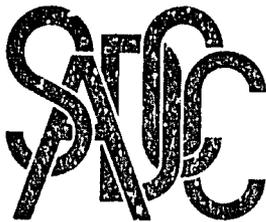


PN ARG-770

TOURISM

SOUTHERN AFRICAN DEVELOPMENT COORDINATION CONFERENCE



Maputo, Republic of Mozambique
29th — 31st January 1992

TOURISM

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PROJECT NUMBERING SYSTEM

Projects are identified using an alphanumeric numbering system:

1. The first three letters indicates the country as follows:

AAA	-	Regional	NAM	-	Namibia
ANG	-	Angola	SWA	-	Swaziland
BOT	-	Botswana	TAN	-	Tanzania
LES	-	Lesotho	ZAM	-	Zambia
MAL	-	Malawi	ZIM	-	Zimbabwe
MOZ	-	Mozambique			

2. The first digit defines the Sector.

0	-	Overall Coordination			
1	-	Tourism Marketing			
2	-	Tourism Product Development			
3	-	Tourism Services			
4	-	Tourism Training and Human Resources Development			

3. The second digit is a serial number.

A B B R E V I A T I O N S

ADB	=	African Development Bank
AGIP Spa	=	AGIP Spa
AIDAB	=	Australian International Development Aid Bureau
ANG	=	Angola
AUS	=	Australia
AUST	=	Austria
BADEA	=	Arab Bank for Economic Development in Africa
BEL	=	Belgium
BOT	=	Botswana
BRA	=	Brazil
CAN	=	Canada
CBI	=	Confederation of British Industries
CFTC	=	Commonwealth Fund for Technical Cooperation
CHI	=	Peoples Republic of China
CITES	=	Convention on International Trade in Endangered Species
COMSEC	=	Commonwealth Secretariat
DEN	=	Denmark
EEC	=	Commission of the European Communities
FAO	=	Food and Agriculture Organisation of the United Nations
FIN	=	Finland
FRA	=	France
FRG	=	Federal Republic of Germany
GTZ	=	German Association for Technical Cooperation
IBRD	=	International Bank for Reconstruction and Development
HRD	=	Human Resources Development
ICAO	=	International Civil Aviation Organisation
ICE	=	Iceland
IDA	=	International Development Association
IDRC	=	International Development Research Centre
IDU	=	Industrial Development Unit of the Commonwealth Secretariat
IFAD	=	International Fund for Agricultural Development
ILO	=	International Labour Organisation
IMPOD	=	Import Promotion Office for Products from Developing Countries
IRE	=	Ireland
ISNAR	=	International Service for National Agricultural Research
ITA	=	Italy
ITB	=	International Tourism Board
ITU	=	International Telecommunications Union
ITIX	=	International Travel Industry Exposition
JAP	=	Japan
KUW	=	Kuwait Fund

LES	=	Lesotho
MAL	=	Malawi
MOZ	=	Mozambique
NAM	=	Namibia
NET	=	Netherlands
NOR	=	Norway
NORDICS	=	Nordic countries
OPEC	=	Organisation of Petroleum Exporting Countries
POR	=	Portugal
SADCC	=	Southern African Development Coordination Conference
SAFTTA	=	Southern African Federation of Travel and Tour Associations
SAREC	=	Swedish Agency for Research Cooperation with Developing Countries
SATEP	=	ILO Southern African Team for Employment Promotion
SPA	=	Spain
SWA	=	Swaziland
SWE	=	Sweden
SWI	=	Switzerland
TAN	=	Tanzania
TAZARA	=	Tanzania Zambia Railway Authority
TCU	=	SADCC Tourism Coordinating Unit
TTW	=	Travel Trade Workshop (Montreaux)
UAPTA	=	Unit of Account of the Preferential Trade Area
UK	=	United Kingdom
UNDP	=	United Nations Development Programme
UNIDO	=	United Nations Industrial Development Organisation
USA	=	United States of America
USSR	=	Union of Soviet Socialist Republics
VTR	=	Visiting Friends and Relatives
WB	=	World Bank
WTO	=	World Tourism Organisation
ZAM	=	Zambia
ZIM	=	Zimbabwe

1. EXECUTIVE SUMMARY

- 1.1 Tourism has a great potential to contribute to the development of the economies of SADCC member States. The region's sunny climates, sandy beaches, panoramic landscapes, rich wildlife and exotic cultures attract a stream of visitors from around the world every year.
- 1.2 In 1990/91, the Tourism Sector experienced a slow, but steady increase in the number of tourist arrivals. This upward trend continued until the outbreak of the Gulf crisis, which inevitably thwarted international travel as a whole, but particularly long-haul tourism by visitors from Europe and North America. The destabilising effects of the Gulf War are expected to adversely affect tourism industry on a global scale for some time.
- 1.3 The World Tourism Organisation (WTO) estimates that SADCC member states earned about US\$270 million at the end of 1990; an increase of US\$45 million over the previous year. There is scope for increasing these earnings to US\$400 million a year by the middle of the 1990's. In order to reach this target, however, member States have to intensify their efforts in rehabilitating the present tourism product, in maximising the region's market share within the existing market segments and in developing new markets.
- 1.4 Currently, the Tourism Sector consists of eight (8) core projects valued at US\$11.49 million, of which US\$3.16 million has been secured; thus leaving a financing gap of US\$8.33 million. The cost and funding status of each project is depicted in the Annex Table.
- 1.5 The projects are at different levels of implementation. Market Research in North America was completed in 1990. Preparatory work is under way to carry out a feasibility study on the establishment of a joint SADCC Tourism Information Office in North America, as recommended by the North American Market research study. The Commonwealth Secretariat has expressed willingness to finance the feasibility study. Market research in Scandinavia and the Pacific Rim is in progress, and is expected to be completed in October, 1991.
- 1.6 The Intra-SADCC Market Research should start soon after the completion of the Scandinavian and Pacific Rim market research studies. Registration of the regional tour operators is complete and the Sector has embarked on the next step of planning tour programmes, itineraries, as well as costings. Funding is being sought for the design of a regional master brochure.

- 1.7 As in previous years, SADCC countries were represented at international tourism fairs in TTW - Montreaux (October, 1990) London (November, 1990), Amsterdam (December, 1990), Berlin (March, 1991), Gothenburg, (March, 1991) and ITIX Nevada (April, 1991). More fairs are expected to be held later on in the year.
- 1.8 The World Tourism Organisation, in collaboration with the UNDP, fielded a consultancy to all SADCC countries in March, 1991 on the classification of hotels and tourism plant. The consultancy was followed by a workshop for tourism administrators and hotel managers in July, 1991.
- 1.9 Projects on product development have been approved at the level of the Committee of Tourism Ministers. However, their incorporation into the Sectoral Programme will have to wait for the finalisation of the strategy for the development of the Tourism Sector.
- 1.10 A consultancy to formulate a strategy for the tourism sector was commissioned in September 1990. A report prepared by the Consultant was considered by the Committee of Tourism officials in Blantyre, Malawi in June 1991 and was found lacking, as it did not prescribe a definitive sectoral strategy. The Tourism Sector Coordinating Unit is currently elaborating on the strategy in readiness for its presentation at the next Ministerial Committee meeting in 1992.
- 1.11 Finally, in recognition of the great contribution that tourism makes to the region's economies, 1991 will be commemorated as the "Year of African Tourism". The Committee of Tourism Ministers which met in June, 1991 in Blantyre, Malawi decided that SADCC member States observe 28th September, 1991 for this purpose. This will be a day after the World Tourism Day, which falls on 27th September this year.

2. REVIEW OF THE REGIONAL SITUATION

- 2.1 The resource base for tourism development in the SADCC region consists of natural attractions such as: the pleasant climate, sandy beaches of Angola, Mozambique, Namibia and Tanzania; wildlife of Botswana, Tanzania, Zambia and Zimbabwe; the Okavango Delta of Botswana; Mount Kilimanjaro of Tanzania; the Victoria Falls of Zambia/Zimbabwe; the mountain scenery of Lesotho; the beautiful Lake Malawi and the colourful traditional villages of Swaziland.

- 2.2 According to the World Tourism Organisation statistics, tourism arrivals to the SADCC countries grew from 1.25 million in 1985 to 2.05 million in 1989. This represents a total growth of 0.8 million or 64% over the five year period. During this same period, total receipts rose from US\$104 million to US\$172 million, representing a 65% increase.¹
- 2.3 Before the Gulf Crisis, the tourism industry in the SADCC region was experiencing a steady travel disposition. However, it is assumed that the war in the Gulf had a negative impact on long-haul travel, especially from Europe and North America. The 1991 tourism indicators will show in quantitative terms how hard hit the industry has been by the war from September, 1990 onwards.
- 2.4 In terms of accommodation facilities, Namibia and Zimbabwe have adequate hotel capacity. Lesotho, Swaziland, Malawi and Zambia have adequate capacity only in the capital cities, but need to increase accommodation facilities in the tourism resorts. Refurbishment for hotel units in Mozambique and Tanzania is in progress. Angola has acceptable hotel capacity; however, most units require rehabilitation and refurbishment. With the construction of two big hotels in Gaborone and the extension of Gaborone Sun, Botswana should have adequate accommodation capacity.
- 2.5 SADCC air carriers handle only 43% of the total weekly non-regional air traffic, and 57% is handled by foreign air carriers. A lot of revenue which should accrue to SADCC airlines is thus lost. Available surface transportation within the region varies considerably. Road and rail services are available in most member States. The roads leading to tourist areas are in a very poor state of wear.
- 2.6 These problems force tourists to fly, where surface transport would have been preferable. This tends to increase the costs to tourists and has the effect of reducing the number of tourists, as well as making destinations unattractive. In 1990/91, the Tourism Sector designed a mechanism for determining a new Tourism fare for the SADCC region. In addition, the Sector has designed projects aimed at rehabilitating the roads that link tourist destinations.

¹ Source: WTO Current Travel and Tourism Indicators, Madrid, February 1991.

- 2.7 The availability of amenities varies widely, depending on each member State's stage of development. National parks are well developed in Botswana, Malawi, Tanzania, Zambia and Zimbabwe, but much less so in the other member states. The new product development projects of the Sector address the development of national parks in these other member states.
- 2.8 The Southern African Federation of Travel and Tourism Association (SAFTTA) was inaugurated in June, 1989. At this early stage, SAFTTA requires resources to be able to stand on its own. SAFTTA and the TCU have assessed the magnitude of resources needed to the tune of US\$2 million.
- 2.9 The international marketing of SADCC tourism is done through a network of wholesale tour operators, primarily on a national basis. Overseas marketing is coordinated by national tourism offices based in diplomatic missions. Tanzania, Zambia and Zimbabwe make fairly effective use of this network.
- 2.10 At its meeting in Maun in 1990, the Council approved the establishment of SADCC information center in North America. Follow up action is being undertaken with the Commonwealth Secretariat for possible funding of the feasibility study.
- 2.11 Furthermore 1990, the Sector of Tourism derived more strength from Namibia's joining of SADCC. Namibia boasts exceptionally rich and well-managed stock of wildlife, sandy beaches, the rugged terrain and scrubland desert. These attractions add more quality to SADCC's tourism product and make excellent packaging. The Sector has already identified projects aimed at enhancing these tourism resources.

3. REVIEW OF THE PROGRAMME

- 3.1 The current programme of the SADCC Tourism Sector is designed to provide a product which meets the specific demands of the various consumers. It is developed in the context of national and regional socio-economic development objectives, in order to:
- ensure the viability and profitability of the industry;
 - maximise tourism's contribution to regional development through foreign exchange earnings, employment creation, human resources development and rural development;

- ensure conservation of tourist attractions, preservation of culture and the environment as well as retention of foreign exchange; and,
- promote maximum use of local materials in construction and other tourist operations.

3.2 The programme is based on a project-by-project planning approach, which has resulted in a set of projects that do not closely reflect the priorities of the Sector. It has, therefore, become necessary to adopt a more coordinated sectoral planning approach. Towards this end, the strategy for the development of the tourism sector is under preparation and once approved, will form the basis for formulating a well coordinated regional tourism development programme.

3.3 The general strategy for achieving the Sector's objectives emphasises:

- greater utilisation of the local resource base, including diversification and improvement of the regions tourist product;
- development of appropriate infrastructure, superstructure and related tourist amenities in the rural areas;
- ensuring proper planning of tourist projects through closer liaison with other Sectors of SADCC;
- production and proper dissemination of the region's promotional material;
- promotion and encouragement of intra-regional travel and initiation of deliberate incentive programmes by member States;
- encouragement of selective tourism; and,
- training of professional and skilled personnel at all levels.

3.4 Broadly, the current Tourism Development Programme comprises four (4) components:

- Tourism product Development;
- Tourism Research and Marketing;
- Tourism Services; and
- Human Resources Development Training.

- 3.4.1 Tourism product development projects have been approved by the Committee of SADCC Tourism Ministers. However, the projects will be reviewed, pending the approval of the sectoral strategy, so that both the projects and the strategy will form a cohesive part of the whole sectoral programme.
- 3.4.2 Tourism marketing activities focus on trade fairs and other exhibitions, production of promotional materials (brochures, audio-visual aids and display material) and market research. In Europe, SADCC participates annually in tourism fairs in Amsterdam, Gothenburg, Berlin, London and Montreaux. Market research is intended to assess the size and potential of tourism markets in Europe, North America, the Pacific Rim, Scandinavia and within the SADCC region. With the assistance of the Commonwealth Secretariat, a study of the North American Market was completed, and recommended the establishment of a SADCC Information Centre. This has since been approved by the Council and Terms of Reference for the feasibility study have been submitted to COMSEC for consideration. Market research in the Pacific Rim and Scandinavia started in April, 1991. The intra-regional market research study will begin in October, 1991. Programme activities arising from the recommendations of the studies, once approved, will be incorporated in the programme.
- 3.4.3 Further, periodic consumer surveys will be undertaken as part of market research, once the research division of the Unit has been fully established.
- 3.4.4 Tourism services cover standardisation of the grading of tourism facilities and regional tourism statistics; creation of a network of SADCC tour operators, through registration and accreditation and mobilisation of the tourism enterprise community to participate effectively in regional tourism development through the Southern African Federation of Travel and Tourism Associations (SAFTTA). A project aimed at achieving uniform hotel and tourism plant grading standards is in progress supported by the United Nations Development Programme (UNDP) and the World Tourism Organisation (WTO).

3.4.5 Human Resources Development and Training programme encompasses the assessment of skilled manpower requirements in the tourism industry, expansion and upgrading of training facilities, and organisation of training programmes to meet the requirements. With the assistance of the German Association for Technical Cooperation (GTZ), the Tourism Sector, in collaboration with the Human Resources Development Sector, have commissioned a study to assess the needs of strengthening the existing hotel and tourism training institutions in the region. The implementation of this project started in January, 1991. The draft report is ready for consideration.

4. CURRENT STATUS OF PROJECTS

a) Tourism Marketing

Project AAA.1.1 Internal Distribution network.

The objective of this project is to set up an efficient network of incoming wholesalers to programme and package comprehensive regional multi-destination tours, to sell these internationally and regionally and to handle incoming passenger flows. The following activities will be undertaken in implementing this project:

- identification of suitable incoming wholesalers, based on distribution of office, regional experience and international exposure and contacts;
- identification of suitable national offices for combining into regional cooperative selling organisations;
- identification of weaknesses in the distributive sector in member States and design and implement technical assistance programmes;
- communicating with selected operators and drafting plan of operation;
- inspection of selected tourism products within the region and the Indian Ocean;
- drafting of tour programmes and itineraries and costing;

- production of brochures; and
- marketing and selling tours.

Initial product research has been carried out and guidelines for the registration of regional tour operators have been adopted by SADCC countries. Three SADCC member states have submitted their lists of tour operators and a directory of regional tour operators based on the submissions has been compiled and distributed by the TCU to all SADCC member states. The sector is working closely with the regional tour operators in drafting regional tour programmes, itineraries and costings, for sale to international and regional tour operators. The project is fully funded by member States in kind through the provision of transport, hotel accommodation and so on to the staff of the Sector Coordinating Unit.

PROJECT AAA.1.2 PROMOTIONAL RESOURCES BASE DEVELOPMENT

Effective marketing requires effective communication of the facts and the image of the product in question. This requires - more than in any other industry a good range of effective, informative, printed and audio-visual material. Display material is required for decoration of stands and booths at trade shows and for point of sale (POS) displays.

This project aims to provide and distribute the necessary printed, audio-visual and display materials required for effective marketing, and to set up and run an annual tourism market workshop for joint promotion of the regional product to international and local travel industry professionals.

The Commonwealth Secretariat has indicated willingness to support only the design of the regional master brochure after completing the market research study for Scandinavia and Pacific Rim.

Because of the difficulties experienced in attracting funds for the project, the TCU proposes to split-up the components under the project. The break-down will enable TCU to approach various donors to finance individual components.

The proposals put forward are:

- Project AAA.1.2 (a) Production of Regional Master Brochure

Project AAA.1.2 (b) Production of Tourist Information Manual

Project AAA.1.2 (c) Production of Audio-visuals, Maps and display materials.

The TCU has approached E C for possible funding of the SADCC Tourism Information Manual. But for EEC to consider the project, it has to be signed by all countries that will feature on the manual. The Sector is in the process of circulating the project proposal to member States for consideration. The Sector will further approach ADB for possible funding of the other components.

PROJECT AAA.1.3 TOURISM MARKETING IN EUROPE

Europe particularly the United Kingdom and Portugal, have been a traditional source of overseas visitors to the region. A large proportion of these have been visiting friends and relatives (VFR'S) while others have traditionally combined the SADCC region with South Africa and (to a lesser extent) Kenya; as part of group or individual package tours. Tanzania, Zambia and Zimbabwe have engaged in serious marketing in continental Europe as well as in the United Kingdom.

It is now necessary to diversify market segments both geographically and demographically and to put an exclusively SADCC product on the market. The project will also assess the viability of operating a SADCC Tourism Office in Europe.

The project will utilise the Promotional Resource Base and the International Distribution Network as the basic tools for promoting and selling the regional tourism product. Various Micro-project are in hand and operational under funding by co-operating partners.

Federal Republic of Germany and United States of America

- ITB Berlin and ITIX USA - The EEC finances member States' participation at these fairs. The sponsorship is drawn from EEC regional indicative programme of the ACP countries.

Netherlands

- TOUR .. Amsterdam: SADCC member states participate on a communal stand at Tour. The fair has been financed bilaterally by CBI-Netherlands since 1986. The assistance is expected to end in 1991.

Scandinavia

- TUR - Gothenburg: Joint participation at TUR - Swedish Holiday and Travel Fair financed bilaterally by IMPCD - Sweden.

Switzerland

- Travel Trade workshop - Montreaux (Swiss professional only travel fair). Funding is being sought for SADCC's Participation at this fair.

Additional funding is being sought for the SADCC European Tourism Office.

PROJECT LAA.1.4 INTRA-REGIONAL TOURISM RESEARCH AND MARKETING

Intra-regional tourism marketing is not only a commercial necessity to increase revenue in the tourism industry in SADCC, but should also be seen in the light of the generally accepted democratic right of all sections of the population to take holidays.

The promotion of travel within the region will enhance understanding and cooperation amongst the citizens of the SADCC region.

The aims of this project are:

- to assess the size, potential and needs to the traditional (middle-high incomes) travelling public in the region;
- to assess the needs and requirements of lower-income groups for holiday travel;
- to identify means of communicating and distributing the tourism product of the region to differing segments of the population; and,
- to identify product requirements and price levels appropriate to regional needs.

The project will be implemented by funds made available by the Commonwealth Secretariat. The Secretariat is at the moment in the process of identifying a regionally-based firm of consultants to undertake the study. It is expected that the actual research will start during the second half of 1991.

PROJECT AAA.1.5 TOURISM MARKETING IN PACIFIC RIM, SCANDINAVIA AND EASTERN EUROPE

Project AAA.1.5 (1) Pacific Rim Market Research
Project AAA.1.5 (2) Scandinavian Market Research
Project AAA.1.5 (3) Eastern Europe Market Research

The major objective of these projects is to assess the potential to attract visitors from these three areas to the SADCC region.

Both the Pacific Rim component and the Scandinavian Market Research are being implemented by funds made available from the Commonwealth Secretariat. The project commenced during the second half of April 1991, with a round trip to all SADCC member States. The research is expected to be completed by the end of October 1991.

The Commonwealth Secretariat has indicated its willingness to fund the Eastern Europe Market Research Project after completion of the other research projects.

b) **Tourism Product Development**

Project AAA.2.1: Product Development

The objectives of this project are:

- * to identify the infrastructure required for tourism development and estimate costs;
- * to select projects from national master plans to be included in the regional plan and re-appraisal of these projects; and,
- * to commission feasibility studies on projects agreed upon with member States, in the order of priority.

Specific tourism products that need rehabilitation and up-grading in various SADCC States are being identified in consultation with member States.

However, the detailed programme will await the outcome of the comprehensive review of the Sector and its long-term development strategy, which is under preparation.

c) Tourism Services

* **Project AAA.3.1 Classification of Motels and Tourism Plant**

Tourists rely on brochures and other persuasive data sources to make their choice. A grading system introduces an objective element into the decision-making process, thus reducing the element of chance and possible disappointment. This encourages Consumers and assures customer satisfaction.

The objectives of the project are:

- to design and implement a standard grading classification system for hotels, other accommodation establishments and ground operators;
- to achieve uniformity of standards throughout the region; and,
- to ensure high standards and relevant value-for-money at all tourism plant in operation.

Funding was secured from the UNDP and project execution by the WTO is currently underway.

A consultant fielded by the WTO started work round the member States in February this year. He does on-the-job training in each member State. The exercise will be concluded with a workshop in July.

* **Project AAA.3.2 Harmonisation and Standardisation of Tourism Statistics**

Tourism Statistics are currently inadequate owing to various constraints in the collection and processing of data and to varying methodologies in use. Accurate and reliable statistics are needed for the analysis of current and ongoing Programmes and for future planning.

This project aims to design and implement systems for collecting and analyzing frontier arrival figures for visitors, hotel arrivals and occupancy, for a statistical analysis system;

and guidelines on the collection and analysis of domestic tourism statistics for the region. This is another WTO-assisted project. It is expected that a consultant will be making visits to member States. This would be a follow-up to the Tourism Statistics workshop that was held in November, 1989 in Lusaka, Zambia.

d) **Tourism Training and Human Resources Development**

* **Project AAA.4.1 (1) Hotel and Tourism Training**

The existing hotel and tourism training institutions and facilities in the region are inadequate, and can only cater for the lower-level cadres.

At the same time, the high cost of training middle and Senior Management abroad is prohibitive, hence the urgent need to strengthen existing local institutions to cater for the training needs of the tourism sector.

The aims of the project are:

- to introduce training schemes and facilities for tourism administration staff, hotel and tour operator management, retail agency staff, guides and hotel personnel;
- to ensure a steady supply of skilled manpower to suit the needs of all sectors of the industry; and,
- to improve standards of service throughout the region, particularly in less developed areas.

Under the project, a study is being conducted to assess the needs for strengthening the existing hotel and tourism training institutions within the region. The study is part of an ongoing GTZ funded RTC study. Implementation started during February 1991 when consultants visited individual member States. The final draft report has been completed and will be presented before the Tourism experts in September, 1991.

Project AAA.4.1 (2) Tourism Workshop Training

In order to plan for tourism development, it is important that tourism policy makers and the implementing agencies are well versed in the industry's requirements.

The training of national tourism administrators through workshops is considered as an effective way of upgrading their skills and knowledge, that will enable them to perform their duties professionally and effectively. It is further envisaged that regional workshops will benefit more personnel in specialised fields of study.

The training will be conducted intermittently, as and when the need arises.

The aims of the project are to train and upgrade the skills of the national tourism administrators in tourism policy, planning and development, and in tourism marketing and promotion.

The sector has under way the following workshops/seminars;

i) TOURISM PLANNING AND DEVELOPMENT

This will focus on two major issues, viz.

- a) the drawing up of a Tourism Master Plan, and
- b) measuring the impact of tourism- economic, environmental, social etc.

These constitute the core to a properly planned tourism industry. In particular is not only a tool with which the industry may be managed, it also provides information on the industry's performance.

ii) SADCC WOMEN IN DEVELOPMENT

The sector plans on bringing together SADCC women involved in the tourism industry. Together they will identify problems peculiar to them as women in the industry. It is envisaged that recommendations from the workshop will enhance advancement of women in the development of tourism in the SADCC Region.

iii) TOURISM MANAGEMENT

Tourism is a unique industry. First, its nature as an industry for leisure has resulted in a misconception that it is an 'easy' industry - no line is drawn between production and consumption; outsiders to the industry see them as one.

Second, the fact that buyers come to the product and not the other way round, as is the case with other industries, requires peculiar skills. There are, therefore, some management experiences that the tourism industry cannot exchange with other industries. This sets the management of tourism apart, making it an area for special attention.

Project Descriptions

AAA.1.1 INTERNAL DISTRIBUTION NETWORK

ESTIMATED COSTS

Total : US\$ 0.02 M
Foreign : US\$
Local : US\$ 0.02 M

FINANCING GAP

EXECUTIVE AGENCY
SADCC member
states

FUNDING SECURED

Foreign :
Local : US\$ 0.02 M (SADCC)

Start: Under
Implementation

Duration:

OBJECTIVE : To set up an efficient network of incoming wholesalers to package and programme comprehensive regional multi-destination tours, to sell these internationally and regionally and to handle incoming passenger flows.

DESCRIPTION: Because of the multiplicity of destinations and individual products available within the region, it will be a considerable advantage to be able to approach international outgoing operators with a choice of programmes offered by a selection of region incoming operators. This network will also serve as an internal distribution network for development intra-regional travel. The tasks to be undertaken in this project will be:

- identification, registration and development of suitable incoming wholesalers based on regional capability and national contacts;
- inspection of viable tourism products within the region;
- drafting of tour programmes, modules, itineraries and their costings;
- brochure production assistance; and
- marketing and selling of tours.

STATUS : A directory of regional tour operators has been compiled. Consultations with member States' registered tour operators for other subsequent activities are following.

AAA.1.2 PROMOTIONAL RESOURCE BASE DEVELOPMENT

ESTIMATED COSTS

Total : US\$ 0.48 M
Foreign: US\$ 0.48 M
Local :

FINANCING GAP

US\$ 0.48 M

EXECUTIVE AGENCY

T o u r i s m
Coordinating Unit
(TCU)

FUNDING SECURED

Foreign:

Start: As soon
as
funding
is secured

Local :

Duration:

OBJECTIVE: To produce and distribute the necessary promotional instruments for effective marketing and to set-up and run annual tourism market workshop with a view to selling the regional product to international and local travel industry professionals.

DESCRIPTION: Effective marketing of tourism requires effective communication of the facts and the image of the product in question more than in any other industry. A good range of effective, informative, printed and audio-visual materials is essential in the promotion of the industry.

The specific tasks to be undertaken in this project are:

- production of printed material such as brochures, agents manual, regional map and hotel and tour operator guide;
- audio-visual materials;

- display materials (poster series and display units); and
- newsletter.

STATUS : Funding sought.

AAA.1.3 TOURISM MARKETING IN EUROPE

ESTIMATED COSTS

Total : US\$ 8.65 M
 Foreign: US\$ 8.65 M
 Local : US\$

FINANCING GAP

US\$ 7.45 M

EXECUTIVE AGENCY

CBI Netherlands
 IMPOD Sweden
TTW Switzerland

FUNDING SECURED

Foreign: US\$ 1.20 M (CBI/IMPOD)
 Local : US\$

Start: As soon
 as funding
 is secured
 for the
 proposed
 SADCC
 Tourism
 European
 Promotion
 Office

Duration:

OBJECTIVE: To maximise market share in Europe and to diversify market operations and segments.

DESCRIPTION: Tanzania, Zambia and Zimbabwe have engaged in serious marketing in continental Europe as well as the U.K. It is now necessary to diversify market segments both geographically and structurally and to put an exclusively SADCC product on the market.

The tasks to be undertaken will be:

- development of a network of regularly attended professional travel trade shows in Europe;
- hold regular promotional workshops and seminars for the travel trade;
- distribute regional promotional material; and
- monitor market trends.

STATUS : Funding secured from IMPOD, Sweden and CBI Netherlands for participation by SADCC member States at tourism fairs in Sweden and the Netherlands. TTW is being financed inconsistently.

Funding being sought for SADCC Tourism European promotion office.

AAA.1.4 **INTRA-REGIONAL TOURISM RESEARCH AND MARKETING**

ESTIMATED COSTS

Total : US\$ 0.40 M
Foreign: US\$ 0.40 M
Local :

FINANCING GAP

EXECUTIVE AGENCY

CFTC

FUNDING SECURED

Foreign: US\$ 0.40 M CFTC
Local :

Start: Late
1991

Duration: 3 months

OBJECTIVE: To research and identify the size and potential needs of all sectors of the population in the region for travel with a view to stimulating leisure travel both nationally and regionally.

DESCRIPTION: Intra-regional tourism marketing is not only a commercial necessity to increase revenue in the tourism sector, but should also be seen in the light of the generally accepted democratic right of all sections of the population to take holidays.

The project will cover research into all variables influencing demand for travel in the region, including the distribution of promotional materials through national tourist offices for domestic consumption.

STATUS : Funding secured from CFTC. Implementation will start in the second half of 1991.

AAA.1.5 **TOURISM MARKETING IN PACIFIC RIM, SCANDINAVIA AND EASTERN EUROPE**

AAA.1.5(1) **PACIFIC RIM MARKET RESEARCH**

AAA.1.5(2) **SCANDINAVIAN MARKET RESEARCH**

AAA.1.5(3) **EASTERN EUROPE MARKET RESEARCH**

ESTIMATED COSTS

Total : US\$ 0.34 M
Foreign: US\$ 0.34 M
Local :

FINANCING GAP

US\$ 0.10 M

FUNDING SECURED

Foreign: US\$ 0.24 M (CFTC)
Local :

EXECUTIVE AGENCY

Commonwealth Fund
for Technical
Cooperation

Start: April 1991

Duration: 12 weeks

OBJECTIVE: The objective of these projects is to assess the potential to attract visitors from these three areas to the SADCC region.

DESCRIPTION: In these three market research projects, the tourism sector seeks to explore ways and means for increasing the flow of international tourists into the SADCC region.

The specific tasks to be undertaken in these projects are:

- analysis of the strengths, weaknesses, opportunities and threads surrounding the SADCC countries tourism product development and promotion;
- research into the potential for multiple destination holidays through packaging of tours that combine SADCC countries with other destinations outside the region; and
- identification and tapping of new market segments, suitable for the SADCC regional tourism product.

STATUS : The North American Market Research was completed in 1990 through CFTC funding. The Pacific Rim and the Scandinavian Market Research is in progress under CFTC sponsorship. CFTC will also consider financing Eastern Europe market research after completing the two ongoing studies.

AAA.3.1 CLASSIFICATION OF HOTELS AND TOURISM PLANT

ESTIMATED COSTS

Total : US\$ 0.20 M
Foreign: US\$ 0.10 M
Local : US\$ 0.10 M

FINANCING GAP

FUNDING SECURED

Foreign: US\$ 0.10 M
Local : US\$ 0.10 M

EXECUTING AGENCY

World Tourism
Organisation
SADCC

Start: On going

Duration: One year

OBJECTIVE: To design and implement a standard grading system for hotels and other accommodation establishments, in order to achieve uniformity in standards throughout the region.

DESCRIPTION: Buyers of the tourism product rely on brochures and other persuasive data sources to make their choice. A grading system introduces an objective element into the decision-making process, thus reducing the element of chance and possible disappointment. This encourages purchase of the product and helps to ensure customer satisfaction.

The project will evaluate existing grading criteria and develop a system common to all states. The system will take into account different levels of development and run parallel to own schemes currently in operation.

The needs of consumers will play an important role in determining the nature of the system to be implemented.

STATUS : Funding for the implementation of this project has been secured from WTO/UNDP and SADCC. A WTO consultant is at present going around member States doing an on-the-job training for tourism administrators and hoteliers. This will culminate in a workshop in July.

AAA.3.2 HARMONISATION AND STANDARDISATION OF TOURISM STATISTICS

ESTIMATED COSTS

Total : US\$ 0.40 M
Foreign: US\$ 0.30 M
Local : US\$ 0.10 M

FINANCING GAP

FUNDING SECURED

Foreign: US\$ 0.30 M (WTO/UNDP)
Local : US\$ 0.10 M (SADCC)

EXECUTIVE AGENCY

World Tourism
Organisation

Start: On going

Duration: 6 months

OBJECTIVE: To design and implement systems for collecting and analyzing frontier arrival figures for visitors, hotel arrivals and occupancy.

DESCRIPTION: Tourism statistics for the region are inadequate, owing to varying degrees of efficiency in the collection and processing of data and to varying methodologies in operation. Accurate and reliable statistics are necessary for analysis of ongoing programmes and for future planning. The sector will devise a standard system for the collection and interpretation of tourism statistics, and advise member States on the implementation of the system.

STATUS : Under implementation. A WTO consultant will visit member States as a follow-up on a workshop that was held in Lusaka, Zambia in November 1989.

AAA.4.1 **HOTEL AND TOURISM TRAINING**

ESTIMATED COSTS

Total. US\$ 1.00 M
Foreign: US\$ 0.80 M
Local: US\$ 0.20 M

FUNDING GAP

FUNDING SECURED

Foreign: US\$ 0.40 M
US\$ 0.10 M
US\$ 0.30 M
Local: US\$ 0.20 M

EXECUTIVE AGENCY

GTZ West Germany

START: February 1991

Duration: 5 months
(for feasibility
study).

OBJECTIVE: To introduce training schemes and facilities for tourism administration staff, total and tour operator management, retail agency staff, guides and hotel personnel; and to ensure a steady supply of skilled manpower to suite the needs of all sectors of the industry.

DESCRIPTION: The existing hotel and tourism training institutions and facilities in the SADCC region are inadequate. This has also resulted in the absence of adequately trained manpower in the tourism industry.

Therefore, the need to strengthen the existing training institutions within the region, as well as develop appropriate training programmes need urgent attention. These would be addressed through a feasibility study.

STATUS : Feasibility study is under implementation. Funding is being sought for training workshops in Tourism Planning and Development, SADCC Women in Development and Tourism Management.

Annex I

Funding Status of Projects

ANNEX TABLE 1

PROJECT NO.	PROJECT TITLE	ESTIMATED COSTS USD MILLION			FUNDING SECURED AND SOURCES	FUNDING UNDER NEGOTIATION	FINANCIAL GAP	COMMENTS AND STATUS
		TOTAL	FOREIGN	LOCAL				

TOURISM								
AAA.1.1	Internal Distribution Network	0.02	-	0.02	0.02 (SADCC)	-	-	Under Implementation
AAA.1.2	Promotional Resources Base Development	0.48	0.48	-	-	-	0.48	Funding sought
AAA.1.3	Tourism Marketing in Europe							
	1) Fairs Market Development Advertising Workshops Promotions	1.50	1.50	-	1.20 CBI/IMPOD Netherland Sweden TTW Montreaux	-	0.30	Trade shows in Netherlands Sweden and Switzerland are financed on an annual basis. New shows are under negotiation with EEC. Part financed by Swiss Travel Trade Professionals
	2) European Central Office	7.00	7.00	-	-	-	7.00	Funding Sought
	3) Europe Special Interest	0.15	0.15	-	-	-	0.15	Funding Sought
AAA.1.4	Intra-Regional Tourism Marketing	0.40	0.40	-	0.04	-	0.36 CFTC	Part funding secured from CFTC
AAA.1.5 (1)	North America & Pacific Rim Market Research	0.30	0.30	-	0.30	-	-	North America Market complete. Funding secured from CFTC for Pacific Rim

PROJECT NO.	PROJECT TITLE	ESTIMATED COSTS USD MILLION			FUNDING SECURED AND SOURCES	FUNDING UNDER NEGOTIATION	FINANCIAL GAP	COMMENTS AND STATUS
		TOTAL	FOREIGN	LOCAL				

TOURISM								
AAA.1.5 (2)	Scandinavian Market Research	0.04	0.04	-	-	-	0.04	Funding sought
AAA.1.5 (3)	Eastern Europe Market Research	-	-	-	-	-	-	Funding sought
AAA.3.1	Classification of Hotels and Tourism Plant	0.20	0.10	0.10	0.10	-	-	Under implementation
AAA.3.2	Harmonisation & Standardisation of Tourism Statistics	0.40	0.30	0.10	0.30 (UNDP/WTO) 0.10 (SADCC)	-	-	Under implementation
AAA.4.1	Hotel and Tourism Training	1.00	0.80	0.20	0.40 (GTZ-West Germany) 0.30 (UNDP/WTO) 0.10 IDM-CIDA CANADA 0.20 (SADCC)	-	-	Needs assessment in progress. Funds being sought for Workshops

TOTAL		11.49	11.07	0.42	3.16	-	8.33	