



PEQUENOS LIBOMBOS RESORT AND SPA  
*Heaven on Earth*



**Phoenician** Holding

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**To: President of Mozambique Mr. Armando Guebuza**

**From: Hussein Ahmad – Premier Group/ Chairman and CEO**

Mr. President,

Mozambique's transition from a post-conflict country to one of Africa's "frontier economies" has been nothing short of impressive. Economic growth – spurred on by political stability, steady macroeconomic management, reconstruction, and structural reforms – has been bolstered by a boom in large foreign investments in the burgeoning energy and natural resources sectors.

The economy succeeded in sustaining a long-period of high growth despite the adverse effects of the global economic downturn. From 1993 to 2009 Mozambique was the fastest growing non-oil economy in Sub-Saharan Africa, with growth averaging 7.5% per year. GDP growth rates are expected to remain near 8% over the medium term on account of new extractive industries activity and stepped-up public investment, bringing Mozambique back towards its pre-crisis growth trajectory. In 2010, per capita GDP stood at US\$458 compared to US\$1374 in 1993, right after the end of the civil war.

During the many years I have resided in Mozambique, I have grown to consider it home, and perceive it not only from a developer's point of view, but through the eyes of a citizen looking forward to bring more prosperity to his country.

**Maputo Resort and Spa, Pequenos Libombos**, is our vision of giving Mozambique a new futuristic definition. With an aspiration to be perceived as the new Seychelles or Maldives, Mozambique has definitely the ingredients to become the world's next touristic destination.

Driven by the positive social and economic impact this project unfolds, we have strong belief that this development project will generate economic and fiscal benefits that will outweigh its cost, in addition to creating numerous employment opportunities for citizens which shall reduce the unemployment rate in the country (estimated at 14% of the population in 2007).

I thank you in advance for any moral support you would offer. The consent of the government is extremely valuable to us as developers and investors. We hope that you share our vision of bringing Mozambique to a whole new level in development.

**HUSSIEN AHMAD - *Le Premier/ Chairman and CEO***

I am greatly honored to be part of this project, alongside an honorable person as Mr. Ahmad. Sharing the vision of Mr. Ahmad for the future of Mozambique, I strongly believe that Maputo Resort and Spa is an opportunity not to be missed.

As Chairman and CEO of The Phoenician Holding, I am glad we've been offered this opportunity to operate in Mozambique. The Holding proudly involves a unique business development unit to carry out functions within the real-estate, construction and energy industries. We serve to comply with international standards in project designs, as well as research and development of proposals, thus adding value to the bottom line.

**MOHAMAD AYASH - *The Phoenician Holding/ Chairman and CEO***

*Mohamad Ayash*

Mozambique has to be considered one of the world's best tropical holiday destinations, with miles of unspoiled coastline and untouched natural areas. I was pleasantly surprised at how friendly and open the people are; they have truly put the war behind them.

Preparing the research, I enjoyed being closely introduced to this amazing south-African culture. My interest in this project rises above the vision of the Phoenician Holding's CAO; it comes from acknowledging this country as a land of opportunities which I was able to explore during my visit. I am very confident saying this, noting that I have personally visited Seychelles and the Maldives earlier, and have no doubt that Mozambique has what it takes to become a leisure destination just as desired.

From the bottom of my heart, I hope this project sees light; but even if the unfortunates prevent us from putting it on the right track, the mere fact of having participated in its study is enough an honor.

**MRS. DIANA AYASH - *The Phoenician Holding/ CAO***

*Diana J. Ayash*

## Chapter One: SADC - Southern African Development Community

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## SADC - Southern African Development Community

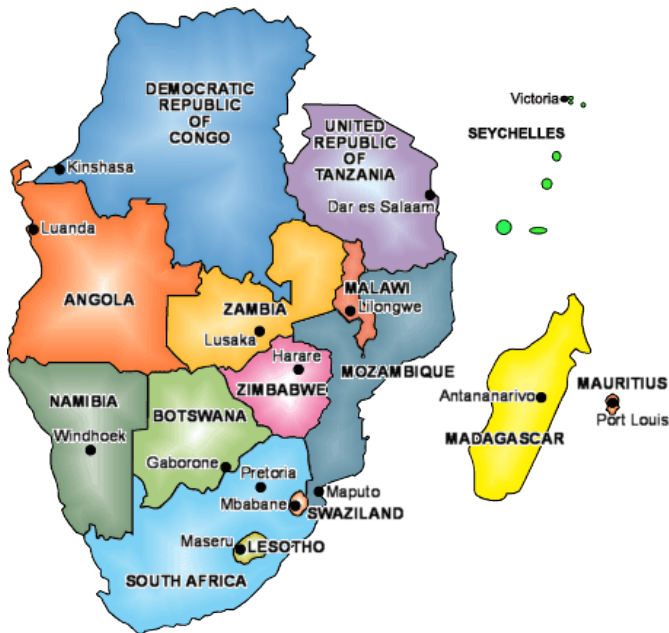
The Southern African Development Community (SADC) is an inter-governmental organization headquartered in Gaborone, Botswana. Its goal is to further socio-economic cooperation and integration as well as political and security cooperation among 15 southern African states. It complements the role of the African Union



### History

The origins of SADC lie in the 1960s and 1970s, when the leaders of majority-ruled countries and national liberation movements coordinated their political, diplomatic and military struggles to bring an end to colonial and white-minority rule in southern Africa. The immediate forerunner of the political and security cooperation leg of today's SADC was the informal Frontline States (FLS) grouping. It was formed in 1980.

The Southern African Development Coordination Conference (SADCC) was the forerunner of the socio-economic cooperation leg of today's SADC. The adoption by nine majority-ruled southern African countries of the Lusaka declaration on 1 April 1980 paved the way for the formal establishment of SADCC in April 1980.



SADCC was transformed into SADC on 17 August 1992, with the adoption by the founding members of SADCC and newly independent Namibia of the Windhoek declaration and treaty establishing SADC. The 1992 SADC provided for both socio-economic cooperation and political and security cooperation. In reality, the FLS was dissolved only in 1994, after South Africa's first democratic elections.

Subsequent efforts to place political and security cooperation on a firm institutional footing under SADC's umbrella failed.

On 14 August 2001, the 1992 SADC treaty was amended. The amendment heralded the overhaul of the structures, policies and procedures of SADC, a process which is ongoing.

One of the changes is that political and security cooperation is institutionalized in the Organ on Politics, Defence and Security (OPDS). One of the principal SADC bodies, it is subject to the oversight of the organization's supreme body, the Summit, which comprises the heads of state or government.

## Member states

SADC has **15 member states**, one of whose membership is currently suspended:



## SADC Flag

The organization's current flag was created by a consensus of the people of the member countries. A competition within the member states was held to amend the flag to reflect the new acronym in the same style as used previously. Contest proposals ended in 1994 and in 1995 a new flag was chosen. The new flag has a Navy Blue field with a Green circle in the centre and SADC logo is in the middle of that green circle.

In the official description of the flag, Blue symbolises the sky and ocean that bring water and life, and green is for the rich Varied Flora and Fauna, while the regions rich gold wealth is represented in the Logo itself. The previous Flag was a blank white field with the SADCC Logo on centered on it





## Leaders

### Chairperson

- Levy Mwanawasa (died 19 August 2008)
- Kgalema Motlanthe (2008–2009)
- Jacob Zuma (2009–2010)
- Joseph Kabila (2010–2011)
- Hifikepunye Pohamba (2011–present)

### Secretaries-General

- Kaire Mbuende (1994–2001)
- Prega Ramsamy (2001–2005)
- Thomas Salomao (2005–present)

## Aims

SADC's aims are set out in different sources. The sources include the treaty establishing the organisation (SADC treaty); various protocols (other SADC treaties, such as the corruption protocol, the firearms protocol, the OPDS protocol, the health protocol and the education protocol); development and cooperation plans such as the Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan of the Organ (SIPO); and declarations such as those on HIV and AIDS and food security. Not all of the pre-2001 treaties and plans have been harmonised with the more detailed and recent plans such as the RISDP and SIPO.

In some areas, mere coordination of national activities and policies is the aim of cooperation. In others, the member states aim at more far-reaching forms of cooperation. For example, on foreign policy the main aim is coordination and cooperation, but in terms of trade and economic policy, a tighter coordination is in progress with a view to one day establishing a common market with common regulatory institutions.

## SADC FTA

The SADC Free Trade Area was initiated in 2000; its original members were the SACU countries (South Africa, Botswana, Lesotho, Namibia, and Swaziland). Next to join were Mauritius, Zimbabwe, and Madagascar. In 2008 Malawi, Mozambique, Tanzania, and Zambia joined, bringing the total number of SADC FTA members to 12. Angola, DR Congo and Seychelles are not yet participating.

In 2008, the SADC agreed to establish a Grand Free Trade Area with the East African Community (EAC) and the Common Market of Eastern and Southern Africa (COMESA) including all members of each of the organizations.

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## Brief of Mozambique

### Mozambique, officially the Republic of Mozambique

(Portuguese: Moçambique or República de Moçambique, is a country in Southeast Africa bordered by the Indian Ocean to the east, Tanzania to the north, Malawi and Zambia to the northwest, Zimbabwe to the west and Swaziland and South Africa to the southwest. The capital city is Maputo (known as Lourenço Marques before Independence).



Mozambique is endowed with rich and extensive natural resources. **The country's economy is based largely on agriculture**, but with industry, mainly food and beverages, chemical manufacturing, aluminum and petroleum production, is growing. **The country's tourism sector is also growing.** South Africa is Mozambique's main trading partner and source of foreign direct investment. Portugal, Spain and Belgium are also among the country's most important partners.



The only official language of Mozambique is Portuguese, with roughly half of the population speaking it as a second language and few as a first language. Languages widely spoken natively include Swahili, Makuwa, and Sena. The largest religion in Mozambique is Christianity, with significant Muslim and African traditional religious minorities.

Mozambique is divided into ten provinces and one capital city with provincial status. The provinces are subdivided into 129 districts. The districts are further divided in 405 Administrative Posts and then into Localities, the lowest geographical level of the central state administration. Since 1998, 43 Municipalities have been created in Mozambique.

The official currency is the New Metical (as of August 2011, **1 USD is roughly equivalent to 27 New Meticals**), which replaced old Meticals at the rate of a thousand to one.

1. Cabo Delgado
2. Gaza
3. Inhambane
4. Manica
5. Maputo (city)
6. Maputo
7. Nampula
8. Niassa
9. Sofala
10. Tete
11. Zambezia



The minimum legal salary is around US\$60 per month. Mozambique is a member of the Southern African Development Community (SADC). The SADC free trade protocol is aimed at making the Southern African region more competitive by eliminating tariffs and other trade barriers.

The World Bank in 2007 talked of Mozambique's 'blistering pace of economic growth'. A joint donor-government study in early 2007 said 'Mozambique is generally considered an aid success story.'

## Airports in Mozambique

Maputo International Airport is the main international airport of Mozambique. The new terminal was opened in 2010 with a capacity for 900,000 passengers per year. Work has begun on the construction of a new Domestic Terminal which will have a capacity for many more passengers at any given time. The construction work will require the current building to be demolished.

Town	Airport name	ICAO	IATA	Usage	Customs	Runway	IFR	Rwy length
Angoche	Angoche	FQAG	ANO	Civ.	No	Unpaved	No	3600 ft
Beira	Beira	FQBR	BEW	Civ.	Yes	Paved	Yes	7800 ft
Bilene	Bilene	FQBI		Civ.	No	Paved	No	2200 ft
Chimoio	Chimoio	FQCH	VPY	Civ.	No	Paved	No	7800 ft
Cuamba	Cuamba	FQCB	FXO	Civ.	No	Paved	No	8200 ft
Inhaca	Inhaca	FQIA		Civ.	No	Paved	No	2100 ft
Inhambane	Inhambane	FQIN	INH	Civ.	No	Paved	Yes	4900 ft
Lichinga	Lichinga	FQLC	VXC	Civ.	No	Paved	Yes	8300 ft
Lumbo	Lumbo	FQLU		Civ.	No	Paved	No	4900 ft
Maputo	Maputo	FQMA	MPM	Civ.	Yes	Paved	Yes	12000 ft
Marrupa	Marrupa	FQMR		Civ.	No	Paved	No	5600 ft
Mocimboa Da Praia	Mocimboa Da Praia	FQMP	MZB	Civ.	No	Paved	No	6500 ft
Nacala	Nacala	FQNC	MNC	Mil.	No	Paved	No	8200 ft
Nampula	Nampula	FQNP	APL	Civ.	Yes	Paved	Yes	6500 ft
Pemba	Pemba	FQPB	POL	Civ.	Yes	Paved	No	5900 ft
Ponta De Ouro	Ponta De Ouro	FQPO		Priv.	No	Paved	No	2400 ft
Quelimane	Quelimane	FQQL	UEL	Civ.	No	Paved	Yes	5900 ft
Songo	Songo	FQSG		Civ.	No	Paved	No	2900 ft
Tete	Chingozi	FQTT	TET	Civ.	No	Paved	Yes	8200 ft
Ulongwe	Ulongwe	FQUG		Civ.	No	Paved	No	5900 ft
Vilankulu	Vilankulu	FQVL	VNX	Civ.	Yes	Paved	Yes	4800 ft

## Explanations on technical data

### ICAO-code

International Civil Aviation Organization (ICAO), a 4-letter airport location indicator. The field above is left blank if no ICAO location indicator is available for the selected airport.

### IATA-code

International Air Transport Association (IATA), a 3-letter identifier for the relevant airport. The field above is left blank if no IATA code is available for the selected airport.

### Usage

Airports are classified in three categories: civil airports open for public use, military airports and private airports not open to the public. Airports that are joint use, both civil and military, are shown as civil airports.

Civ. Civil airport, open for public use (including joint use).

Mil. Military airport, not open for public use.

Priv. Private airport, not open for public use.

### Customs

- **Yes** Customs service available during airport operating hours.
- **No** Customs service not available.
- **O/R** Airport has customs service, prior notification is required.
- **Pto.** Airport has part-time customs service available, not necessarily identical to the airport hours.
- **ADCUS** An airport within the USA for which the FAA 'ADCUS' method of prior notification may be used.
- **ADCUS O/R** An airport within the USA for which the FAA 'ADCUS' method of prior notification may be used but where restrictions apply.

### IFR

This field indicates if the airport has any officially published instrument approach procedure.

- **Yes** Instrument approach procedure is published.
- **No** Instrument approach procedure is not published. (Airport not suitable for traffic during bad weather or darkness.)

### Runway Length

Shows the length in feet of the longest runway available at the selected airport, rounded down to the next full hundred feet. If the airport has both hard (paved) and soft (unpaved) runways, the length of the longest hard surface runway is shown.

# MOZAMBIQUE AIRPORTS



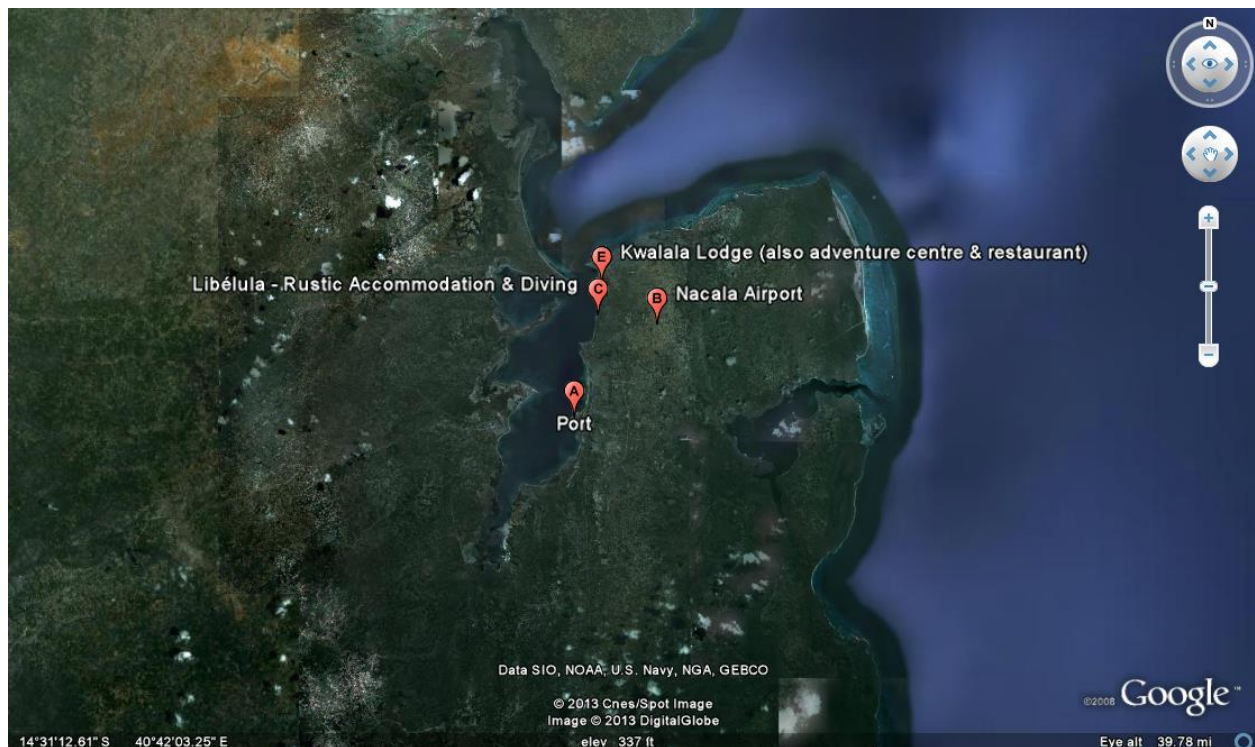


## Ports in Mozambique

### Port of Nacala

The port of Nacala is Mozambique's most northerly port situated at Longitude 40° 40' E and 14° 27' S, on the south side of Baía de Bengo, a large and sheltered bay 60m deep and 800m wide at the entrance.

The Nacala harbour serves its own hinterland and landlocked Malawi to the west, which is served by a 914km railway. Nacala port and railway is concessioned to a consortium headed by the American RDC group and including Manica (SA), Edlow Resources (Bermuda), Tertir (Portugal) and CFM (Mozambique). Typical cargoes handled include containers, agricultural products, tobacco, timber, coal, cement, petrol and grains.



#### Port Limitations:

Because of its natural deep water and sheltered position Nacala has no restrictions on ship movement or size. Pilotage is however compulsory, ships being boarded 2 n.miles 237° from the Nacala lighthouse, unless strong winds are blowing in which case pilots then board within the bay.

#### Port facilities:

Nacala has four general cargo berths and one for containers. Bunkering is available by road tanker with a pipeline at the general cargo berths.



## Port of Maputo

The great natural harbour of Maputo (Delagoa Bay) was discovered by Vasco da Gama in 1498 and lies on the sheltered estuary of Rio Espirito Santo in southern Moçambique at Longitude 32° 34' E and Latitude 25° 58' S.

The port has significant regional potential and is handling growing volumes of trade from South Africa, Botswana, Swaziland and Zimbabwe. It is southern Africa's nearest port to the rapidly developing mega-markets of Asia and is the closest deep water port to Johannesburg, Mpumalanga and Limpopo.



### Port Limitations

Mariners have a choice of two channels for reaching the Pilot Station at Buoy 6; the North Channel and the South Channel. Using the South Channel saves about 11 miles for vessels arriving from South African ports, but this channel is subject to strong tidal sets and Masters are advised to check with the port authority before using it.

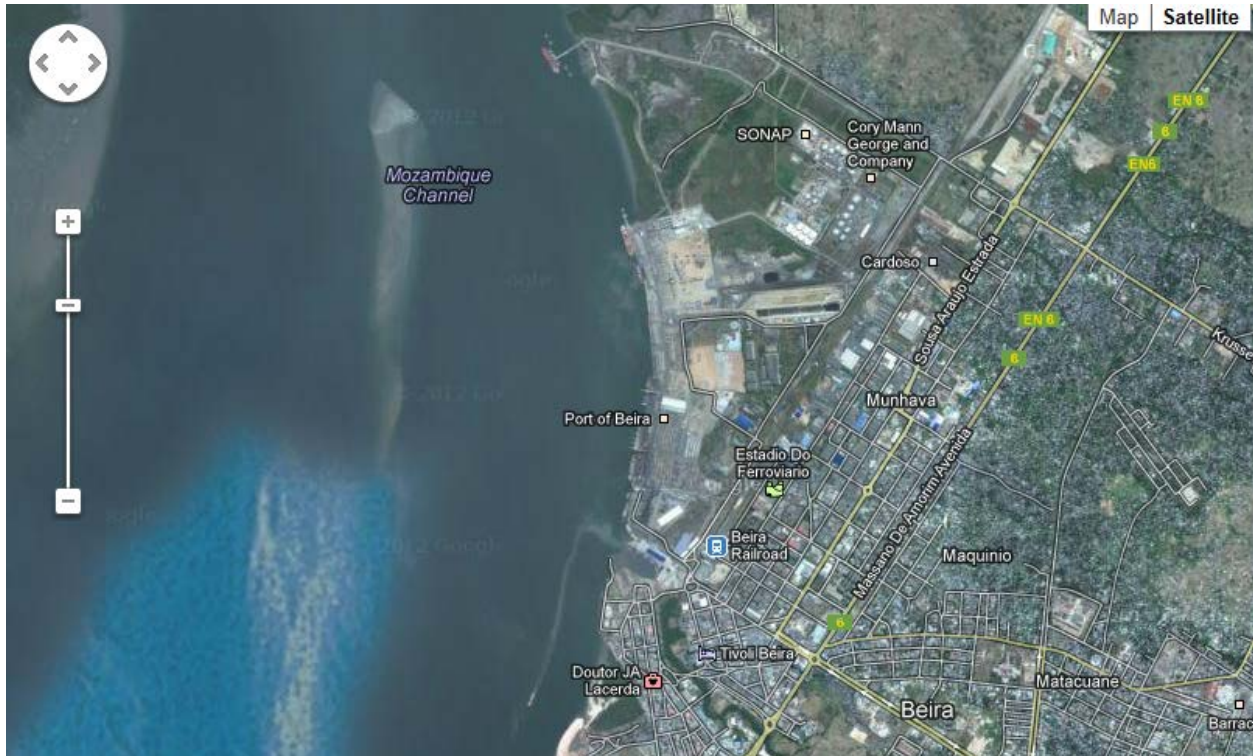
### Port Facilities

There are two main components to the port, the Maputo Cargo Terminals, which include the Citrus, Sugar, Container, Ferro and Scrap terminals and, 6 km further upriver, the Matola Bulk Terminals with four deepwater berths for handling bulk Minerals, Petroleum, Aluminium and Grain.

In total, the port has 16 linear berths totalling approximately 4,000m. All are served by road and most by rail.

## Port of Beira

The port of Beira in Moçambique is situated at the mouth of the Pungue River at Longitude 34° 50' E and Latitude 19° 51' S. Time Zone is GMT+2 hours. The town of Beira is relatively modern, having been founded at the same time as Johannesburg (late 19th century), after having been identified as a potential port by the Portuguese explorer Paive de Andrade. This activity and rush to create a port and town occurred during the scramble between the Portuguese and British over the occupation of land in eastern southern Africa, with the British (in the form of Cecil John Rhodes' Chartered Company), having a strong interest in securing a sea link for the newly chartered lands of Rhodesia.



### Port limitations

Access to the port is obtained via the dredged Mancuti Channel (17 n.miles from the Mancuti lighthouse). Ships waiting for berthing instructions are required to anchor east of the outer channel. The port is tidal with a MH spring range of 6.2 - 7.4m. Vessels awaiting berth must anchor at the bar. The approach to the River Pungue is obstructed by numerous banks and shoals, which are constantly changing. From the north end of Channel Rambler, the entrance channel is marked by light buoys west of Cbadelo light (metal mast, 4m in height), exhibits 9 cables north northwest of Ponta Gea on the edge of a bank fronting the shore between Ponta Gea and Ponta Chiveve

### Port Facilities

The port of Beira's facilities include a container terminal and a general cargo terminal, both of which are concessioned to Cornelder de Moçambique. The port also has a liquid bulk facility

## Kudumba Investments Lda

Mozambique is situated on the SE coast of Africa to the North of South Africa. It has a huge coastline spanning nearly 3000km from its border with SA in the South to its border with Tanzania in the north. It is a natural gateway into South/Central Africa feeding countries such as South Africa, Swaziland, Zimbabwe, Malawi, DRC, Zambia through the natural logistic corridors of the Port of Maputo in the south, Port of Beira in the central region and Port of Nacala in the North. An interesting fact is that Port of Maputo is closer to the industrial heartland of South Africa, The Johannesburg/Pretoria (Guateng area) than its own major homogeneous Port of Durban. In the 1960s prior to Mozambique long lasting civil war which ended in 1992 The Port of Maputo was as busy as that of Durban

**KUDUMBA (in the local language of Changana means "TRUST")** is implementing its 20 Year concession contract with the Government of Mozambique to provide Border security and related services centering around a Non Intrusive Inspection capability using Hi-Energy X-Ray systems.

Kudumba won the international tender for a service concession in October 2005; with its first site deployments in Maputo International Airport and the Port Of Maputo becoming operational in June of 2006. The service contract was awarded on a Public Private Partnership (PPP) basis in the form of a Build Own Operate Transfer (BOOT). The BOOT provisions for a range of Security, Cargo and conventional X-Ray equipment and services in order to maximize the Mozambican Customs capability to inspect Export, internationally transhipped, transit and import commodities across all of the border crossings at Land, Sea and Air.

The provision of this service capability was awarded within strict guidelines meeting international requirements and developments whereby Customs perform the core elements of the inspection process, Selectivity, Image Analysis and Decision making. Kudumba manage; take control and supply of "Non Core" service elements of the operations which facilitate the customs requirements in these areas.

**Kudumba Investimentos is 40 per cent owned by a Lebanese businessman**, with SPI, Gestao e Investimentos, a holding company that manages the businesses of government party Frelimo, owning a 35 per cent share, the report added.





## Equipments

Kudumba Investments has been operating since 2006 in the site at the Port of Maputo, with the first Hi Energy Non Intrusive Inspection system assisting with the inspection of all cargo; containerized and Bulk/break bulk entering, exiting and transiting the Port. This initial deployment was done using a Nuctech High Energy X-Ray 4MeV MT1213LT mobile system, the system is mounted on a Volvo F12 vehicle chassis. Other inspection capabilities within the Port site include a comprehensive CCTV system, a Radiation Portal Monitor RM 2000 as well as Trace detection capability and Under Vehicle Surveillance System (UVSS). The above mentioned systems permit the electronic and NII of inspection of goods and facilitates.

The equipment is operated by Kudumba employees selected locally and trained in the highest detection standards using our state of the Art CBT systems. However, the core activities of selection and also decision making including the interpretation of imagery is performed by Customs Officers. Kudumba Also provides as an integral part of its service in all Ports a stevedoring service to assist the authorities and the users of the port as and when it is required within the Kudumba NII sites.



Maputo Port-MT1213LT, Radiation Monitor (RM2000) and Mobile System INI - June 2006 to July 2009

## Port of Maputo

The previous Hi Energy Mobile Scanner system; the mobile MT1213LT was replaced in mid 2009 by a new much more powerful Dual Energy, 6MeV MB1215DE Relocateable system. This cutting edge new dual energy system gives the user and operator a much better image with the ability to discriminate between organic and Non Organic materials, making the identification of contraband a much easier task.



Radiation Monitor (RM2000), X-Ray Scanner, MB1215DE, 6 MeV, Dual Power System, installed at the Port of Maputo (since July 2009)

## Beira Port

Beira port has also seen the same deployment of the Dual Energy, 6MeV MB1215DE Relocateable system. This deployment adds powerful previously unavailable capabilities to the Customs authority and Government of mozambique within the Beira port and assists them in the delivery of Law enforcement and Revenue generation activities. As in Nacala and Maputo to complement this NII system of the Kudumba service we have also a Radiation Portal Monitor system (RM2000), a UVSS system as well as comprehensive CCTV systems.



Radiation Monitor (RM3000), X-Ray Scanner, MB1215DE, 6 MeV, Power System and INI facilities at the Port of Beira

## Nacala Port

In Nacala Kudumba has installed a State-of-the-Art High Energy 6 MeV Fast Scan system. This system supplied by Nuctech Ltd has a great advantage in that the driver does not have to get out of the system when the Scanner is in Operation. This speeding up the throughput of the whole NII site and Port operations. It is important to note that this system has the ability to inspect the vehicles being driven in the scanning area during the process, but only the container is inspected, excluding automatically the area of the driver's cabin.

As in Beira and Maputo to complement this element of the Kudumba service we have a Radiation Portal Monitor system (RM2000), a UVSS system as well as comprehensive CCTV systems.



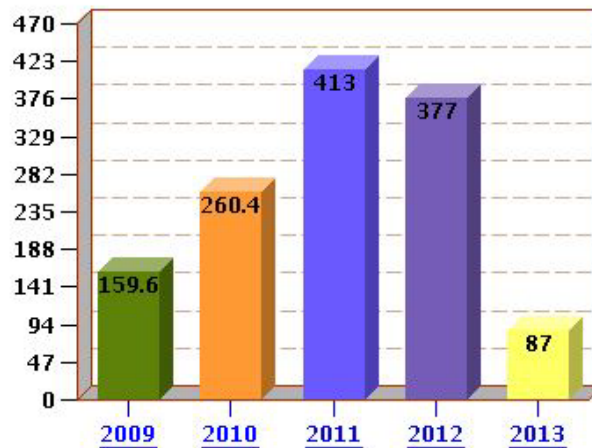
X-Ray Scanner, Fast Scan, 6 MeV, Dual Power System, installed at the port of Nacala (April 2010) and control room operations

## Urban Development of Mozambique

Number of projects per year



Leading amount per year



Lending Volume for Year 2009

Project ID	Project Name	Product Line	Team Lead	Approval Fiscal Year	Total Commitment Amount
<a href="#">P099930</a>	MZ-Health Service Delivery SIL (FY09)	IBRD/IDA	COSSA	Year 2009	44.6M USD
<a href="#">P106355</a>	MZ-Competitiveness & PS Dev	IBRD/IDA	BOURI	Year 2009	25.0M USD
<a href="#">P107313</a>	MZ-PRSC 5 (last)	IBRD/IDA	NUCIFORA	Year 2009	90.0M USD

Lending Volume for Year 2010

Project ID	Project Name	Product Line	Team Lead	Approval Fiscal Year	Total Commitment Amount
<a href="#">P107311</a>	MZ-Nat'l Dec Planning & Fin SIL (FY10)	IBRD/IDA	RAICH	Year 2010	30.4M USD
<a href="#">P108444</a>	MZ-Energy Dev. & Access Project (APL-2)	IBRD/IDA	MILLS	Year 2010	80.0M USD
<a href="#">P111592</a>	MZ Higher Educ Science & Techn. (FY10)	IBRD/IDA	MENEZES	Year 2010	40.0M USD
<a href="#">P117234</a>	MZ-PRSC 6 (first in new series)	IBRD/IDA	NUCIFORA	Year 2010	110.0M USD

Lending Volume for Year 2011					
Project ID	Project Name	Product Line	Team Lead	Approval Fiscal Year	Total Commitment Amount
<a href="#">P107598</a>	MZ-PROIRRI Sustainable Irrigation Devt	IBRD/IDA	BILA	Year 2011	70.0M USD
<a href="#">P114880</a>	MZ:APL2 Roads & Bridges Additional Finan	IBRD/IDA	GRAFTIEAUX	Year 2011	41.0M USD
<a href="#">P115217</a>	MZ-Maputo Municipal Development Prog II	IBRD/IDA	RAICH	Year 2011	50.0M USD
<a href="#">P120546</a>	MZ-Water Serv&Inst Spprt(WASIS)-Add'l Fi	IBRD/IDA	TAVARES	Year 2011	37.0M USD
<a href="#">P121060</a>	MZ-Health Commodity Security Project	IBRD/IDA	JOBANPUTRA	Year 2011	39.0M USD
<a href="#">P121398</a>	MZ-Spatial Development Planning TA	IBRD/IDA	DAMANIA	Year 2011	20.0M USD
<a href="#">P122470</a>	MZ-PRSC 7 (second in series)	IBRD/IDA	GAZEL	Year 2011	85.0M USD
<a href="#">P125127</a>	MZ-Education Sector Support Program	IBRD/IDA	NAUDEAU	Year 2011	71.0M USD

Lending Volume for Year 2012					
Project ID	Project Name	Product Line	Team Lead	Approval Fiscal Year	Total Commitment Amount
<a href="#">P107350</a>	MZ-Water Resources Dev I SIL	IBRD/IDA	WISHART	Year 2012	70.0M USD
<a href="#">P123201</a>	MZ- Cities & Climate Change	IBRD/IDA	PINI	Year 2012	120.0M USD
<a href="#">P124729</a>	MZ-AFto Education Sector Support Project	IBRD/IDA	NAUDEAU	Year 2012	40.0M USD
<a href="#">P125283</a>	MZ:Technical & Vocational Educ Ad. Fin	IBRD/IDA	MENEZES	Year 2012	37.0M USD
<a href="#">P126226</a>	Moz PRSC VI,VII & VIII ICR	IBRD/IDA	REVILLA	Year 2012	110.0M USD

Lending Volume for Year 2013					
Project ID	Project Name	Product Line	Team Lead	Approval Fiscal Year	Total Commitment Amount
<a href="#">P125477</a>	MZ Nutrition Additional Financing	IBRD/IDA	HYDER	Year 2013	37.0M USD
<a href="#">P128434</a>	MZ:Climate Change DPO	IBRD/IDA	RUTA	Year 2013	50.0M USD



## Mozambique Overview

### Strategy

Since 1984, the World Bank has been providing development assistance to Mozambique, designing assistance based on the country's needs and priorities, from economic stabilization in the 1980s, to post-war reconstruction in the early 1990s, to a comprehensive support strategy in the late 1990s, to the current strategy – the Country Partnership Strategy (CPS) for FY12-15 -- which involves close collaboration with the government, development partners, and civil society to ensure sustainable and inclusive growth.

Like the Africa Regional Strategy, the CPS has two cross-cutting pillars and a foundation:

- Competitiveness and employment. In view of structural issues, and growth and poverty trends, the Bank looks to help improve the regulatory environment; prioritize investments through spatial planning; enhance agricultural productivity and employment in potential growth sectors; improve provision of transport, water, energy, and other infrastructure; and promote an educated, skilled, and healthy workforce.
- Vulnerability and resilience. Given the country's susceptibility to idiosyncratic and exogenous shocks, the Bank aims to help improve health services for the vulnerable; strengthen social protection; and encourage climate change adaptation and reduce vulnerability to natural disasters.
- Governance and public sector capacity. Key to achieving the country's development objectives is improved public financial management, particularly at the sector and local levels; improved citizen participation in service delivery monitoring; improved capacity to manage renewable and non-renewable natural resources.

In addition, the CPS aims to mainstream gender, social accountability, and nutrition in the portfolio. On gender, the Bank will build on an already solid track record of addressing gender equality during project preparation and implementation.

### World Bank Lending

The IDA 16 notional envelope provides about US\$1.04 billion for the first three years of the CPS period. International Development Association (IDA) resources will continue to be supplemented by trust funds, parallel and basket financing, and used strategically to catalyze and leverage donor and private sector financing. Given the potential for the mineral and gas sectors, agribusiness, tourism, and other sectors, as well as the government's desire for the Bank to be a catalyst for large and complex infrastructure projects, the Bank will look at the range of instruments, including International Bank for Reconstruction and Development (IBRD) enclave financing, and will ensure coherence and complementarity with International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA). The Bank will also generate greater knowledge products, including South-South knowledge exchange across a range of areas.

The World Bank has invested a total of US\$4.1 billion in projects and programs in Mozambique to date, and its current portfolio is comprised of 18 projects in all major sectors, including budget support, transport infrastructure, energy, water and sanitation, agriculture, business environment and SME support, spatial planning, decentralization, governance and municipal development, and education and health.

## **World Bank Non-Lending**

Mozambique benefits from an important number of analytic work and technical assistance that are prepared in collaboration with the Mozambique government, development partners, and other stakeholders, and are widely disseminated once completed. The financing for these studies is from the World Bank's administrative budget as well as from other development partners. In addition to country-specific activities, the World Bank offers a range of regional and global knowledge products relevant to Mozambique, including the Doing Business annual survey and report, and the Africa Development Indicators report that provides macroeconomic, sectoral, and social indicators of 53 countries.

## **The International Finance Corporation, IFC**

Mozambique also benefits from the International Finance Corporation's support in Africa in the areas of tourism, mining and energy, and financial services. This support encompasses the cross-cutting issues of mobilization of both local and foreign direct investment to key sectors of the economy; improving private sector access to finance; developing infrastructure; improving the investment climate; increasing linkages between large investments and the local economy; increasing private sector awareness of HIV/AIDS issues; and supporting private sector involvement in the water sector. IFC's main investments have been in the Mozal aluminum smelter near Maputo, and the Mozambique-South Africa gas pipeline. For more on IFC's work in Africa, please visit <http://www.ifc.org/africa>

## **The Multilateral Investment Guarantee Agency, MIGA**

Mozambique is one of MIGA's largest host countries. MIGA cooperated with IDA in relation to the previous IDA-funded Enterprise Development Project (PoDE) by providing assistance to Mozambique's Investment Promotion Center. MIGA is working on several applications for guarantee coverage of investments, and its newest program in Mozambique is a small investment guarantee program for investments of less than US\$5 million. For more information on MIGA's work, please visit <http://www.miga.org>

## **Partners**

The World Bank works closely with other development partners to improve the quality and effectiveness of development assistance to Mozambique. Fundamental to the World Bank's assistance strategy for Mozambique is the provision of general budget support to implement key policy and institutional reforms under the country's poverty reduction plan. The budget support program is now on its eighth operation and is closely aligned through a common performance framework with the general budget support activities of eighteen other development partners, namely the African Development Bank, Austria, Belgium, Canada, Denmark, European Union, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland, and the United Kingdom.

In addition, the IDA funded National Decentralization Planning and Finance Program has funneled US\$30.4 million to a Common Fund to further advance the decentralization agenda in Mozambique. Other financial supporters are the United Nations in Mozambique, Germany, Switzerland, Ireland, and the Netherlands. Collaboration with development partners has also focused on education, health, roads, and fiduciary and monitoring and evaluation.

## World Development Indicators

Graph, map and compare more than 1,000 time series indicators from the World Development Indicators and more than 5,000 indicators more from other collections such as Gender Statistics, African Development Indicators or Education Statistics

### School enrollment, primary (% gross)

**About:** Gross enrolment ratio. Primary. Total is the total enrollment in primary education, regardless of age, expressed as a percentage of the population of official primary education age. GER can exceed 100% due to the inclusion of over-aged and under-aged students because of early or late school entrance and grade repetition.

**Catalog Sources:** World Development Indicators

**111%** 2011

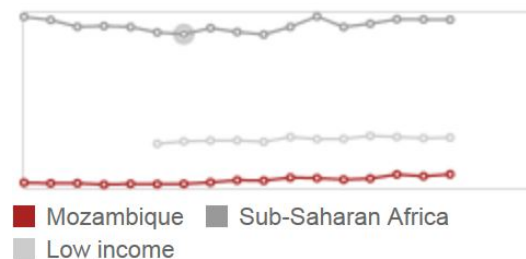


### CO2 emissions (metric tons per capita)

**About:** Carbon dioxide emissions are those stemming from the burning of fossil fuels and the manufacture of cement. They include carbon dioxide produced during consumption of solid, liquid, and gas fuels and gas flaring.

**Catalog Sources:** World Development Indicators

**0.1** 2009



### Poverty headcount ratio at national poverty line (% of population)

**About:** National poverty rate is the percentage of the population living below the national poverty line. National estimates are based on population-weighted subgroup estimates from household surveys.

**Catalog Sources:** World Development Indicators

<b>54.7%</b>	2008
54.1%	2003
69.4%	1996

## Improved water source, rural (% of rural population with access)

**About:** Access to an improved water source refers to the percentage of the population with reasonable access to an adequate amount of water from an improved source, such as a household connection, public standpipe, borehole, protected well or spring, and rainwater collection. Unimproved sources include vendors, tanker trucks, and unprotected wells and springs. Reasonable access is defined as the availability of at least 20 liters a person a day from a source within one kilometer of the dwelling.

<b>29%</b>	<b>2010</b>
29%	2009
29%	2008
28%	2007
28%	2006

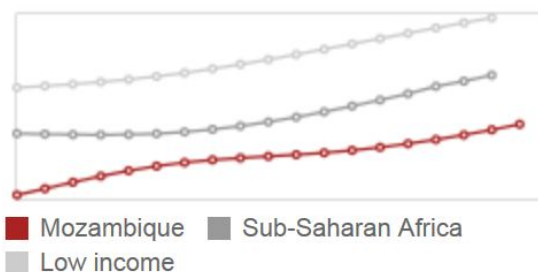
**Catalog Sources:** World Development Indicators

## Life expectancy at birth, total (years)

**About:** Life expectancy at birth indicates the number of years a newborn infant would live if prevailing patterns of mortality at the time of its birth were to stay the same throughout its life.

**Catalog Sources:** World Development Indicators

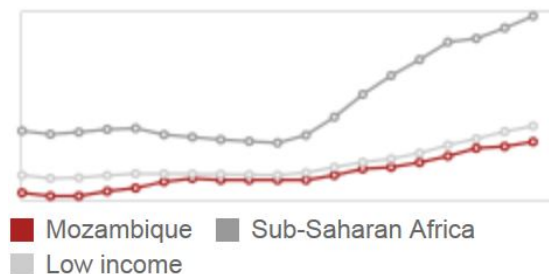
**50** 2011



## GNI per capita, Atlas method (current US\$)

**About:** GNI per capita (formerly GNP per capita) is the gross national income, converted to U.S. dollars using the World Bank Atlas method, divided by the midyear population. GNI is the sum of value added by all resident producers plus any product taxes (less subsidies) not included in the valuation of output plus net receipts of primary income (compensation of employees and property income) from abroad. GNI, calculated in national currency, is usually converted to U.S. dollars at official exchange rates for comparisons across economies, although an alternative rate is used when the official exchange rate is judged to diverge by an exceptionally large margin from the rate actually applied in international transactions. To smooth fluctuations in prices and exchange rates, a special Atlas method of conversion is used by the World Bank.

**\$470** 2011



**Catalog Sources:** World Development Indicators

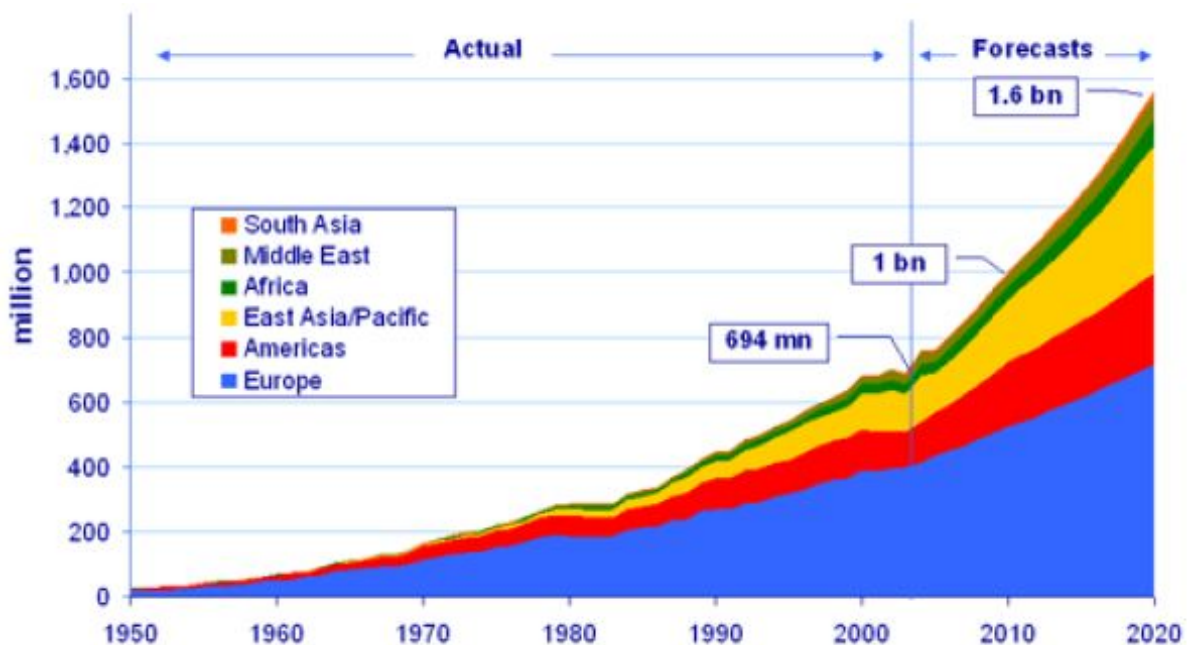
## Tourism trends in Mozambique

### International Arrivals and Receipts

Travel and tourism is a vital economic sector with an estimated 10.6% share of global GDP<sup>6</sup>. Tourism is a labor intensive sector, generating about 8.3% of global employment or jobs for around 220 million people<sup>7</sup>. It also accounts for over 10% of total employee wages and salaries. The sector is the world's largest tax payer and accounts for about 25% of world trade in services. Tourism is the world's fastest growing industry and is predicted to become the world's largest outside agriculture in absolute terms by 2010.

Sub-Saharan Africa (henceforth, Africa) has experienced remarkable growth in tourism in the past two decades. First, the region's market share of international arrivals increased from 1.5% in 1970 to 4.5% in 2003. That trend is projected to continue in 2005-2020, increasing Africa's share to 5% of total international arrivals by 2020. In Africa, the fastest-growth markets are Southern and Eastern Africa, jointly accounting for 15 million or 52% of total arrivals to Africa.

International tourist arrivals 1950-2004 and forecast for 2005-2020



Mozambique has taken its fair share of the growth of the African market. Since the peace accord in 1992, international arrivals of tourists to Mozambique have grown rapidly from 240,000 in 1999 to some 470,000 by 2004, an annual growth rate of about 13%. This growth rate, however, is from a low level in absolute terms. At 4 and 2 tourists per 100 inhabitants respectively, both Africa and Mozambique compare rather unfavorably to a world average of 11 tourists per 100 inhabitants.

	1998	1999	2000	2004	2020
<b>International arrivals Africa (millions)</b>	7.3	15.0	29.0	30.8	77.3
<b>Africa's share of total international arrivals</b>	2.6%	3.3%	4.2%	4.4%	5.0%
<b>International tourists to Mozambique</b>			240,000	470,000	

The average international receipts per arrival vary widely across the world as evidenced in table 3 below. In 2002, global average receipts were US\$675 per arrival. In Africa, international tourism receipts remain lower and average US\$404 in 2002. The difference is mainly explained by shorter average lengths of stay.

### International tourism receipts for Mozambique and globally 2002

	2002
International tourism receipts Mozambique** (US\$ million)	<b>106</b>
Average International Tourism receipts per tourist arrival (US\$)	
<b>World</b>	<b>675</b>
<i>Africa</i>	<b>404</b>
<i>Europe</i>	<b>602</b>
<i>America</i>	<b>995</b>
<i>Asia and Pacific</i>	<b>721</b>
<i>Middle East</i>	<b>420</b>
<b>Mozambique</b>	<b>240</b>

Spending in Mozambique is comparatively low, international tourism receipts per international arrival reached US\$240 in 2003 – well short of the unit price in Africa (\$404) and the world (\$675). The disparity is explained by the short average length of stay, which is 2.3 days in Mozambique compared to 8.4 days for Kenya, for example.

### Types of tourists In Mozambique

In contrast to patterns observed elsewhere in Africa, the majority of international visitor arrivals in Mozambique are regional. On average, Mozambique attracts 6 times fewer inter-continental travelers than the rest of Africa. The share of inter-continental travelers of total arrivals is approximately 10% in Mozambique compared to approximately 60% for the rest of Africa.

South Africa accounts for the bulk of Mozambique's regional traffic with a share of 46% of all visitors to Mozambique. The only inter-continental market of any significance is Portugal with 26,000 arrivals in 2003 - a 4% share. All other inter-continental (EU except Portugal, Americas and Asia) markets generate a total of 23,000 visitors.

Of all tourist arrivals in Mozambique in 2003, the majority about 176,000 were business travelers. Visiting Friends and Relatives (VFR) account for 26% of all tourists. In total almost 70% of tourists are motivated by specific personal or business ties. The remaining 32% of the tourists visit Mozambique with the primary purpose of leisure, recreation and holidays. Compared to neighboring countries where the leisure segment accounts for upwards of 70% of tourists Mozambique's leisure market seems particularly depressed.

### Primary purpose of travel, Africa and Mozambique, 2001 and 2003

	Mozambique 2003	Africa 2001
Total tourists	441,000	28,300,000
Leisure, recreation and holidays	32%	59%
Business	42%	15%
VFR	26%	26%
Average length of stay (night)	2.1	-

Mozambique's large share of business tourists stands out in comparison to the average share of business tourists in other African countries. The dominance of business tourists is not unusual for countries where leisure tourism hasn't taken off.

All segments and in particular the leisure segment is dominated by tourists from South Africa. An estimated +90% of the leisure market originates in South Africa. Inter-continental tourists are predominantly business or VFR tourists (an estimated 37,000) and a small share of leisure tourists (estimated 11,000).

The preponderance of business and VFR tourists has ramifications for the distribution of tourism products. Both are Free Independent Travelers (FITs) that organize and customize their trips through purchases of individual products (such as the airline ticket) rather than tour-packages (e.g. airline ticket and hotel packaged together). In contrast the leisure segment is predominantly sold through professional customization of expensive and exclusive tour packages reserved for the high-yield market (e.g. safaris coupled with a beach extension in Mozambique or hunting in Mozambique). Most travel and tourism products in Mozambique are sold piecemeal to the tourists either directly by the service providers (e.g. hotels, airlines), their agents, or travel agencies. Compared to other destinations in Africa such as South Africa and Kenya the volume of 'pre-packaged' or 'group' tours is hence very limited.



## Feedback from Tourists and Tour Operators on tourism in Mozambique

	Positives	Negatives
<b>Tourists</b>	<p>Nice beaches and a unique African-Mediterranean-Arabic Culture.</p> <p>Friendliness of the people and the quality of the accommodation.</p> <p>The hideaway-character of the destinations</p>	<p>Services – air transportation, food, and communication/ information - is substandard, Limited number of attractions, Little interaction with locals and their culture.</p>
<b>Foreign Tour Operators</b>	<p>Non-commercial environment and the destination’s unpretentious feel.</p> <p>The simple, unspoilt but luxurious character; its unique beaches; and the friendliness of the people.</p> <p>Value for money compared to Indian Ocean Islands.</p>	<p>Less value than Zanzibar, Mombasa and Mauritius,</p> <p>Bad or poor air access – International and domestic,</p> <p>Availability and quality of service providers – particularly inbound tour operators,</p> <p>Lack of tourism products to enrich customer experience,</p> <p>Shortage of dive sites,</p> <p>Bad image of Mozambique: poverty, hunger, specter of armed conflict, cronyism</p>
<b>Domestic Inbound Tour Operators</b>	<p>Unspoilt and unexplored features of the destination.</p> <p>The friendliness of the people, combined with the unique cultural heritage compared to neighboring anglophone countries.</p>	<p>Immigration formalities and malaria acted as deterrents to tourism</p>

## Chapter Three: Maputo the Capital of Mozambique

1. Brief of Maputo
2. Human Geography
3. Climate
4. Hotels in Maputo
  - a. Polana Serena Hotel
  - b. Pestana Rovuma
  - c. Girassol Indy Congress Hotel And Spa
  - d. Catembe Gallery Hotel
  - e. Radisson Blu Hotel Maputo
  - f. Girassol Bahia
5. Restaurants in Maputo
  - a. Seafood Restaurants in Maputo
  - b. African restaurants in Maputo
  - c. Portuguese restaurants in Maputo
6. Building projects
  - a. Edificio 24
  - b. Maputo Business Tower
  - c. Vodacom
  - d. Maputo waterfront
7. Rehabilitation projects
8. Sports facilities
9. City planning
10. Constraints to Growth of Tourism in Maputo

## Brief of Maputo

**Maputo**, known as Lourenço Marques before independence, is the capital and largest city of Mozambique. It is known as the City of Acacias in reference to acacia trees commonly found along its avenues and the Pearl of the Indian Ocean.

It was famous for the inscription "This is Portugal" on the walkway of its municipal building. Today it is a port city on the Indian Ocean, with its economy centered around the harbor. According to the 2007 census, the population is 1,766,184.

Cotton, sugar, chromites, sisal, copra, and hardwood are the chief exports. The city manufactures cement, pottery, furniture, shoes, and rubber. The city is surrounded by Maputo Province, but is administered as its own province.





## Human Geography

Maputo is located on the west side of Maputo Bay, near the Estuário do Espírito Santo where the rivers Tembe, Umbeluzi, Matola and Infulene drain. The bay is 95 kilometers long and 30 kilometers wide. At the extreme east of the city and bay is the island of Inhaca. The total area covered by the municipality of Maputo is 346 km<sup>2</sup> and borders the city of Matola northeast and east, the districts of Marracuene to the north; Boane in the east and Matutuine at the south all of which are part of Maputo Province. The city is 120 kilometers from the South African border at Ressano Garcia and 80 kilometers from the border with Swaziland near the town of Namaacha.

The city is divided into seven main administrative divisions. Each of these consists of several smaller city quarters or bairros

Administrative Division	City Quarters or Bairros
KaMpfumo	Central A/B/C - Alto Maé A/B - Malhangalene A/B - Polana Cimento A/B - Coop - Sommerschield
Nlhamankulu	Aeroporto A/B - Xipamanine - Minkadjuine - Unidade 7 - Chamanculo A/B/C/D - Malanga - Munhuana
KaMaxaquene	Mafalala - Maxaquene A/B/C/D - Polana Caniço A/B - Urbanização
KaMavota	Mavalane A/B - FPLM - Hulene A/B - Ferroviário - Laulane - 3 de Fevereiro - Mahotas - Albazine - Costa do Sol
KaMubukwana	Bagamoyo - George Dimitrov (Benfica) - Inhagoia A/B - Jardim - Luis Cabral - Magoanine - Malhazine - Nsalene - 25 de Junho A/B(Choupal) - Zimpeto
KaTembe	Gwachene - Chale - Inguice - Ncassene - Xamissava
KaNyaka	Ingwane - Ribjene - Nhaquene



## Climate

Maputo features a tropical savanna climate that borders on a humid subtropical climate. Maputo is a relatively dry city, averaging 761 mm of precipitation per year. The city has relatively **short rainy season lasting from November through March**. Maputo also features noticeably warmer and cooler seasons, with its warmest month (January) on average about 8 °C warmer than its coolest month (July).

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Record high °C (°F)	43 (109)	39 (102)	40 (104)	39 (102)	38 (100)	34 (93)	36 (97)	39 (102)	46 (115)	45 (113)	44 (111)	44 (111)	46 (115)
Average high °C (°F)	29.9 (85.8)	29.6 (85.3)	29.3 (84.7)	27.8 (82.0)	26.4 (79.5)	24.6 (76.3)	24.4 (75.9)	25.3 (77.5)	26.1 (79.0)	26.5 (79.7)	27.4 (81.3)	29.1 (84.4)	27.20 (80.96)
Daily mean °C (°F)	26.1 (79.0)	26.0 (78.8)	25.4 (77.7)	23.6 (74.5)	21.6 (70.9)	19.5 (67.1)	19.3 (66.7)	20.4 (68.7)	21.7 (71.1)	22.4 (72.3)	23.6 (74.5)	25.3 (77.5)	22.91 (73.23)
Average low °C (°F)	22.3 (72.1)	22.3 (72.1)	21.5 (70.7)	19.4 (66.9)	16.8 (62.2)	14.4 (57.9)	14.2 (57.6)	15.4 (59.7)	17.2 (63.0)	18.3 (64.9)	19.7 (67.5)	21.4 (70.5)	18.58 (65.44)
Record low °C (°F)	16 (61)	17 (63)	16 (61)	11 (52)	8 (46)	4 (39)	1 (34)	7 (45)	9 (48)	12 (54)	11 (52)	15 (59)	1 (34)
Precipitation mm (inches)	171.1 (6.736)	130.5 (5.138)	105.6 (4.157)	56.5 (2.224)	31.9 (1.256)	17.6 (0.693)	19.6 (0.772)	15.0 (0.591)	44.4 (1.748)	54.7 (2.154)	81.7 (3.217)	85.0 (3.346)	813.6 (32.031)
Avg. precipitation days	8.1	7.6	7.0	4.4	2.8	2.4	1.8	2.2	3.2	5.5	7.9	7.5	60.4
% <u>humidity</u>	69.0	69.0	71.0	67.5	66.0	63.5	65.0	64.0	64.0	65.5	67.0	67.5	66.58
Mean monthly sunshine hours	248	226	248	240	248	240	248	248	248	217	210	217	2,838

## Hotels in Maputo

### Polana Serena Hotel

**Location:** Situated in Maputo, Polana Serena Hotel is close to Museum of Natural History, Eduardo Mondlane University, and Maputo Cathedral. Also nearby are Maputo City Hall and Maputo Botanical Gardens.

**Hotel Features:** Polana Serena Hotel has a *full-service spa, an outdoor pool, and an indoor pool*. *Wireless Internet access is complimentary in public areas*. This 4.5-star hotel features business amenities including *secretarial services and audiovisual equipment*. The hotel offers 3 restaurants along with a *bar/lounge*. Guests are served a *complimentary breakfast*. The staff can provide *concierge services, event catering, and business services*. Additional amenities include a *fitness facility, gift shops/newsstands, and a snack bar/deli*. *Onsite parking is complimentary*.



**Guestrooms:** The 142 air-conditioned guestrooms at Polana Serena Hotel include *safes and complimentary newspapers*. *Complimentary wireless high-speed Internet access is provided*. Televisions are equipped with *premium satellite channels and VCRs*. All accommodations provide *desks and phones*. Bathrooms offer *shower/tub combinations with jetted bathtubs, hair dryers and complimentary toiletries*. *In-room coffee/tea makers and complimentary bottled water are provided*. Additional amenities include *windows that open and clock radios*. In addition, a *turndown service* is offered nightly, *housekeeping* is available daily, and amenities available on request include *wake-up calls*.

### Pestana Rovuma

**Location:** Situated in the heart of Maputo, Pestana Rovuma is close to Maputo Cathedral, Maputo City Hall, and Maputo Botanical Gardens. Also nearby are Praca dos Trabalhadores and Museum of Natural History.

**Hotel Features:** Pestana Rovuma has an *outdoor pool, a sauna, and a fitness facility*. *Wireless Internet access is complimentary in public areas*. This 4-star hotel features business amenities including a *business center, small meeting rooms, and limo/town car service*. Dining options at this business-friendly hotel include a *restaurant, a coffee shop/café, and a poolside bar*. A *complimentary breakfast* is available. The staff can provide *concierge services, wedding services, and event catering*. Additional amenities include *multilingual staff, gift shops/newsstands, and barbecue grills*. *Onsite parking is complimentary*.



**Guestrooms:** The 118 air-conditioned guestrooms at Pestana Rovuma include *coffee/tea makers and complimentary bottled water*. All accommodations provide *desks, safes, and direct-dial phones*. Bathrooms offer *bidets, makeup/shaving mirrors, hair dryers, and complimentary toiletries*. Additional amenities include *windows that open and blackout drapes/curtains*. In addition, a *turndown service* is offered nightly, *housekeeping* is available daily, and amenities available on request include *wake-up calls*.



## Girassol Indy Congress Hotel And Spa

**Location:** Conveniently near the airport in the heart of Maputo, Hotel Avenida is close to Museum of Natural History, Maputo City Hall, and Maputo Cathedral. Also nearby are Maputo Botanical Gardens and Eduardo Mondlane University.



**Hotel Features:** Hotel Avenida has a *health club, a sauna, and a seasonal outdoor pool*. Public areas are equipped with *wireless and wired high-speed Internet access* (surcharges apply). This 5-star hotel features business amenities including a *business center, small meeting rooms, and a technology helpdesk*. This luxury hotel offers a *restaurant and a bar/lounge*. Guests are served a *complimentary breakfast*. The staff can provide *tour/ticket assistance, wedding services, and event catering*. Additional amenities include *spa services, a concierge desk, and multilingual staff*. For a surcharge, guests receive transportation including a *roundtrip airport shuttle at scheduled times and an area shuttle*. Onsite *parking* is complimentary. This is a *smoke-free property*.

**Guestrooms:** Rooms feature *patios with city views*. The 159 air-conditioned guestrooms at Hotel Avenida include *minibars and safes*. *Wireless and wired high-speed Internet access* (surcharge) is provided. Televisions are equipped with *cable channels*. All accommodations provide *desks and direct-dial phones*. Bathrooms offer *shower/tub combinations with handheld showerheads, bathrobes, designer toiletries, and bidets*. All units feature *refrigerators, coffee/tea makers, and complimentary bottled water*. Additional amenities include *slippers and makeup/shaving mirrors*. In addition, amenities available on request include a *turndown service, hypo-allergenic bedding, and wake-up calls*. *Housekeeping* is offered daily.

## Catembe Gallery Hotel

**Location:** The Gallery Hotel is situated across the bay from Maputo, encapsulating magnificent views of the Maputo skyline. Catembe is the location to retreat from the bustling city, whilst enjoying the advantages of location to game parks, islands, long sandy beaches, and most importantly, peace and quiet. Catembe and Maputo are the gateway to Mozambique. You'll experience real Africa from arriving at the ferry crossing and rural KaTembe. If you love Africa, you'll love the journey on which you'll embark.



**Hotel Feature:** The hotel bus will transport you to the ferry point, where you can embark directly into the city centre, amongst its everyday hustle and bustle. Why not take a ferry boat to Inhaca Island, or a quad bike ride round the bay? Or why not just relax by the pool? For Sunday lunch, why not do as the locals do, and feast at the Restaurante Marisol on the local dish...prawns.  
Your choice!

**Guestrooms:** Each hotel room is designed differently, and most benefit from balconies with stunning sights across the gardens, beaches and bay. They all have up to date facilities. All you'll hear is the motion of the waves, and the rustling of the coconut and banana leaves. Just the place for a relaxing night and plenty of rest.

## Radisson Blu Hotel Maputo

**Location:** Situated in Maputo, Radisson Blu Hotel Maputo is close to Museum of Natural History, Eduardo Mondlane University, and Maputo Cathedral. Also nearby are Maputo City Hall and Maputo Botanical Gardens.

**Hotel Features:** Radisson Blu Hotel Maputo has an outdoor pool, a spa tub, and a fitness facility. Complimentary wireless Internet access is available in public areas. This luxury hotel offers a restaurant, a coffee shop/café, and a bar/lounge. Additional amenities include a concierge desk, multilingual staff, and 24-hour room service. Onsite parking is complimentary.



**Guestrooms:** Accommodations at Radisson Blu Hotel Maputo feature minibars. Guests can use the in-room complimentary wireless high-speed Internet access. Rooms are equipped with flat-panel televisions.

## Girassol Bahia

**Location:** Conveniently connected to the airport in the heart of Maputo, Girassol Bahia is close to Museum of Natural History, Maputo City Hall, and Maputo Cathedral. Additional attractions near this hotel include Maputo Botanical Gardens and Praca dos Trabalhadores.

**Hotel Features:** Girassol Bahia has an outdoor pool and a children's pool. Wireless Internet access is available in public areas (surcharges apply). This Maputo hotel offers a restaurant and a poolside bar. The staff can provide event catering, business services, and currency exchange. Additional amenities include laundry facilities, a garden, and secure parking. For a surcharge, guests have access to a roundtrip airport shuttle (available on request).



**Guestrooms:** Rooms feature balconies with city, pool, or water views. The 27 air-conditioned guestrooms at Girassol Bahia include safes and coffee/tea makers. Wireless high-speed Internet access (surcharge) is provided. Televisions are equipped with cable channels. Bathrooms offer shower/tub combinations and hair dryers. All units at this 3-star hotel have kitchens. Additional amenities include windows that open and blackout drapes/curtains



## Restaurants in Maputo

### Seafood Restaurants in Maputo

#### ❖ Restaurante Costa do Sol

- **Address:** Av Marginal Costa do Sol
- **Phone:** Tel, info: 21 450038/ 21 450115
- **Hours:** 11:00-22:30 Sun-Thu, 11:00-24:00 Fri & Sat

A Maputo institution, this large, breezy place just in from the beach draws the crowds on weekend afternoons. There's seating on the large beach-facing porch or indoors, an array of fresh seafood dishes and grills. It's located 5km north of the centre at the northern end of Av Marginal.

#### ❖ Dock's

- **Address:** Av Marginal E Maputo
- **Phone:** Tel, info: 21 493204
- **Hours:** 09:00-02:00

At Clube Naval, with good seafood grills and burgers, and breezy, waterside seating. There's live music on most Thursday (jazz, advance reservations required) and Friday evenings, and a late-night bar. The compound entry is deducted from your meal bill.

#### ❖ Micasa

- **Address:** cnr Av Julius Nyerere & Rua da Argélia E Maputo
- **Hours:** 09:30-15:00 & 18:00-22:00 Mon-Fri, Sat 18:00-22:00

A classy, subdued ambience, with candles, water goblets and linen cloths on the closely spaced tables, and nicely prepared seafood, meat and pasta dishes

#### ❖ Restaurante El Greco

- **Address:** Av Julius Nyerere E Maputo
- **Phone:** Tel, info: 21 491898
- **Hours:** 09:00-22:00 Tue-Sun

The long-standing El Greco's has an extensive menu featuring pizzas, pastas and seafood and meat grills, and a steady flow of old-timers clientele.

#### ❖ Las Brassas Restaurant & Cigar Bar

- **Address:** Av Julius Nyerere E Maputo
- **Phone:** Tel, info: 84 313 1111
- **Hours:** lunch & dinner

A good place for Portuguese cuisine, with a suitably dark and smoky Old World ambience and an array of seafood and meat dishes.

## African restaurants in Maputo

### ❖ Café Continental

- **Address:** cnr Avs 25 de Setembro & Av Samora Machel Baixa
- **Phone:** Tel, info: 21 302005

The grande dame of the city was undoubtedly once grander than it is now - with a down-at-the-heel feel and the original furnishings long since gone - but it makes a good spot to watch the passing scene.

### ❖ Mercado Janeta

- **Address:** cnr Avs Vladimir Lenine & Mao Tse Tung E Maputo

Close to the pulse of the city, with stalls serving up plates of *xima* (the maize-based staple) and sauce.

### ❖ Coqueiro

- **Address:** Av 25 de Setembro Baixa

Coqueiro, in the Feira Popular, specialises in Zambézian cuisine.

### ❖ Estoril

- **Address:** Av Mao Tse Tung E Maputo

Reliable and bourgeoisie.

## Portuguese restaurants in Maputo

### ❖ Piri-Piri Chicken

- **Address:** Av 24 de Julho E Maputo

A Maputo classic, with grilled chicken - with or without *piri-piri* (spicy chilli sauce) - to take away or eat here.

### ❖ Manjar Os Deuses

- **Address:** Av Julius Nyerere E Maputo
- **Phone:** Tel, info: 21 496834
- **Hours:** lunch & dinner Sun-Fri, from 18:00 Sat

Not quite 'food of the gods', but nevertheless quite nice, with tasty cuisine (featuring dishes from Portugal's Alentejo and Algarve regions) served in a pleasant, wood-toned ambience.

## Building projects

In spite of its previous instability, Mozambique is experiencing one of the fastest growth rates for a developing country in the world.[8] The projected growth rate for 2011 is expected to be around 7.5%, some of it centered around the construction of several capital intensive projects in Maputo. Some of the more notable developments are listed below:

### Edificio 24

Mixed-use development located at the center of the city along Avenida 24 Julho and Avenida Salvador Allende. There will be a total of 12 floors, with the bottom two designed for underground car parking. The project has been designed to accommodate 25 retail establishments as well as number of offices and apartments on the topmost floors.



### Maputo Business Tower

The Maputo Business Tower is a 47 storey building that, at its expected completion in 2013 or 2014, will be considered the tallest building in the country at 190 metres. The \$110 million project is being developed by a U.S. company with construction breaking ground in late November 2010. The building has 5 floors available for parking roughly 600 vehicles.



### Vodacom

This is a 15 storey building for the second largest telecommunication company in the country. Vodacom is one of Africa's largest telecommunications companies based in South Africa. It is projected to cost around \$35 million and construction is to be completed by 2010. The building is designed to produce 30% of the energy it requires.



### Maputo waterfront

It is an urban regeneration project that is being developed at site of the former annual industrial fair grounds (FACIM). When it is complete it will offer a number of facilities both for leisure and commerce. The estimated cost for the entire project is expected to be \$1.2 billion.



## Rehabilitation Projects

In February 2011, the president **Armando Guebuza** announced that the Vila Algarve would be restored to its former conditions and the building transformed into a museum for the veterans of the civil war. The Vila Algarve belonged to the Portuguese Secret Police (PIDE) during colonial rule. It was where political prisoners and others accused of conspiring to harm the regime were taken for interrogation and torture. There are claims that several individuals were executed in the building. No dates have been released on when the renovation is to commence. The building has changed ownership several times and has been an off-on residence for squatters. It is considered one of the city's most beautiful pieces of architectural work.

## Sports Facilities

Maputo has a number of stadiums designed for football, which can be modified for other purposes, such as the new Estádio do Zimpeto, Estádio do Maxaquene and the Estádio do Costa do Sol which can seat 32,000, 15,000 and 10,000 people respectively.

The largest stadium in the Metropolitan Area is, however, the Estádio da Machava (opened as Estádio Salazar), located in neighbouring Matola municipality. It opened in 1968, in Machava and was at the time the most advanced in the country conforming to standards set by FIFA and the International Cycling Union (UCI). The cycling track could be adjusted to allow for 20,000 more seats.[12] It was the site where Portugal officially handed over the country to Samora Machel and FRELIMO on 25 June 1975.[13] In 2005, the Birmingham based reggae group UB40 held a one-night-only concert in the stadium filled to maximum capacity. A newer stadium called the Estádio do Zimpeto which is located in the suburb of Zimpeto will be opened in 2011.[dated info] The stadium will be built in time for the 2011 All-Africa Games with a capacity for 42,000 spectators.



Estádio do Zimpeto



Estádio do Costa do Sol

## City Planning

In the years directly after the independence of the country, city planning efforts were put on hold because of a lack of expertise and a limited budget available for renewal projects. However, due to the speedy growth of the city as well as the increased interest for tourism, foreign investment groups have developed plans independently.

## Constraints to Growth of Tourism in Maputo

Maputo was among Africa's most beautiful and fashionable cities with an impressive skyline of tall buildings and a cosmopolitan Portuguese/African atmosphere attracting many visitors. The armed-conflict changed all that, and the city is only now beginning to recreate some of its former glory: the imposing historical buildings, the excellent hotels, the renowned wide avenues lined with red acacias and lilac jacaranda trees, restaurants and a nightlife which thumps with a heady Latino beat. Its proximity to South Africa, Botswana and Zimbabwe and specifically the Kruger National Park beckons the potential to link up with the large flows of tourists to these destinations.

	Maputo	Total Mozambique
International Tourists	175,000	441,000
By air	55,000	68,000
By road	120,000	373,000
Share Business	140,000	200,000
Share Leisure	20,000	80,000
Share VFR/ Others	15,000	160,000
Hotel Beds	3,500	13,807
Luxury Quality Beds	2,832	7,616
Nb of Hotels + 100 rooms	7	7
Nb of Hotels 50-100 rooms	14	17
Nb of Hotels > 50 rooms	50	296
Arrivals	55,383	1,166,019
Rooms - Nights	335,744	664,375
Capacity Annually	1,095,500	2,299,500
Average Occupancy Rate	30.7%	28.9%
Guests	163,051	315,876
Hotels Receipts USD	27,330,091	37,577,916
Employees in Hotels	3-4,000	10-11,000
Population	1,190,000	19,406,73

### HOTELS AND OTHER ACCOMMODATION

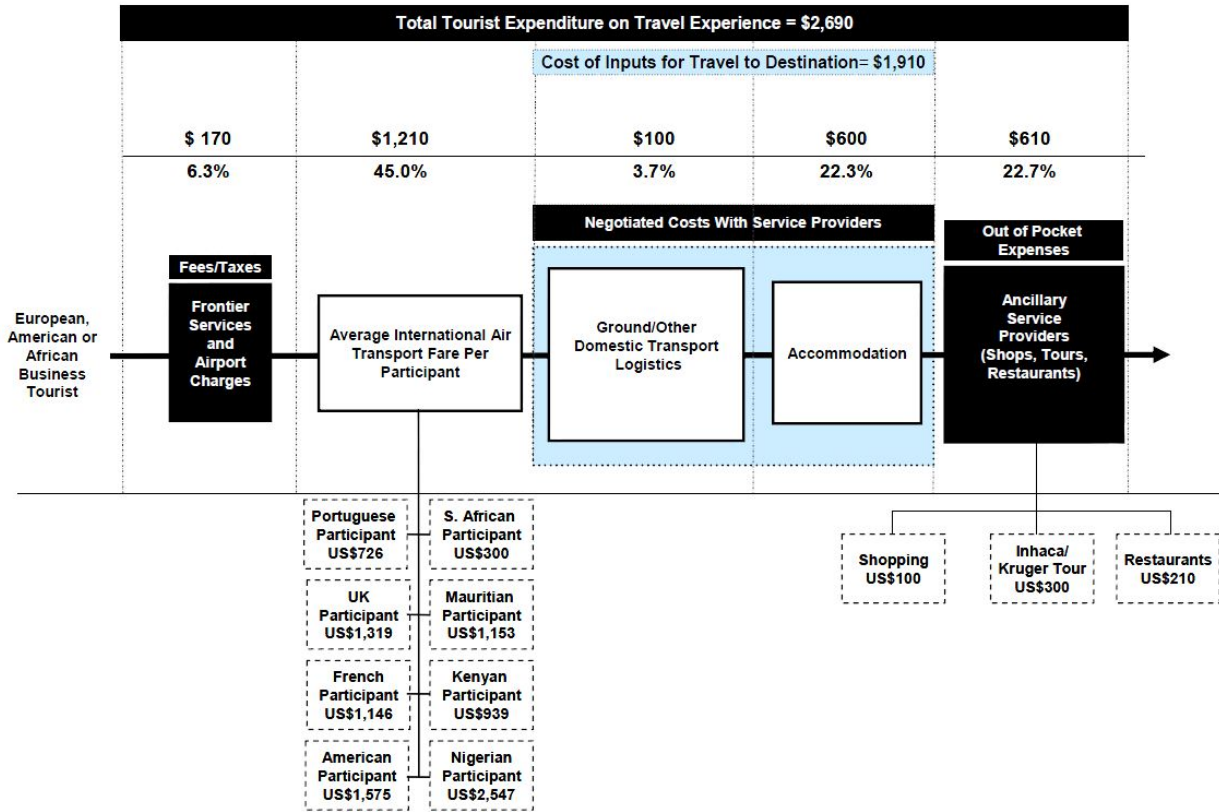
Maputo has a large enough and varied capacity to hold a significant number of business travelers at any point in time, unlike Vilanculos, Bazaruto, Pemba and other destinations in Mozambique. Average annual occupancy rates are generally low (hovering at 30%), and as such, hoteliers are more flexible in giving significant discounts to tour operators. Average daily rates in Maputo hotels have reduced by over 22% since 1999, and average revenues per available room have reduced by 42% since 1999. Currently, corporate and seasonal discounts can be up to 25%.

Higher end hotels dominate the market, accounting for about 40% of all international standard rooms in Maputo. All hotels in Maputo face a number of constraints and challenges that undermines their operational capabilities, profitability, and quality of service. Some of these constraints are quite similar to many of those identified for Vilanculos-Bazaruto and Pemba-Quirimbas. However, there are some important subtle differences.

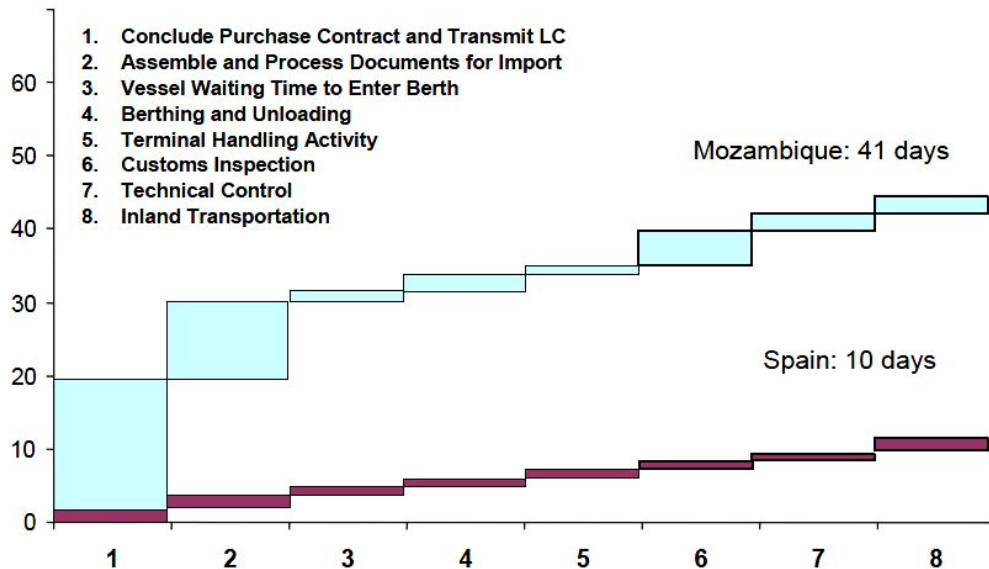


## Value Chain Map for Business Tourism In Maputo Business/Conference Tourism Itinerary

Europe/USA -Maputo  
Typical Package- 7 nights



## Value Chain Map for Business Tourism In Maputo



## Chapter Four: Financial Services Companies

### 1. Ernst & Young in Brief

- a. Advisory
- b. Assurance
- c. Tax
- d. Transactions

### 2. Eversheds in Brief

- a. Legal services for clients and investors in Africa
- b. What we do for our clients
- c. An innovative service
- d. Examples of our clients

### 3. Price Waterhouse in Brief



## Ernst & Young in Brief



### **Mozambique - Maputo**

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One of the world's leading professional services organizations, E&Y helps companies across the globe to identify and capitalize on business opportunities.

E&Y provide global services in four main areas: Assurance, Tax, Transactions and Advisory. Through these services, E&Y can help retain the confidence of investors, manage risks, strengthen controls and achieve potentials.

### **Advisory**

Today's achievement is tomorrow's expectation. But as targets increase, so do risks. E&Y helps businesses to make and sustain improvements, while responding more quickly to change.

### **Assurance**

Around the world, the journey to success is governed by increasingly complex and broadening regulatory requirements and stakeholder demands. Strong independent assurance provides critical information for investors and other stakeholders, a robust and clear perspective to audit committees and timely and constructive input to management.

### **Tax**

A successful tax function delivers a strong reporting foundation and sustainable planning to help the business achieve its growth potential. Tax strategies aligned with business drivers are needed, built on effective compliance and open, transparent reporting. E&Y creates highly networked teams who can advise on planning, compliance and reporting and maintaining good relationships with the tax authorities.

### **Transactions**

The right transaction can help businesses grow, prosper or reinvent itself. E&Y offer integrated, objective advisory services that are designed to help evaluate opportunities, execute transactions more efficiently and achieve strategic goals.

## Eversheds in Brief



### **Legal services for clients and investors in Africa**

Many African countries are experiencing strong growth both through organic growth and external investment and African organisations are becoming ever more ambitious in their outlook. Many of our clients tell us that they find doing business in Africa to be complicated, but how can you make the most of this continent of opportunity?

### **What we do for our clients**

Having great lawyers who understand the legal landscape is essential. Over the last decade, the Eversheds Africa Group has advised clients in every African jurisdiction using local lawyers who intimately understand the national legislation and culture. We offer a solid network of legal experts in over 50 countries. Most of our lawyers in the group have practised in Africa or are of African origin. They are working day to day, taking into account specific environment, risks and constraints. That means you get guaranteed quality and tailor-made legal service, access to global relationships, in addition to local commitment.

Our experts, who are based in major cities across the world and work with our cooperation offices in Morocco and best friends across the continent, set the standard for African legal advice. On any given day we are acting in at least 20 states and are at home in Francophone, Anglophone, Spanish or Portuguese speaking jurisdictions.

### **An innovative service**

What really sets Eversheds apart is the fact that we are the only global law firm that can represent you across all African countries. We do this through an approach that means you are always in control of what is being done on your behalf and how much it will cost. Wherever you do business, we ensure that you receive the same quality of advice and guidance. You will only need to deal with one contact rather than a number of different firms.

### **Examples of our clients**

Our wide-ranging client base includes companies from all our sectors including: infrastructure and project finance, energy (oil and gas, mining, natural resources and clean energy), health, transport and financial services and government in areas such as dispute resolution and institutional reforms. Examples of our clients include:

- Addax
- Eskom
- Tyco
- FMC Technologies
- Glanbia
- African Development Bank
- International Finance Corporation (World Bank).



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PwC helps organizations and individuals create the value they're looking for. We're a network of firms in 158 countries with more than 180,000 people who are committed to delivering quality in assurance, tax and advisory services.

### **Assurance**

provides assurance to clients on their financial performance and operations, as well as helping them improve their external financial reporting and adapting new regulatory requirements. Other services include accounting and regulatory advice, and attest and attest-related services.

### **Tax**

assists clients in complying with tax-related legislation and regulations. Our advice covers all aspects of Southern African tax and incorporates human resource services.

### **Advisory**

provides advice and assistance based on financial, analytical and business process skills to corporations, government bodies and intermediaries in the implementation of strategies relating to creating/acquiring/financing business, integrating them into current operations, enhancing performance, improving management and control, dealing with crises and restructuring and realising value.

## Chapter Five: Facilitating Tourism Investment in the Maputo

### The Tourism Investment Generation Approach

1. About the Anchor Program
2. Types of accommodation
  - a. Eco-lodges
  - b. Resorts
  - c. Business hotels
  - d. Heritage hotels
  - e. Leisure hotels

## Facilitating Tourism Investment in the Maputo

### The Tourism Investment Generation Approach

#### About the Anchor Program

The Mozambique Tourism Anchor Investment program was a pilot investment generation program implemented by the World Bank Group's Investment climate Services through IFC. The program aimed to improve the investment climate in the tourism sector by facilitating strategic investments in select protected and coastal areas, as well as through focused reforms of the regulatory environment. The program responded to a direct request from the Ministry of Tourism to assist the government of Mozambique in the development and implementation of a framework to facilitate tourism investment. The program was launched in January 2007 and, after multiple extensions, ended on March 31, 2011. Its main counterparts were the Mozambique Ministry of Tourism (MITUR) and the National Tourism Institute (INATUR). Program donors include the African Development Bank, Denmark, Ireland, Japan, Switzerland (SECO) and the Netherlands

#### Anchor investments in tourism take the form of one of five types of accommodation:

**Eco-lodges** are built in conservation areas where the natural environment is a main tourism attraction. Such developments have low impact and density, and are environmentally sustainable. They are subject to stringent environmental impact assessments and should demonstrate environmental best practices in design, construction, and operations.

**Resorts** are large developments in areas where infrastructure and the natural environment can sustain larger numbers of tourists. Such developments are typically in coastal destinations and may involve a range of mixed-use components such as hotels, residences, golf courses, and shopping.

**Business hotels** include short-term residential accommodation and conference facilities. Such developments are usually in or near urban centers with a critical mass of business demand and services.

**Heritage hotels** are built in areas of cultural significance (such as World Heritage Sites) that can attract investments in accommodation. New or historical buildings can be used as hotels, preserving cultural heritage while generating investment.

**Leisure hotels** are boutique offerings catering to tourists in both rural and urban areas. Such developments are typically in or near established tourism attractions and differ from resorts because of their smaller scale and fewer components (that is, they are not mixed-use).

Once anchor accommodations have been built, networks of tourism operators and supporting infrastructure, services, and supply chains are established. This makes the area a tourism "destination" and provides the associated benefits for development.

## Chapter Six: How to Start a Resort Business

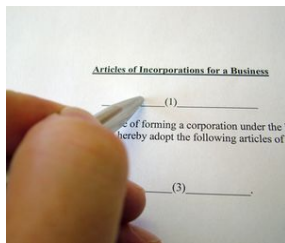
1. Business Plan
2. Location
3. Financial Study
4. Resort Operation
5. Resort Insurance

## How to Start a Resort Business

A well-run resort in a desirable location can become a major tourist destination for travelers looking for relaxation and fun all in one place. Resorts are typically billed as an all-inclusive vacation because of the many attractions and services typically available within the resort location or within the town. A resort is typically located close to attractions, such as skiing or amusement parks. Resorts usually offer comfortable accommodations in addition to restaurants, shopping, spa services and sometimes even entertainment events, such as theater or stand-up comedy. If you decide to start a resort business, you will need to have a plan to ensure success.



➤ **Step 1:** Write a business plan to serve as a guideline and keep you organized in the planning and execution of the resort. Determine where your resort will be located and what kinds of attractions you can offer guests. A location on the beach can offer sunbathing, snorkeling and surfing, while a ski resort can offer skiing, snowboarding and hot tubs. Decide how big your resort will be and if you plan to expand in the future. Work out a plan for financing the purchase, construction or remodel of your resort property as needed.



➤ **Step 2:** Depending on the location of the resort and the laws of the city or county, you might be required to maintain a business license and submit an application for permission to run a resort location. If you plan to offer additional services, such as a restaurant or spa, you will need to apply for additional permits and licenses as necessary. Set up a business checking account with payment services, and consult with a tax accountant for assistance setting up budgets and tax payment as a resort business.



➤ **Step 3:** Secure your financing for the resort. Liquidate your assets and savings so the funds are available as needed. Apply for a business loan from your bank or a commercial lender that specializes in funding commercial resort properties. Talk with your investors, if applicable, and work out a plan to receive all of the funds you need in time to begin construction and finance the resort opening. Create a contract that outlines a repayment schedule for any funds you receive for the business resorts.



➤ **Step 4:** Plan how many staff members you need for the resort opening. Contract with a staffing company or payroll company to help work out administration of employee benefits and payments. Your staffing needs may vary depending on the size of the resort, but you will probably need someone to greet guests at the front desk and maintenance staff to care for the grounds. A resort also needs service employees to clean rooms and assist guests in addition to staffing for any secondary amenities or programs offered at the resort.



➤ **Step 5:** Complete all construction and remodeling projects as necessary to make sure your resort is a comfortable, functional place for your guests. Meet with a commercial insurance agent to establish an insurance policy that protects the property, the guests and employees. Conduct a test run for your resort, and invite friends or family to stay as resort guests. Ensure all of the processes and procedures are running smoothly before you advertise your resort as open for business.



## Chapter Seven: The Elements of Building a Successful Resort

1. Feasibility Study
2. Concept
3. Program and Facility Design
4. Marketing
5. Resort Operator

# The Elements of Building a Successful Resort

## Feasibility Study

Recognize revenue sources and the margins of each source. The spa industry has grown very fast and is now leveling out. The cream will rise to the top and the well-manages spas with good business practices will prevail. The entire scope of revenue stream and spa utilization, rate structures, staffing requirements, payroll, and operating expenses complete the financial picture. Planning for profitability involves understanding the unique payroll requirements of the spa and curtailing this major expense with creative recruiting practices and excellent spa management that keeps a keen eye on expenses. In order to have a plan for profit success, your pro forma will include spa industry assumptions as well as resort assumptions

## Concept

It's the most fundamentally important element to building a successful resort. In our consulting experience, the use of concept as the guiding principle of all other decisions such as facility planning, menu development, budgeting, FF&E selection and marketing sets the stage for success. It is very tempting for the hotelier to survey the hotels/resorts that he/she respects and pick spa elements that seem to fit his/her spa project. We see spas that are a smorgasbord of other spas (including their costly mistakes) and neither have a personality of their own nor do they complement the resort experience. Planning a spa is much more complicated than any other aspect of the hotel revenue areas. Conceptual guidance is needed in order to consistently deliver an identifiable experience to guests.

Knowing what your own hotel/resort does well, why guests visit your hotel/resort and how guests describe their experience is important to the spa's concept and development. Research your market and define the purpose of the spa and the experience that the spa should deliver in relation to the resort/hotel's market, goals and objectives.

It is at this point that resort planning may take a surprising turn with pre-conceived notions of size, placement, etc. We have often suggested a change in location, a change in the timing of the project, or not building a spa at this time. Based on the market analysis and the spa vision, the concept design will address the image and positioning of the spa, location of the spa, program orientation and the size and scope of the facility.

## Program and Facility Design

The program and facility elements are designed to represent the concept. Once again, we are back to the key element, "concept", as the sum of the whole. The program areas may consist of relaxation, skin and body treatments, fitness, health/lifestyle management and nutrition. From these areas a menu of a la carte services, packages, group packages and specially themed programs that will serve your spa's market is developed.

The facility will represent the type, number and flow of treatment rooms as defined by the concept and market research. It is important to recognize that the spa has specific mechanical specifications that are crucial to the success of the program and cannot be overlooked. Having a wonderful whirlpool with a waterfall is not an asset to your spa if you cannot turn it on because it steams up the entire locker room! Spa specific knowledge is needed in this area to guide engineers and architects in the design phase.

## Resort Operations

The management capability of the resort director is crucial. "Working in a resort " does not immediately qualify a candidate for a management position. Good management skills are needed to steer the resort along its course, manage the guest's experience, become a partner with the resort, and astutely control expenses. Resort directors must manage diverse groups of people who, for the most part, are trained to work on their own. Standard operating procedures, job descriptions and staff training manuals are crucial with so many different moving parts involved in the business of resort. The staff needs consistent and continual standardization training delivered in a palatable manner.

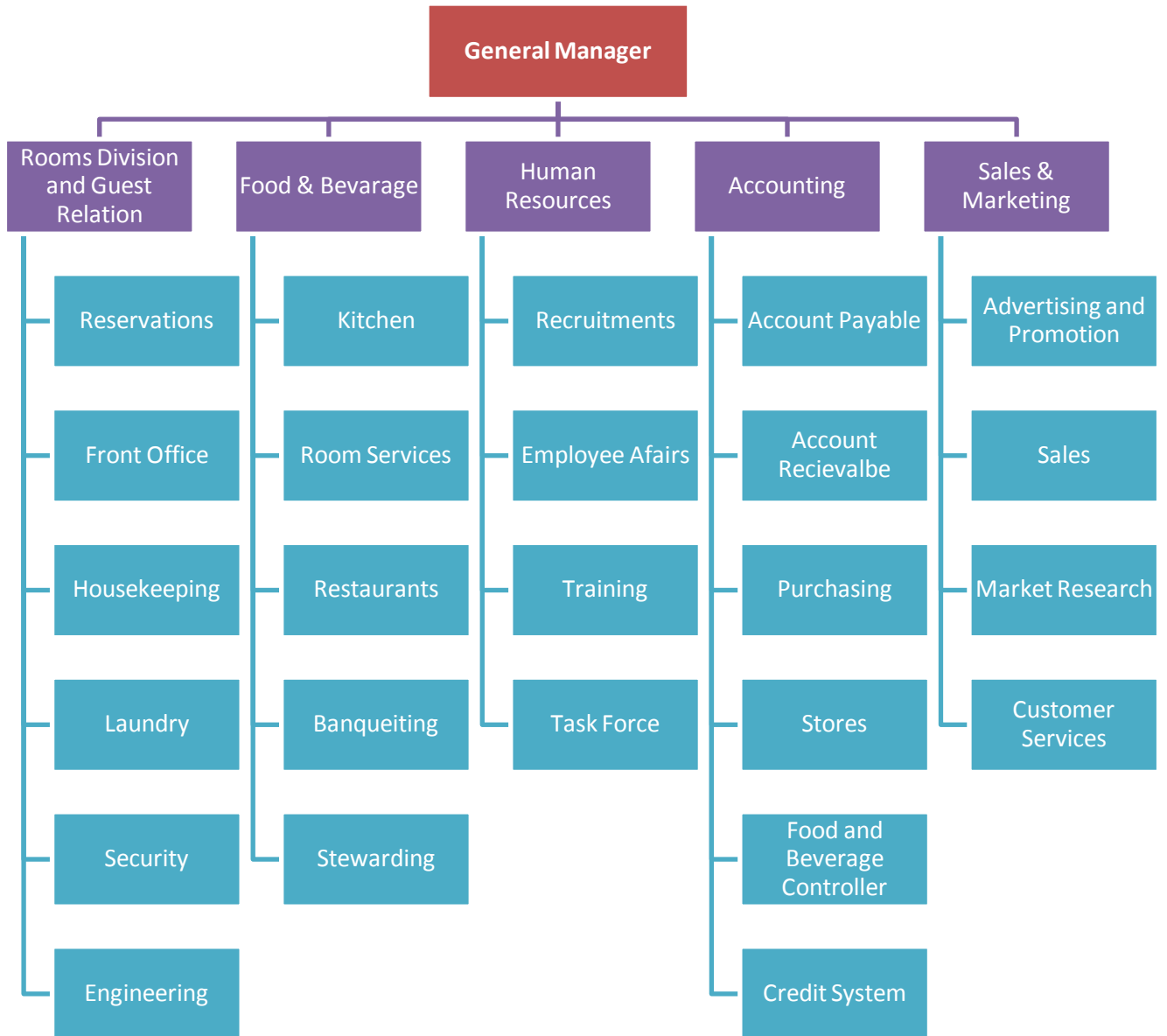
## Marketing

Market in advance! The resort marketing function is critical within the hotel/resort since the resort is not a necessary function (such as a dining venue). The marketing message, once again, relates to the defining concept. The message and the visual clues including website, brochures and even business cards should reflect the resort 's image consistently.

## Resort Operator

It is tempting to forego this expense and use the expertise of the architect and interior designer. With a growing industry, competition is tough and the key to overcoming the competition is in having a well-planned facility, program and operation that can smoothly and deliver an excellent guest experience. A full service consultant can advise with vast industry knowledge on spa specific mechanical, engineering and plumbing requirements, spa specific FF&E, programming and operations. Choosing the right consultant at the beginning of the project can save money on costly mistakes in facility flow, engineering and equipment as well as add to the competitive edge of the spa program.

## Chapter Eight: Organizational Chart for Resorts and spas



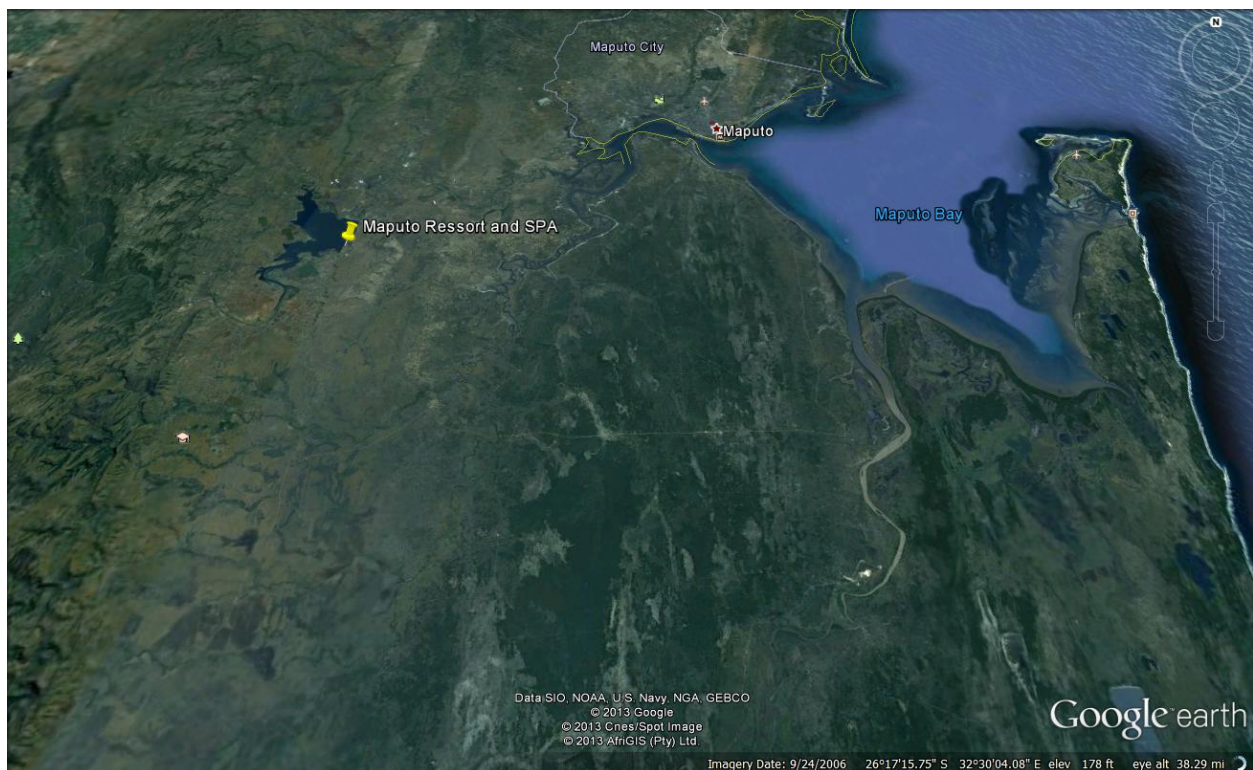
## Chapter Nine: Pequenos Libombos Resort and Spa

1. Location of the Suggested Project
2. Pictures describes the site and the surrounding

## Pequenos Libombos Resort and Spa

Pequenos Libombos Dam", was built over Umbeluzi river in Boane.

It lies in the hills about 45 km southwest of Maputo and provides water to the capital. The landscape is quiet. The river has crocodiles and makes a pleasant day getaway if you have your own vehicle. Near Libombos Mountains, offers a wide view and is a good area for cycling.



As you enter Boane, take the turn to the left (near a building with the sign 'Mundo de Beleza'. Take the right turn at the fork and continue until you see a group of white buildings ahead. Take the right turn after the buildings and continue on the tarred road until you reach the wall of the dam. It is a refreshing spot to escape to from the heat of the city and many people take a picnic for the day. No motor boats are allowed in the water and swimming is not permitted.



The following section reveals some photos of the site and surroundings taken by the Phoenician Holding:



Entrance to the Resort





The Lake View







Type of Trees in the Resort





## Type of Birds





Fresh Seafood - Fish/ Prawns/Lobsters..





Tour Inside The Plot





View from the Resort







## Chapter Ten: Landscape Design Architecture for Resorts

### 1. Resort General Services

- a. Guest Services
- b. Recreation and Entertainment
- c. Internet Access
- d. Family Activities
- e. Shopping

## Landscape Design Architecture for Resorts

Landscape design architecture for resorts is a unique art form that combines beautiful public spaces with the feeling of luxurious private escapes. Landscaping is a critical element of resort planning worldwide in country like China, Europe, Abu Dhabi, Dubai and Australia.

Outdoor features like swimming pools and fountains, complement the elegance of the interior design, while inviting guests to explore the grounds and discover their ideal paradise.

The key to successful landscape design architecture for resorts is to cater to the specific desires of the establishment's visitors, whether that is couples seeking a private oasis or business travelers in need of relaxing inspiration.

### Resort General Services

#### Guest Services

- Foreign Currencies Accepted
- Concierge Service
- Medical Services Available (*charges apply*)
- Bellmen/Porters
- 24-Hour Front Desk
- Multilingual Staff
- Laundry Service
- 24-Hour In-Room Dining

#### Recreation & Entertainment

- Spa
- Fitness Centre with fitness & yoga classes
- Tennis Court & Table Tennis
- Tropical Freshwater Pool, with separate kids pool
- Water Sports
- Diving Center

#### Internet Access

- High Speed Internet Access

#### Family Activities

- Adventure Club
- Kids Jungle world
- Babysitting Services (*Available upon request for a fee*)

#### Shopping

- Island Boutique
- Jewelry Store



## Chapter Eleven: Elements of the Resort

### 1. Spa

- a. Type of Massages
  - i. Swedish Massage Therapy
  - ii. Aromatherapy Massage
  - iii. Hot Stone Massage
  - iv. Deep Tissue Massage
  - v. Shiatsu
  - vi. Thai Massage
  - vii. Pregnancy Massage
  - viii. Reflexology
  - ix. Sports Massage
  - x. Back Massage

### 2. Restaurants

- a. Main Restaurant
- b. Teppanyaki-style
- c. Italian - Style
- d. Local Restaurant – Mozambique Cuisine
- e. Japanese cuisine

### 3. Enchanting Outdoors Areas

- a. Terraces
- b. Pergolas
- c. Gardens

### 4. Bungalows, Rooms and Suites

### 5. Recreations and Entertainment

- a. Fitness Centre with fitness & yoga classes
- b. Tennis Court & Table Tennis
- c. Tropical Freshwater Pool, with separate kids pool
- d. Water Sports
- e. Diving Center

### 6. Helipad at Resort

- a. Helipad Services
- b. Technical Information

### 7. Hippodrome

## Elements of the Resort

With landscape design architecture for resorts, it is not uncommon for the total outdoor space to be made up of several different elements, from spas to gardens to outdoor dining, each designed to offer a unique experience to the guests. Common features include:

**Spas:** Whether the theme is relaxation and tranquility or adventure and fun, spas are an integral part of most design architecture for resorts.

A body treatment, spa treatment, or cosmetic treatment is non-medical procedure to help the health of the body. It is often performed at a resort, destination spa, day spa, beauty salon or school. Typical treatments include:

- Aromatherapy
- Bathing or soaking in any of the following:
  - Hot spring
    - Onsen (Japanese Hot Springs)
    - Thermae (Roman Hot Springs)
  - Hot tub
  - Mud bath
  - Peat pulp bath
  - Sauna
  - Steam bath
- Body wraps, wrapping the body in hot linens, plastic sheets and blankets, or mud wraps, often in combination with herbal compounds.
- Facials, facial cleansing with a variety of products
- Massage
- Nail care such as manicures and pedicures
- Personal training
- Skin exfoliation, including chemical peels and microdermabrasion
- Yoga and meditation
- Waxing, the removal of body hair with hot wax
- sauna, jacuzzi and refreshment center.



## Type of Massages

### 1. Swedish Massage Therapy

This is the most common type of massage therapy in the United States. It is also known as Swedish massage or simply massages therapy.

Massage therapists use long smooth strokes, kneading, and circular movements on superficial layers of muscle using massage lotion or oil. Swedish massage therapy can be very gentle and relaxing



### 2. Aromatherapy Massage

Aromatherapy massage is massage therapy with the addition of one or more scented plant oils called essential oils to address specific needs.

The massage therapist can select oils that are relaxing, energizing, stress-reducing, and balancing, etc. One of the most common essential oils used in aromatherapy massage is lavender. Aromatherapy massage is particularly suited to stress-related conditions or conditions with an emotional component.



### 3. Hot Stone Massage

Heated, smooth stones are placed on certain points on the body to warm and loosen tight muscles and balance energy centers in the body.

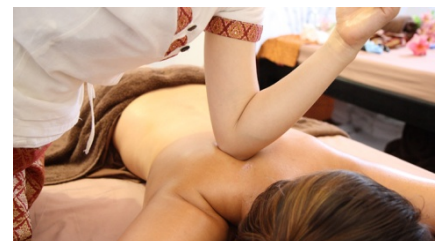
The massage therapist may also hold stones and apply gentle pressure with them. The warmth is comforting.



Hot stone massage is good for people who have muscle tension but prefer lighter massage.

### 4. Deep Tissue Massage

Deep tissue massage targets the deeper layers of muscle and connective tissue. The massage therapist uses slower strokes or friction techniques across the grain of the muscle. Deep tissue massage is used for chronically tight or painful muscles, repetitive strain, postural problems, or recovery from injury. People often feel sore for one to two days after deep tissue massage.



## 5. Shiatsu

Shiatsu is a form of Japanese bodywork that uses localized finger pressure in a rhythmic sequence on acupuncture meridians. Each point is held for two to eight seconds to improve the flow of energy and help the body regain balance.



People are normally pleasantly surprised when they try shiatsu for the first time. It is relaxing yet the pressure is firm, and there is usually no soreness afterwards.

## 6. Thai Massage

Like shiatsu, Thai massage aligns the energies of the body using gentle pressure on specific points. Thai massage also includes compressions and stretches.

You don't just lie there--the therapist moves and stretches you into a sequence of postures. It's like yoga without doing any work.



Thai massage is more energizing than other forms of massage. It is also reduces stress and improves flexibility and range of motion.

## 7. Pregnancy Massage

Also called prenatal massage, pregnancy massage is becoming increasingly popular with expectant mothers. Massage therapists who are certified in pregnancy massage know the proper way to position and support the woman's body during the massage, and how to modify techniques.



Pregnancy massage is used to reduce stress, decrease swelling, relieve aches and pains, and reduce anxiety and depression. The massage is customized to a woman's individual needs.

## 8. Reflexology

Although reflexology is sometimes called foot massage, it is more than simple foot massage. Reflexology involves applying pressure to certain points on the foot that correspond to organs and systems in the body. Reflexology is very relaxing, especially for people who stand on their feet all day or just have tired, achy feet.



## 9. Sports Massage

Sports massage is specifically designed for people who are involved in physical activity. But you don't have to be a professional athlete to have one-it's also used by people who are active and work out often. The focus isn't on relaxation but on preventing and treating injury and enhancing athletic performance.



Combinations of techniques are used. The strokes are generally faster than Swedish massage. Facilitated stretching is a common technique. It helps to loosen muscles and increase flexibility.

## 10. Back Massage

There's only one thing better than getting a great back massage, and that's giving one!

You're giving somebody a gift that can relieve pain, anxiety, and stress, relax muscles, and contribute to their general sense of well-being.



To be a licensed massage therapist will take some training, and lots of practice.



## Restaurants

Another way to allow hotel guests to take advantage of their location is to integrate food, drinks, and entertainment into the landscape design. Luxurious bars, dining facilities, and even dance floors are often found outdoors, usually surrounded by the best views the area has to offer.

### Main Restaurant

Family style restaurants are a type of casual dining restaurants where food is often served on platters and the diners serve themselves. Typically, alcoholic beverages are not sold at family-style casual dining restaurants. These kinds of restaurant usually considered as the main restaurant in the resort. Overlooking the main pool, it offers local Creole specialties and international favorites and is open for breakfast and dinner.

- Cuisine: International
- Atmosphere: Buffet Breakfast and Theme Dinner Buffets
- Setting: Indoor Open Air
- Serving Style: Buffet
- Dress Code: Casual
- Smoking Permitted: Yes (in designated smoking area)

At breakfast or dinner, your passion for food comes to life in this uniquely interactive experience, where there's a new one to be had everyday at our international theme dinners rotating all week long.

- Monday: BBQ night
- Tuesday: Italian Cuisine
- Wednesday: Pan Asian Night
- Thursday: Indian Cuisine
- Friday: Arabian Night
- Saturday: Mediterranean Cuisine
- Sunday: Chinese Cuisine

Breakfast: 7:00 am – 11:00 am

Closed for Lunch

Dinner: 7:00pm –10:00pm





## Teppanyaki-style

Teppanyaki is a way of cooking as teppan means iron pan and yaki indicates grilling in Japanese. The best part of teppanyaki is that cooking and eating can be done in the same place. Teppanyaki is a fun idea for a home party. Using an electric pan is an easy way to enjoy teppanyaki at home.

Specialized in Japanese cuisine offer the teppanyaki grill, which is more accurately based on a type of charcoal stove that is called shichirin in Japan? Diners, often in multiple, unrelated parties, sit around the grill while a chef prepares their food orders in front of them. Often the chef is trained in entertaining the guests with special techniques, including cracking a spinning egg in the air, forming a volcano out of differently-sized onion slices, and flipping grilled shrimp pieces into patrons' mouths, in addition to various props.

Typical ingredients used for Western-style teppanyaki are beef, shrimp, scallops, lobster, chicken and assorted vegetables. Soybean oil is typically used to cook the ingredients.

Japanese-style teppanyaki may also use noodles (yakisoba), cabbage with sliced meat or seafood (okonomiyaki), which are cooked using regular vegetable oil, animal fat, or a mixture. In Japan, many teppanyaki restaurants feature Kobe beef.

Side dishes of mung bean sprouts, zucchini (even though zucchini is not a popular vegetable in Japan and rarely found in the market), garlic chips, or fried rice usually accompany the meal. Some restaurants provide sauces in which to dip the food. In Japan, only soy sauce is typically offered



## Italian - Style

Italian cuisine is characterized by its extreme simplicity, with many dishes having only four to eight ingredients.[9] Italian cooks rely chiefly on the quality of the ingredients rather than on elaborate preparation.[10] Ingredients and dishes vary by region. Many dishes that were once regional, however, have proliferated with variations throughout the country. Cheese and wine are a major part of the cuisine

Italian cuisine has a great variety of different ingredients which are commonly used, ranging from fruits, vegetables, sauces, meats, etc. Fish (such as cod, or baccalà), potatoes, rice, corn (maize), sausages, pork, and different types of cheeses are the most common ingredients. Pasta dishes with lighter use of tomato are found in Trentino-Alto Adige and Emilia Romagna.

Meal stage	Composition
Aperitivo	apéritif usually enjoyed as an appetizer before a large meal, may be: Campari, Cinzano, Prosecco, Aperol, Spritz, Vermouth.
Antipasto	literally "before (the) meal", hot or cold appetizers
Primo	"first course", usually consists of a hot dish like pasta, risotto, gnocchi, or soup.
Secondo	"second course", the main dish, usually fish or meat. Traditionally veal, pork and chicken are most commonly used, at least in the North, though beef has become more popular since World War II and wild game is found, particularly in Tuscany. Fish are generally caught locally
Contorno	"side dish", may be a salad or cooked vegetables. A traditional menu features salad along with the main course.
Formaggio e frutta	"cheese and fruits", the first dessert. Local cheeses may be part of the Antipasto or Contorno as well.
Dolce	"sweet", such as cakes (like Tiramisu) and cookies
Caffè	coffee
Digestivo	"digestives", liquors/liqueurs (grappa, amaro, limoncello, sambuca, nocino, sometimes referred to as ammazzacaffè, "coffee killer")



## Local Restaurant – Mozambique Cuisine

Mozambique is justifiably famous in Africa for its cuisine. With its long coastline and rich fishing grounds, it's no wonder that many of its famous dishes revolve around fresh seafood. The colonial history of the Portuguese is also seen in the use of spices such as chilli the fiery Peri Peri chicken.

Seafood also forms a large part of the local diet, as it is abundant and cheap. A local dish without any Portuguese influences is Matata which is a seafood stew, usually made using clams in a peanut sauce. Grilled seafood often liberally basted in peri-peri sauce is commonly served along with rice and chips (fries).



Breakfast is usually a light meal such as an egg sandwich, maize porridge and tea. The main meal is normally eaten at lunch which is called (almoço). In towns and cities lunch is often purchased from street vendors. Favourite lunch dishes include Pregos (steak sandwiches) fried chicken and stews or curries served with rice.

Dinner (jantar) may be the main meal for Mozambicans living in the cities. A formal Mozambican dinner is a unique experience as it combines Portuguese and traditional African influences. Unlike many African countries the dinner will be served with guests seated at the table.





## Japanese cuisine

The traditional food of Japan is based on rice with miso soup and other dishes, each in its own utensil, with an emphasis on seasonal ingredients. The side dishes often consist of fish, pickled vegetables, and vegetables cooked in broth. Fish is common in the traditional cuisine. It is often grilled. Fish may be served raw as sashimi or in sushi. Seafood and vegetables are also deep-fried in a light batter as tempura.

Apart from rice, staples include noodles, such as soba, and udon. Japan has many simmered dishes such as fish products in broth called oden, or beef as sukiyaki and nikujaga. Foreign food, in particular Chinese food in the form of noodles in soup called ramen and fried dumplings, gyoza, and western food such as curry and hamburger steaks are commonly found in Japan. Historically, the Japanese shunned meat, but with the modernization of Japan in the 1860s, meat-based dishes such as tonkatsu became common.

Below are listed some of the most common:

- grilled and pan-fried dishes (yakimono 焼物),
- stewed/simmered/cooked/boiled dishes (nimono 煮物),
- stir-fried dishes (itamemono 炒物),
- steamed dishes (mushimono 蒸物),
- deep-fried dishes (agemono 揚げ物),
- sliced raw fish (sashimi 刺身),
- soups (suimono 吸物 and shirumono 汁物),
- pickled/salted vegetables (tsukemono 漬物),
- dishes dressed with various kinds of sauce (aemono 和え物),
- vinegared dishes (su-no-mono 酢物),
- delicacies, food of delicate flavor (chinmi 珍味).



## Enchanting outdoor areas

These are created to offer guests a place to unwind and enjoy their natural surroundings. Typically reflecting the overall style of the resort, these areas include fragrant stroll gardens, inspiring meditation gardens, and simple sitting areas for working or relaxing. Mountainous panoramas, tropical seascapes, and stunning scenery are usually the core of these features.









## Bungalows, Rooms and suits

These elements are the most important in designing any resorts. from these elements the concept of the resort will start. below are samples of rooms and suits in international resorts such as Maldives, Seychelles, Mauritius...

### Water Suit

**Sheraton Full Moon - Maldives**

sleeps	Avg. Room Size	Avg. Daily Rent
2 guests	149 sq m	USD 1200.00

Welcome to the beach house of your dreams, where an outdoor area with its own deck, two plasma TVs and comfortable rattan seating surrounds you with panoramic views of the Indian Ocean. The king bedroom overlooks another terrace with direct access to the sea, filled with sun lounges so you enjoy paradisiacal resort living in the privacy of the Water Suite. An inviting mini-plunge pool is the centerpiece of the bathroom, which opens up to both balconies outside and has lighted mirrors and spectacular views inside. Custom design furnishing tastefully complements traditional styles with contemporary sensibilities.



### Presidential Suit

**Hilton Seychelles Labriz Resort & Spa**

sleeps	Avg. Room Size	Avg. Daily Rent
6 guests	1200 sq m	USD

The ultimate in exotic indulgence, this 1200m<sup>2</sup>/12917 sq. ft. Presidential Villa offers you your own private sanctuary nestled on the slope of a hill, with truly stunning views of the Indian Ocean. Featuring two 150m<sup>2</sup>/1615 sq. ft. bedrooms, each with an en suite bathroom and private terrace overlooking the Ocean, a living room (with a fully stocked bar), lounge and a large outdoor dining venue this Villa is the ultimate island getaway. Perfect for a romantic honeymoon or an unforgettable holiday, this Villa also features the biggest private swimming pool in the Seychelles, a contemporary entertainment system, a spacious sundeck, private access to the beach and a dedicated butler service. Relax and let yourself be completely spoiled in this Seychelles paradise. Sleeps 6 adults or 4 adults and 4 children.



**Beach Front Deluxe Rooms**  
**Sheraton Full Moon - Maldives**

A spectacular sunrise seen from your spacious balcony or terrace every morning, comfortably adorned with stylish outdoor furniture and set against garden, resort or sea views. Under a traditional Maldivian roof, settle into the cozy and elegant ambiance of our Beach Front Deluxe Rooms designed and built by local craftsmen. Timber blinds and pretty tiled floors complete the tropical setting with individually-controlled air-conditioning and ceiling fans to stay cool your way, and you'll enjoy the shower and separate vanity in the bathroom.

sleeps	Avg. Room Size	Avg. Daily Rent
2 guests	60 sq m	USD 375.00



**Beach Front Deluxe Rooms**  
**Sheraton Full Moon - Maldives**

You'll find extra space and seclusion all under one thatched roof in our Island Cottages, where you can enjoy each other's company comfortably. Just steps from our lagoon with refreshing views of our lush tropical gardens, it's a perfect mix of leisure and pleasure. The private balcony features a daybed for the ultimate morning, afternoon or evening of lounging, while a king bed under vaulted ceilings gives you all the room you need to unwind. An open air shower still in the privacy of your cottage or a separate indoor bath for soaking? You decide.

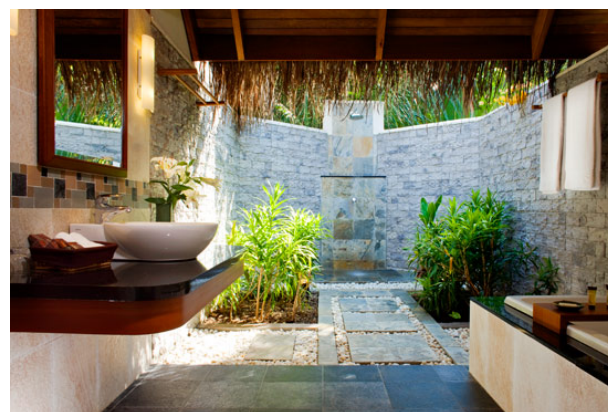
sleeps	Avg. Room Size	Avg. Daily Rent
3 guests	76 sq m	USD 500.00



**Beach Front Cottages**  
**Sheraton Full Moon - Maldives**

Take in panoramic ocean views from a private terrace and take advantage of direct beach access in our Beach Front Cottages, just two perks of resort living everyone can agree on. The bathroom's outdoor – but still private – shower means you never have to miss a moment of sunshine, while the indoor bath lets you soak in pure relaxation. From the king bed under vaulted ceilings to spacious private balcony with daybed, you'll never run out of room to relax and lounge in true Maldivian style

sleeps	Avg. Room Size	Avg. Daily Rent
3 guests	76 sq m	USD 565.00





**Water Bungalows**  
**Sheraton Full Moon - Maldives**

sleeps	Avg. Room Size	Avg. Daily Rent
2 guests	54 sq m	USD 625.00

On the northern end of the resort for uninterrupted relaxation and rejuvenation, slip into one of our Water Bungalows where spectacular ocean views are a daily affair. Built on stilts over the lagoon, dipping into crystal clear waters is as easy as going down the steps from your private sun terrace. Or linger there on comfortable outdoor furniture, plenty for everyone to get quality time with fresh air and golden rays. Under the thatched roof indoors, a king bed and daybed set a romantic tone for two.



**King Deluxe Beachfront villa private pool**  
**Hilton Seychelles Labriz Resort & Spa**

sleeps	Avg. Room Size	Avg. Daily Rent
3 adults.	185 sq m	USD

Experience complete relaxation in a 185 sq m Deluxe Beachfront Pool Villa, which offers sun-kissed decks, a cascading 6x3m private pool and an outdoor rain shower just steps away from the shore. The spacious bedroom features large sofas and an oversized bed and the bathrooms feature a special walk-in double shower and a large bathtub with ample space for two. Enjoy your private haven and relax in your hammock or the large patio that features a round sun sofa perfect for couples.



**Beach Villa**  
**Four Season Hotel & Resorts – Mauritius**

sleeps	Avg. Room Size	Avg. Daily Rent
2 adults.	70 sq m	USD

Bring the outdoors inside. Located on the Resort's private island, our Beach Villas sit right on the golden shores, with plenty of outdoor recreation space and a private plunge pool and garden. Enjoying the view of beachfront panoramas of the lagoon or natural mangrove formations. In a 70 sq m a one king bed or two queen beds and one full bathroom, plus one private outdoor shower



### For your Comfort

- 300 Thread Count Sheets
- Air Conditioning
- Alarm Radio
- Bath Slippers
- Bathrobe
- Bidet
- Black-Out Curtains
- Chaise Lounge
- Clock Radio w/ MP3 Connection
- Duvet Covers
- HD Channels
- Hilton Eat Right Menu
- In-Room Movie Channel
- LCD Flat Panel TV
- Lever Door Handles
- Non-Smoking
- On-Demand Movies
- Seating Area with Sofa
- Seating Area with Sofa Sleeper
- Separate Bathtub and Shower
- Separate Toilet Area
- Sofa Bed
- Surround Sound Systems
- TV - 37 Inch Flat Panel HD
- TV-Premium HBO,CNN,ESPN
- TV-Standard Network
- Thermostat (adjustable)
- Widescreen Television
- Work Desk with Adjustable Lamp

### For your Confidence

- Automatic Door Closer
- Double Locking Doors
- Electronic Locks
- Electronic Smoke Detector
- Emergency Call Button on Phone
- Safe
- Secondary Locking Device
- Thumb Dead Bolt

### For your Convenience

- 24 Hour Housekeeping
- Bathroom Amenities
- Ceiling Fan
- Coffee Maker
- Convenient Electrical Outlets
- DVD/CD Player
- Desk Level Electric Plugs
- Desk Level HSIA Connection
- Desk Level Phone Jacks
- Evening Room Service Available
- Hairdryer
- Hand Held Shower
- High Speed Internet Access
- In-Room Espresso Machine
- Internet access in guest room
- Iron
- Iron/Ironing Board
- Mini Bar
- Modem
- Newspaper 7 days/week
- Newspaper Deliv'd M-F (Local)
- Remote-Controlled Television
- Rollaway
- Tea/Coffee Making Facilities
- Telephone - Auto Wakeup
- Telephone - Two Phones
- Telephone - Voice Mail
- Telephone - in Bath
- Telephone - with Data port
- Telephone-with Speaker phone
- Two Phones with Data port, Speaker and voicemail

## Recreation and Entertainment

A range of activities awaits each guest, Stay in shape on the tennis court or just laze around by the pool and enjoy the island vibe. Whatever your mood, we have something for you, or you can enjoy nature walks or a private picnic on a secluded beach.

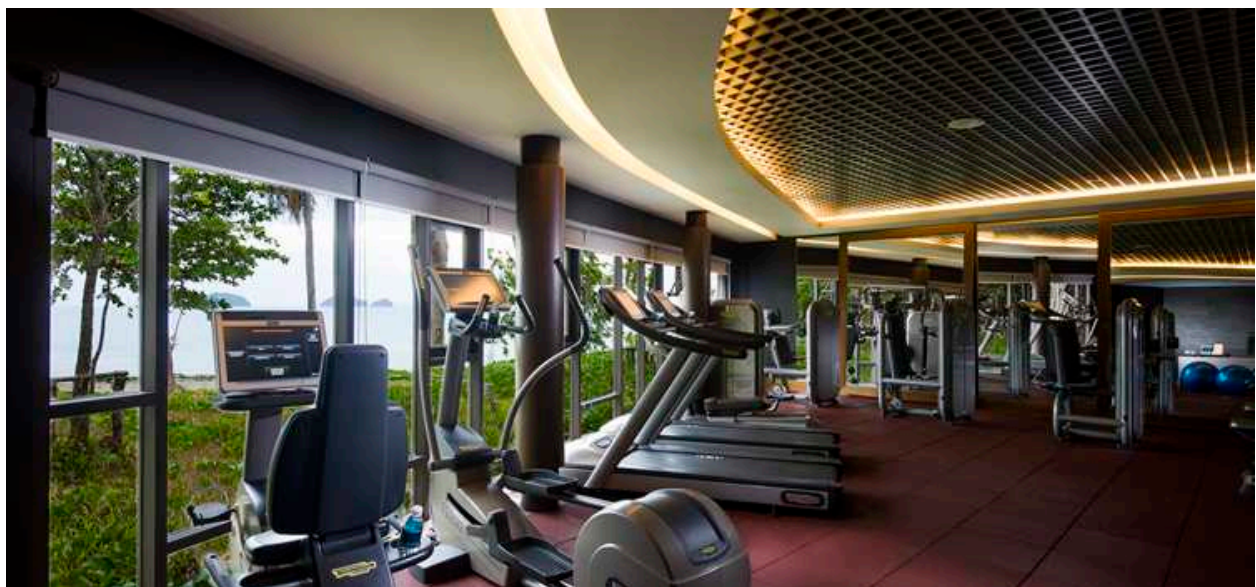
### Fitness Centre with fitness & yoga classes

The Fitness Center has everything you need to stay in shape, including the latest cardio and strength training equipment, free weights, studios for spinning, yoga and Pilates classes, a lap pool and a wellness area.

Fitness Facility has added two movement studios for spinning, yoga and Pilates classes, a wellness area, and full gym. Our cardio equipment features the latest in technology, with personal LCD TVs and sound system with headphones. We offer a wide selection of strength training machines and free weights, and plenty of space for stretching.

**Day Passes entitle guests to the following services and amenities:**

- Daily Aerobic Classes
- Male/Female Steam Chambers
- Relaxation Lounge and refreshments
- Lap Pool
- Male/Female Lockers
- Male/Female shower and amenities
- Cardio T.V. & Sound System with Head Phones





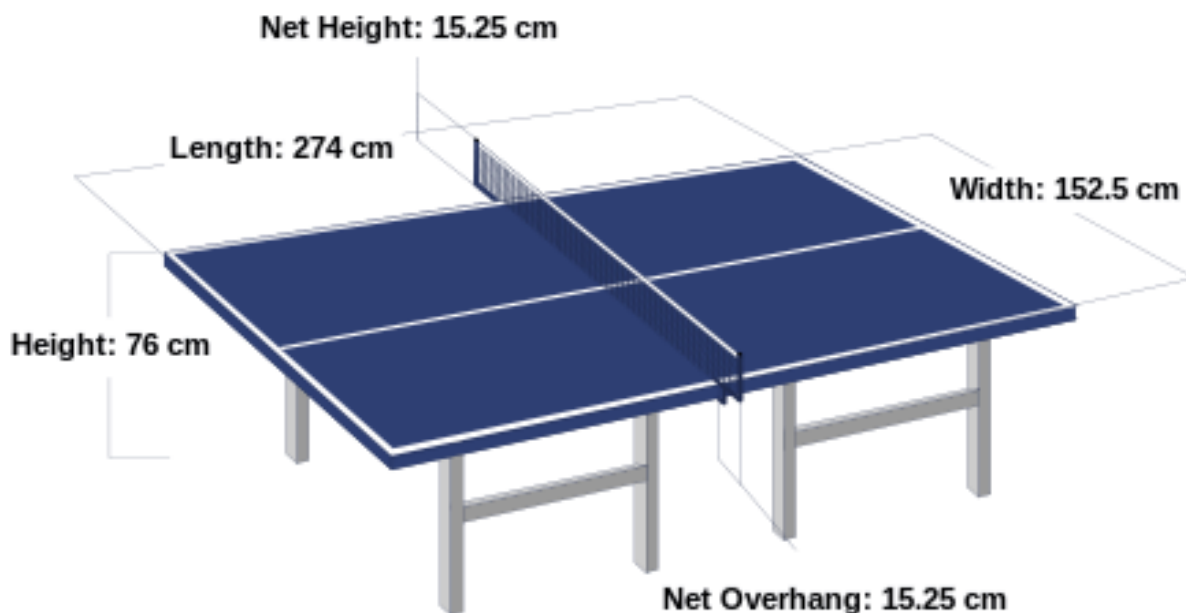


**Table Tennis:** These are the minimum size dimensions you'll need for the playing area (this means the area required for one table tennis table), based on the standard of table tennis competition being played...

- International Events, World Championships & Olympic Games: 14m x 7m (46 feet x 23 feet)
- National tournaments: 12m x 6m (40 feet x 20 feet)
- National league / Representative matches: 10m x 5m (33 feet x 16 feet 6 inches)
- Local league / Local tournaments: 9m x 5m (30 feet x 16 feet 6 inches)
- Recreational play and coaching: 8.5m x 4.12m (28 feet x 13 feet 6 inches)

Of course, if you want to play table tennis at home, you could use any space that will accommodate a table tennis table (9 feet long and 5 feet wide - 2.74m x 1.525m).

However, any area smaller than the recommended size of 8.5m x 4.12m will mean that you'll be restricted in either the type of strokes you can use and/or your style of play.



## Tropical Freshwater Pool, with separate kids pool

Pools and water activities are the most important element of a family resort vacation, followed by spacious and potentially adjoining guest rooms

- Pools and water activities are the No. 1 resort touch point for parents and kids, followed by spacious (and potentially adjoining) guest rooms and a variety of dining options
- Kids' clubs are a highly valued resort amenity for families, as they allow kids to have fun and enjoy group activities while parents take advantage of some "me" time - key considerations for kids' club use are safety, flexibility and diverse programming
- While parents want to simply relax and create fond memories while vacationing, kids are most interested in fun pools and good food



## Water Sports

The eastern coastline along the Indian Ocean provides some great opportunities for Water Sports in Mozambique. This 1,000 km long coast provides some great diving, fishing, sailing and is visited by beach lovers. The Water Sports in Mozambique is both challenging and enthralling and is a good draw for water sports lovers of the world.

Those interested in scuba diving can visit Pemba which provides some spectacular diving for all levels. The area is ideal for some great scuba diving in Mozambique. There are introductory dives for the inexperienced ones and also the drift dives for the advanced divers. The advanced divers can visit the Lazarus Bank for once in a lifetime experience. One can go for the PADI courses at Pemba.

The Water Sports in Mozambique at Pemba have some sensational corals and are filled with tropical fish. There are different species of turtles, dolphins, the rare dugong and also the migrating humpback whales. There is good number of snorkeling sites at the bay at Ponto Saide Ali and near the main beaches. The coral can be seen in the shallow waters that make it easy for a crystal clear visibility. One can see the corals even from the surface. The water temperatures are mild making diving comfortable. One can also go for diving around the Quirimba islands, in Nacala and also with yacht charters.

Another Mozambique Water Sports place to visit is Quirimbas. It has been a popular diving place among the African coast for many years. This north Mozambique place has enticed many tourists and divers for its clear azure blue waters of the Indian Ocean. The remote islands and tropical seas provide some best snorkeling and scuba diving in the world. Here you can move around in the waters in a boat along with the guide helping you in the site area.

In Nacala, one gets the best bay diving in Mozambique in the huge bay of Nacala. The diving sites are within 30 minutes boat ride and has endless expanse of water bodies or pristine water with corals and reefs. The area is ideal for beginners to experience diving. From May to June every year one can see sunfish moving up from the deep water. Humpback whales can be seen moving around in the bay during August to October.





## Diving Center

Diving in Mozambique is very unique, a true adventure just getting there. Mozambique is a large country and we talk about diving in the middle section of Mozambique which entails, Inhambane & Tofu area for the **Mantas and Whalesharks**, again that season is October thru May.

Further north lie the Bazaruto and Quirimbas Archipelago's. If luxury is on your mind for a stunning getaway with amazing beachfront accommodation, white sand, azure blue water, gourmet dining and romance, then north you go, the diving is not the main focus here, but who cares

Mozambique offers some of the best unspoiled diving in the world. The main sites include Barra Reef which also offers excellent fish viewing opportunities for snorkelers. The Bazaruto Archipelago is home to hundreds of species of colorful fish as well as humpback whales, marine turtles, spinner, humpback and bottlenose dolphins, large game fish like marlins and barracudas and the endangered dugong.





## Mozambique Dive Sites

### Ponta Do Ouro (Point of Gold)

is 15km away from the South African border The recent floods and thirty years of civil war has left Southern Mozambique with only the most basic infrastructure. Here you can enjoy miles of unspoilt white sand beaches, with lush coastal bush and sparkling blue sea. The biggest tagging programme of whalesharks operates from this area and they have the most sightings worldwide. October to March is the best time for whaleshark sightings. Sharks, dolphins, rays, manta rays and huge bass are regularly seen.

### Ponta Malongane

is situated in southern Mozambique 15 kms north of the South African border at Kosi Bay. Accommodation is varied and set under shady trees. Enjoy clear starry night skies, friendly people and wonderful seafood.

You can enjoy sunny days and kilometres of deserted beach. The dive camp at Malongane lies nestled in the coastal bush, just a few metres away from the launch site. From here the dive-boats launch from the beach, through the surf.

The coral reefs are not that well known and range from 10m to 30m deep, with visibility on average round about 40m.

The reefs are dotted with caves and gullies,with a suprising variety of colour, plenty of scorpion fish, tropical fish, dolphins, sharks, turtles, and whale sharks.

### Ponta Mamoli

is a short distance up the coast from Ponta Malongane. It is a quieter less developed resort spot than Malongane.

Ponta Mamoli Resort is a secluded holiday destination in the southern Mozambique context and is located only 25 kilometres from the Kosi Bay border post. Whether it is diving on exclusive reefs, deep-sea fishing, horse riding, snorkelling and splendid beach meanders or just lazing by our sparkling pool, this is the place to be.

### Inhaca Island

This island lies 24kms across the bay from Maputo and is about 40 square kilometres in size.It is named after chief Inyaka who gave some shipwrecked Portuguese sailor explorers refuge in the early 1500 s. A few thousand years ago this island was connected to the mainland but eventually the forces of nature opened a channel between Ponta Torres and Santa Maria on the mainland.

## Diving information

**Water temperature:** The Mozambique Current runs off the coast and temperatures are generally between 22°C in winter and 27°C in summer. A 3mm-5mm wetsuit is more than adequate.

**Visibility:** There are no major rivers entering the sea in this vicinity so visibility is from 25 - 40 metres.

**Type of diving:** Reef diving.

**Marine life:** Barracuda, dolphins, lionfish, manta rays, scorpionfish, a variety of sharks, turtles, whale sharks, and loads of other reef fish

**Best times to go:** June to September is the time to see migrating humpback whales. Whale sharks can be seen during most of the year but the best time to see them is from October to March.



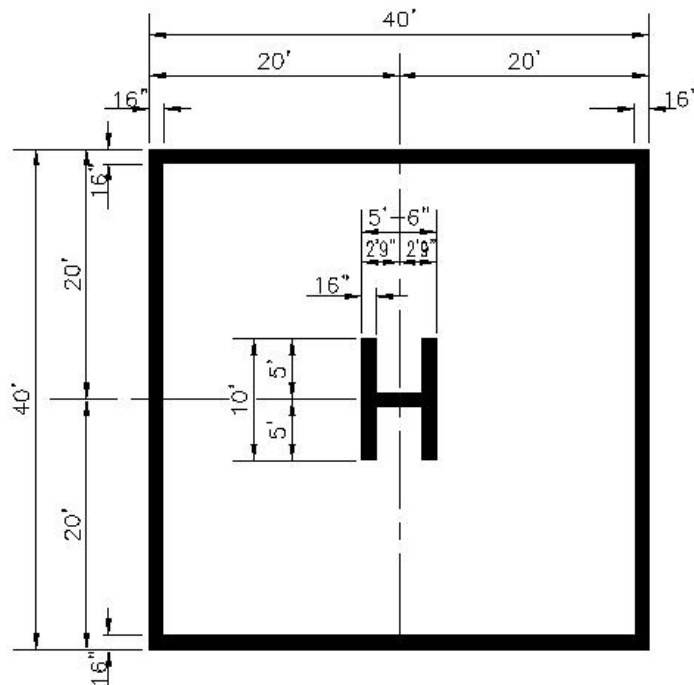
## Helipad at Resort

### 1. landing area required for the helipad and its location

The size of the helicopter's primary approach area, departure area, landing area, and the obstructions must be taken into consideration before determining the location. The AirLIFE helicopter must have a landing area of 100' x 100'. The takeoff and approach areas should also be 100' x 100' and clear of all obstructions.

### 2. The size of the helipad surface be, and weight supported

The ideal size of the helipad surface should be 50' x 50', but can be as small as 40' x 40'. The landing surface should be able to support the helicopter at its maximum gross weight of 9,300 lbs.



### 3. kind of markers and markings should be on the helipad

Suggestions for the markers and markings can be found in the FAA publication titled "Heliport Design, Advisory Circular 150/5390-2B" on page 64, paragraph 309. The advisory circular is a good guideline and only makes recommendations. The advisory Circular is not regulatory. A good suggestion is to paint your community or hospital name on the pad so the helicopter crews know they are at the right place when they are landing.

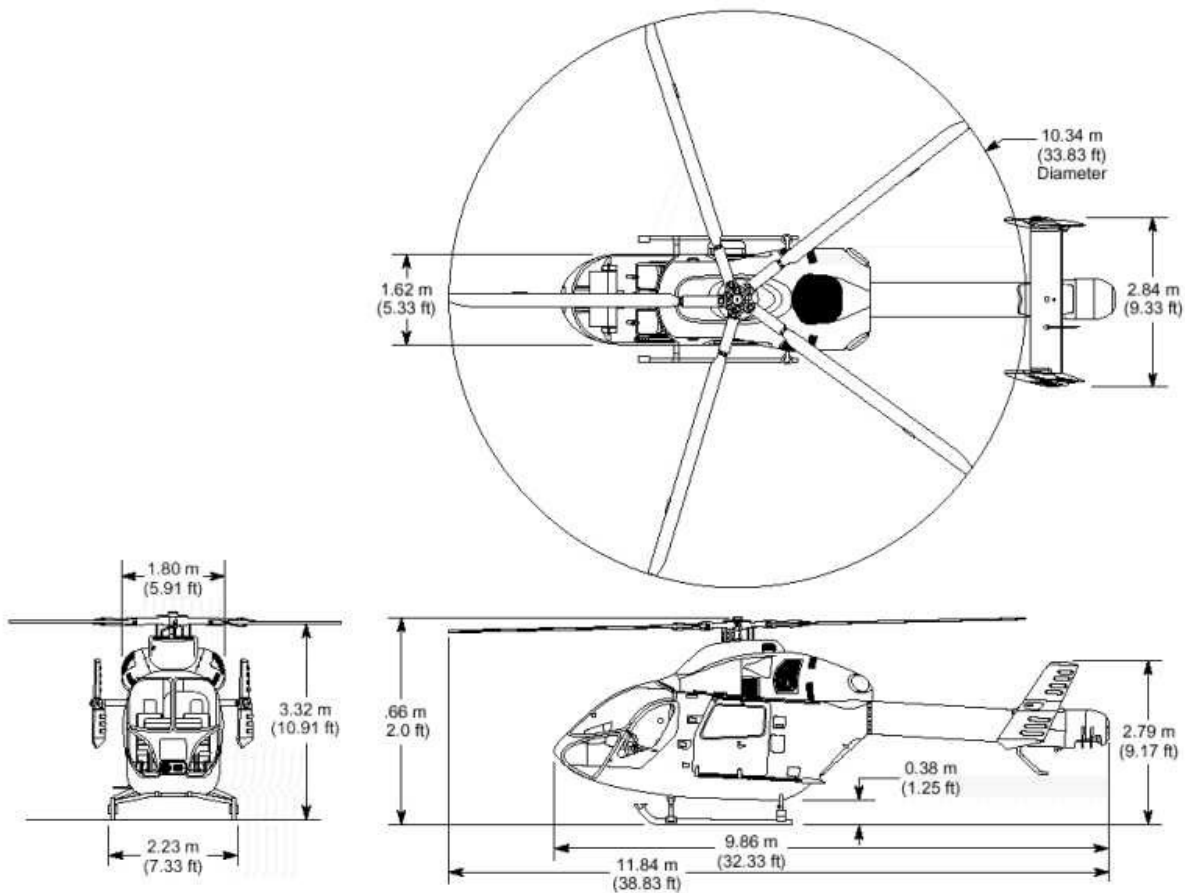
### 4. kind of lighting should the helipad have for night missions

Permanent helipad lighting is not required for AirLIFE to land, but some source of lighting must be provided; i.e., vehicle headlights. Lighting the helipad may be difficult at some locations that are not co-located with a municipal or hospital building. We have found RED lights to be the most helpful in our locating the helipad during day or night operations.

## 5. What should be taken into consideration regarding obstructions to the helicopter

The most dangerous modes of flight for a helicopter are the takeoff and the landing phases. Obstructions such as wires, antenna poles, fences, and buildings are some of the worst hazards for the helicopter. Marking or removing these hazards is a very important factor to take into consideration when building the helipad.

Completely removing the obstruction is the best solution. If removal is out of the question, then marking the obstruction so it is clearly visible both day and night is the next best step. This can be accomplished by hanging orange balls on the wires, painting the poles or antennas, or putting a red light on top of the hazard.





## Hippodrome

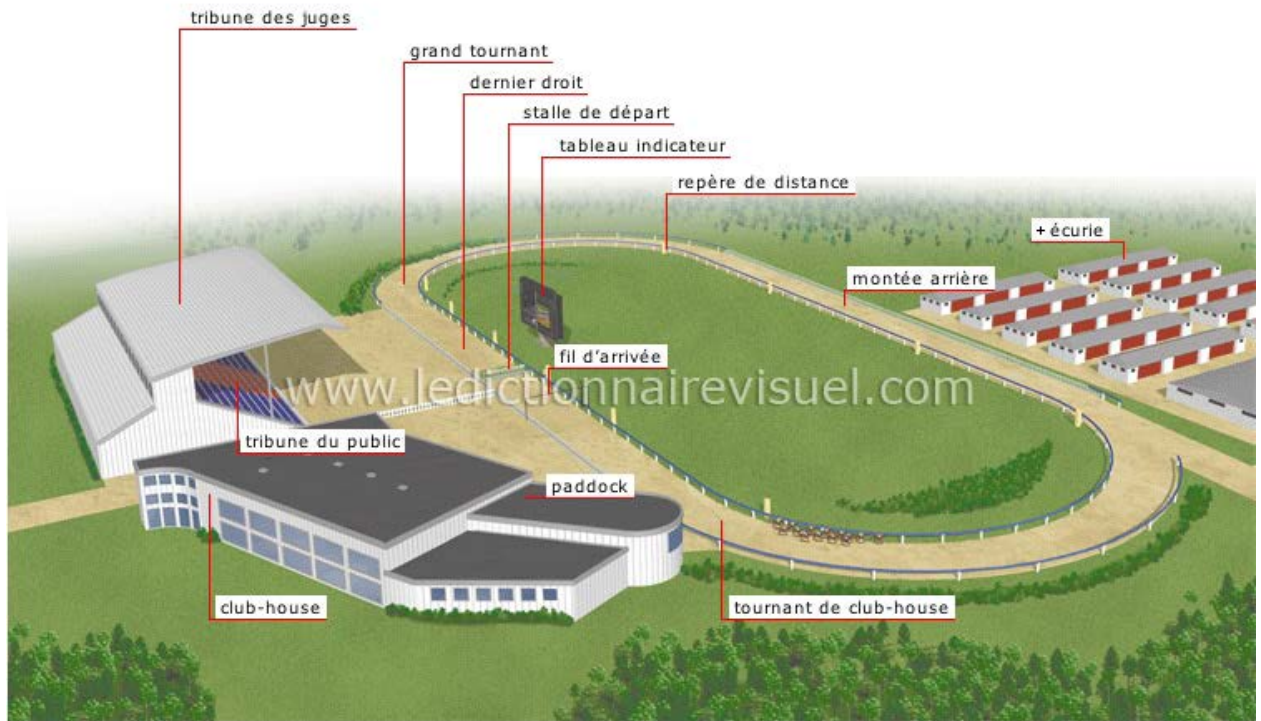
Experience a unique horse riding holiday off the East African coast of Mozambique by the glamorous Indian Ocean. Riding packages tailor made to suit novice, nervous, intermediate and experienced riders. Magnificent, loving, home bred and well trained horses living in a secluded, natural environment in Pequenos Libombos



Moonlight riding, horse swimming in the ocean or in a fresh water lagoon all possible. Other activities include Whale watching (seasonal), snorkeling by 19th century shipwreck, wildlife and bird watching.

Depending on preference and ability hacks can take you through beautiful farmlands with friendly African rural life at its best. You will see unspoilt bush land with enormous rare trees and with a bit of luck some indigenous wildlife and beautiful birds. The beach rides are most enjoyable when done at low tide. During the hot season rides are best done early morning and late afternoon.





## Chapter Twelve: Famous Resorts and Spas in Africa

1. **Azanzi Beach Hotel** - Zanzibar, , Tanzania
2. **Birkenhead House** - Western Cape, Hermanus, South Africa
3. **Dugong Beach Lodge** - Vilanculos Coastal Wildlife Sanctuary, , Mozambique
4. **Hemingways Resort SLH** - Watamu, , Kenya
5. **Kinondo Kwetu** - Mombasa South, Diani, Galu Beach, , Kenya
6. **Lake Kivu Serena Hotel** - Lake Kivu, Gisenyi, , Rwanda
7. **Maia Luxury Resort & Spa** - Mahe, , Seychelles
8. **Massinga Beach** - Inhambane, Massinga, , Mozambique



## Famous Resorts and Spas in Africa

### Azanzi Beach Hotel - Zanzibar, , Tanzania

Welcome to Azanzi Beach Hotel The hotel is situated on the North Eastern coast of Zanzibar, and approximately 45 minutes from the airport in Stonetown. Azanzi is a luxury boutique beach hotel which boasts 35 rooms comprising of 8 suites, 12 luxury suites, 9 villas, and 6 deluxe villas.



### Birkenhead House - Western Cape, Hermanus, South Africa

Its cliff top position affords Birkenhead House stunning ocean views and easy beach access. Opulent contemporary style is found in eleven luxurious suites. Visit the spa, pool or gym.





## Dugong Beach Lodge - Vilanculos Coastal Wildlife Sanctuary, , Mozambique

Dugong Beach Lodge is situated on the East-African Seaboard, on the coast of Mozambique within the boundaries of the Vilanculos Coastal Wildlife Sanctuary; the first privately-managed Specially Protected National Park in Mozambique.



## Hemingways Resort SLH - Watamu, , Kenya

This Indian Ocean beach resort is everyone's favourite. Our guests just keep coming back for more. Maybe it's the location - right in the middle of the pristine white sand beach of Watamu; perhaps it's the big game fishing - one of the top destinations in the world for this sport; or maybe it's the fantastic personal service and sincere charm of this established hotel that has come to represent Kenyan coastal luxury to so many families and couples over the years.



## Kinondo Kwetu - Mombasa South, Diani, Galu Beach, , Kenya

For the ultimate beach holiday or safari extension, spend a few relaxing days at Kinondo Kwetu on Kenya's magnificent South Coast. Guests can enjoy candlelit dinners under a canopy of stars, horse riding on the beach or in the surrounding sacred forests, take golf, yoga, scuba diving or kite surfing lessons, or set off on adventurous whale sharks and humpback whale boat excursions.



## Lake Kivu Serena Hotel - Lake Kivu, Gisenyi, , Rwanda

Luxury beach resort with swimming pool, gym tennis. Located on Lake Kivu, Gisenyi, Rwanda.





## Maia Luxury Resort & Spa - Mahe , , Seychelles

Maia Luxury Resort & Spa is a true hedonist's hideaway transcending all levels of luxury. It is simply the most perfect place to escape from nowadays' frenetic lifestyles and reconnect with yourself in mind, body and soul. Each of the resort's spacious villas is positioned for the most breathtaking views while ensuring utmost privacy. With a personal butler attending to every villa individually.



## Massinga Beach - Inhambane, Massinga , , Mozambique

Massinga Beach sits above a stretch of endless, remarkably private, beach overlooking the azure Indian Ocean. Far from the madding crowd and offering barefoot luxury, the Lodge caters for romantics, divers; fishermen and families. May 2012: Awarded Certificate of Excellence by TripAdvisor



## Chapter Thirteen: Similar Projects in Mozambique

### 1. Tofo Beach Accommodation

- a. Beaches

### 2. Kind of Cottages

- a. Casa Christine
- b. Casa Derika
- c. Casa Isabel

### 3. Activities

- a. Diving
- b. Fishing
- c. Surfing
- d. Bird-watching
- e. Curio Shopping
- f. Other Activity



## Tofo Beach Accommodation

About 17 km east of Inhambane is where Bar Babalaza marks the crossroads to Tofo and Barra. Tofo is a small beach town, with a hotel and other accommodation, a lovely open beach, nice reefs for fishing and snorkeling, spazas, beach bars and dive schools, where you can slow down your pace of life, do nothing, relax and just leave your footprints. Tofo has been popular with Zimbabweans and South Africans since before the war and Tofo has now also become a firm favourite on the international backpacking trail and offers a variety of accommodation and places to eat and drink. Tofinho, less than a kilometre south, is situated on a more exposed and rocky headland and the waves at Tofinho are known for very good surfing. The headland is also a favourite spot for fishermen when a high tide covers the shelf, allowing casting for the plentiful kingfish into the deep waters beyond. Tofinho is also the site of the Frelimo Monument to Fallen Heroes, near to where unfortunate victims of the colonial period were thrown into a sea cave, to be drowned by the rising tide. A spectacular blow hole near the tip of the point can give a raw display of power, when there is a large swell running.

## Beaches

The shores of Inhambane are blessed with numerous world-class beaches. Many are palm-fringed, with wide expanses of powdery, white sand, washed by the warm blue waters of the Indian Ocean. Featuring broad bays, sheltered lagoons, rocky headlands and wide deserted expanses, they are a sunbathers' dream, created for relaxation. Some of the best-known are in close proximity to the city of Inhambane.



## Kind of Cottages

### Casa Christine

Casa Christine enjoys Tofinho's prime spot. Located right at Tofinho's main beach it takes less than 80 yards to experience the hot waters of the Mozambique Channel. The cottage is ideal for a large family. The verandah offers spectacular views and frequent sightings of dolphins and whales. Casa Christine is just far enough from the hustle-and-bustle of Tofo's main beach, but still within walking distance, either by road (some 1,5 km.) or a 30 minute stroll along the beach. Casa Christine sleeps 7 and offers guests a 2-bedroom cottage with a loft and the basic self catering facilities, including:

Main bedroom with a double bed (sleeps 2)

Second bedroom with 2 single beds (sleeps 2)

A loft with single beds (ideally for the children) (sleeps 3)

Mosquito nets on all the beds and linen

A large covered veranda overlooking the ocean

A kitchen with the basic facilities for self-catering, including a hotplate, fridge and separate freezer

Cutlery and Crockery to accommodate 7 guests

A shower, toilet and basin

A pantry

A safe for all your valuables

An outside braai



The cottage is serviced with municipal 220 volt electricity with standard 3 point plugs and borehole water supply. However, during peak season times, the electricity supply cannot match Tofo's demand and periodic power cuts are experienced. The cottage is served by a house-cleaner during day-time ..... no need for mom to make the beds, sweep the floors, or wash the dishes. During night time a guard is keeping an eye out so that your privacy and security are not compromised. The house cleaner can arrange someone to wash your clothes at a modest fee. Casa Christine is unique in that it was hand build during the late 1990's. All the bricks and window frames were hand made on site without power tools. Even the roofing was made from local materials. The cottage is a show piece of the local construction skills.

## Casa Derika

Casa Derika enjoys Tofo's prime spot. Located right on the main beach it takes less than 50 yards to experience the hot waters of the Mozambique Channel. The cottage offers basic facilities for a small family. Mom and Dad can sit on the verandah and keep an eye on the children playing on the beach. For teens, the cottage is also ideally located and a stone's throw from their places of interest, e.g. beach bars and curios.

Casa Derika sleeps max 5 and offers guests a 2-bedroom cottage with the basic rustic styled self-catering facilities, including:

- Main bedroom with 2 beds (sleeps 2)
- Second bedroom with 1 bunk bed and 1 single bed (sleeps 3)
- Mosquito nets and linen in both rooms
- An enclosed veranda overlooking Tofo's main beach
- A kitchenette with the basic facilities for self-catering, including a hotplate, fridge and separate freezer
- Cutlery and Crockery to accommodate 5 guests
- A small bathroom with a shower, toilet and basin
- A braai in front of the cottage
- Safe for your valuables
- Standard 3 point plugs



The cottage is serviced with municipal 220 volt electricity and water supply (we do not recommend it for drinking). Water can be collected from Casa Christine or Casa Isabel, which have borehole water supply. During peak season times (Christmas to New Year), the supply cannot match Tofo's demand and periodic power and water cuts are experienced. The cottage is served by a house-cleaner during day-time ..... no need for mom to make the beds, sweep the floors, or wash the dishes. During night time (22:00 to 06:00) a guard is keeping an eye, out so that your privacy and security are not compromised. The house cleaner can arrange someone to wash your clothes at a modest fee. Casa Derika dates back to the pre-war colonial period (early 1960's) during which a row of approximately 10 look-alike cottages was built by a Portuguese gentleman with the name of Mr. Poletta, right on the main beach at Tofo. Some of these cottages survived the period of war and was rehabilitated to their original state. Casa Derika, being one of them is located right in the middle.

Access to the cottage by motor vehicle was recently destroyed by cyclones. Your motor vehicle needs to be parked some 50 meters from the cottage. The night guard also keeps an eye on your car.

## Casa Isabel

Casa Isabel is located beach front, mid-way between Tofo's main beach and Tofinho's surfing beach. The cottage is ideal for a medium sized family. The verandas offer spectacular sea views and frequent sightings of dolphins and whales. Casa Isabel sleeps 6 and offers guests a 2-bedroom cottage with the basic self catering facilities, including:

- Main bedroom with a double bed (sleeps 2)
- Up-stairs loft with 4 single beds (sleeps 4)
- Mosquito nets and linen on all the beds
- 2 large covered verandas, overlooking the ocean
- Dining space with table and chairs
- Large living area inside the house, NO TV and aircondition
- A kitchen with the basic facilities for self-catering, including a hotplate, fridge, separate freezer and pantry
- Cutlery and crockery to accommodate 6 guests
- A shower, toilet and basin
- A safe to keep your valuables
- Standard SA 3 point plugs
- An outside braai



The cottage is serviced with municipal 220 volt electricity and borehole water supply. During peak season times, the electricity supply cannot match Tofo's demand and periodic power cuts are experienced. The cottage is served by a house-cleaner during day-time... no need for mom to make the beds, sweep the floors, or wash the dishes. During night time (22:00 to 06:00) a guard is keeping an eye out so that your privacy and security are not compromised. The house cleaner can arrange for someone to wash your clothes at a modest fee.



## Activities

### Diving

The warm, clear waters and abundance of sea life that inhabit the coral reefs make this area a paradise for divers. Snorkeling and scuba diving are the best-developed activities and spear fishing is also catered for. Following Tofo, some of the better-known mainland spots are Paindane, Jangamo, and Barra, as well as Morrungulo and Pomene further north. The world famous Manta Reef is close by Tofo. This stretch of coastline offers the ultimate drive and dive experience. The turquoise waters hold a vast number of game and tropical fish species as well as a variety of beautiful corals and rare marine creatures including dugongs, whale sharks, and turtles.

Conditions compare favorably with those of the Caribbean or Great Barrier Reef but are far less crowded and not nearly as commercialized. Water temperatures range from 24°C (in mid-winter) to 31°C. Visibility is generally between 5 and 35 meters with 15 meters being the year-round average. Gin-clear conditions occur frequently, both along the coast and around the islands. Most lodges hire snorkeling equipment and arrange diving excursions. The more up-market resorts offer courses ranging from Resort and Open Water to Advanced Diver. Many also have their own dive shops where a full range of equipment can be hired or bought. Diversity Scuba located in Tofo town centre is recommendable.



## Fishing

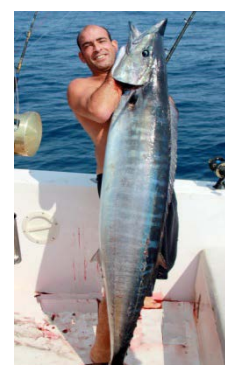
The Mozambique coastline is renowned for its offshore game fishing and Tofo is at the heart of the action. The pristine, blue waters abound with king mackerel (baracouta), dorado, wahoo, various species of kingfish, bonito and yellow-fin tuna. The sailfish season peaks from June to August. Boats can be launched or chartered from Tofo beach. Summer is the best time if it is marlin you are after. Catch and release of all fish that will not form part of the evening meal is encouraged as is protection of all other natural resources and the environment.

Launch sites are carefully designated and vehicle access to beaches is strictly controlled. Angling from the shore can also be most productive. Small kingfish (2 to 3 kg) can be found from the rocks off Tofinho, particularly towards high tide, and at deep water spots anything can happen (Adrie Prinsloo of Glassfit Witbank holds the Tofo record of 48 kg for a Kingfish caught off the rocks at Tofinho). Kingfish, stump nose and pompano are taken from the sandy beaches between Tofo and Tofinho. Salt water fly fishing is becoming increasingly popular, particularly off the sandbars at Tofo point.



## Fishing Regulations

A permit is required for launching boats. A spear fishing license must be obtained from the Ministry of Industry, Commerce and Tourism in Maputo. Fish may not be sold for commercial purposes and there are limits (6kg, but not more than 4kg of a particular species) to what bona fide fishermen and spear fishermen can take out of the country.



## Surfing

The Inhambane coastline has all the makings of a world class surfing destination, with an ideal mix of warm water, consistent swells and sandy headlands. In the south of the province Quissico has a hollow reef break but access is rather difficult. Jangamo Beach (also known as Guinjata Bay) has a crescent-shaped bay with a reef off the tip and under the correct conditions right-handers peel all the way to the shore.

Neighboring Coconut Bay features a splitting peak in the shorebreak, the left-hander working during light south westerly winds. There are a wide variety of spots in the vicinity of Tofo, working in a range of wind and swell conditions, with the sand point at Tofo beach point being ideal for beginners and long-boarders.

However, it's the waves around the corner at Tofinho that draw the serious surfers. A shallow reef ledge skirts the sandstone headland and at low tide advanced surfers who can handle the steep take-off have the chance of getting the ride of a lifetime. Tofinho, less than a kilometer south of Tofo, is situated on a more exposed and rocky headland and is known for its stiff currents and a shallow rock shelf make it a place for advanced riders only.





## Bird-watching

Inhambane Province, with its great variety of habitats, is home to over 500 species of birds. The area around Inhambane Bay, particularly the various mud flats and the extensive mangrove swamps, is popular with bird-watchers.

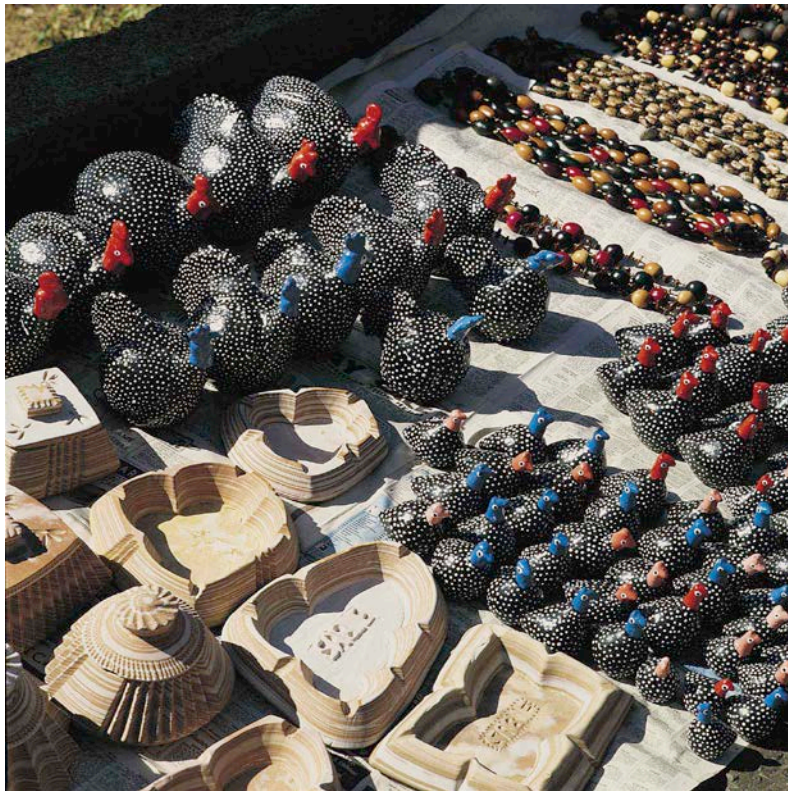
There is a resident population of about 250 greater flamingos and on the outgoing tide whimbrels, turnstones and many other waders work the mud flats. The mangroves near Barra are home to egrets, purple-banded sunbirds and mangrove kingfishers. The stretches of dune forest that remain along the coast harbor the lilac-breasted roller, Burchell's coucal and grey and olive sunbirds. Ospreys, fish eagles, olive bee-eaters, narina trojans, flamingos and numerous seabirds and waders are a common sight. A highlight for avid bird-watchers is a sighting of the crab plover, a visitor from September to April.





## Curio Shopping

An array of value-for-money curios are sold at various roadside stalls, general dealers and markets throughout Inhambane. Colorful cloths called *capulanas*, worn by women around their waists, but with many other uses, are very popular with tourists as are grass mats, batik prints, wood carvings, baskets, traditional ceramics, sculptures and items carved from semi-precious stones. Always test ebony wood carvings by smelling for shoe polish or dye, or by rubbing with a damp finger. On route to Inhambane, at Quissico and Inharrime, bows and arrows, *timbilas* (a local form of xylophone) and other *Chitende* musical instruments is an added attraction. A wide selection of curios is peddled at the main markets in Inhambane and Tofo. Items are generally priced modestly and make excellent souvenirs.



## Other Activity

Dhow trips are an added adventure although you should always allow for the impact of tides and winds on your timetable. Parasailing, windsurfing, paddle-skiing, kayaking and quad biking are also available in and around Tofo, as are escorted excursions into the towns and rural settlements. 4x4 trails and trips to nearby Paindane, Praia da Rosch and Jangamo Bay can be arranged.

## Chapter Thirteen: Resort SWOT Analysis

1. Strengths
2. Weaknesses
3. Opportunities
4. Threats

## Strengths

- Most of the employee can communicate with 4 languages, Portuguese, English, and French and Arabic.
- Has own helipad and transportation in carrying the tourists.
- Have more than 100 rooms, that capable to accommodate the great number of tourists.
- Has best beach view in Pequeunos Libombos.
- They owned the Le Premier, as a hyper market.
- It also has many different recreation activities such as spa, massage, banana boats, and also swimming pool.
- Has their own medical clinic
- Provide the ballroom with 200 seats capacity.

## Weaknesses

- Close at particular time within a year, depends on the weather condition in Maputo
- During the peak of season (holidays), the resort would be too crowded and customers would feel agitated.

## Opportunities

- The growth of the country's low-cost airline industry will encourage competition and increase outbound and domestically generated tourism. AirAsia X, a long-haul operator, could revolutionise low-cost air travel across the region..
- can build the private port for their boat and buses to carry their tourist from and to the Island, to avoid moving their customers from a small ports that not convenience for tourists. Besides lesser number of tourists.
- Internet Marketing, using social networks and also tourism websites.
- Expand the market into Africa, such as South Africa. Zimbabwe..
- Give chance to the Mozambique to become one of the international resort countries worldwide, which will increase the percentage of tourists

## Threats

- The increasing of the competitor within Seychelles and from international in beach resorts.
- The competitors in the tourism part in Seychelles are quiet high, as there are many of other famous tourism location within Seychelles. The international competitor in beach resort tourism can be from Phuket (Thailand), Bora bora, Bali, Maldives, Philipines, and other more. All of these tourism locations are competing in grab the costumer by investing a lot in advertising their resorts.
- Cheaper technology
- Economic slowdown and price wars
- Exchange rate fluctuations
- Lower cost competitors and Maturing categories, products, or services