



Zambia Tourism Agency



Strategic Plan (2022 – 2026)

Theme:

Repositioning ZTA for Sustainable Growth and Memorable Experiences

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LIST OF ABBREVIATIONS AND ACRONYMS

BSC	Balanced Scorecard	SME	Subject Matter Expert
CEO	Chief Executive Officer	SO	Strategic Objective
COMESA	Common Market for Eastern and Southern Africa		
CP	Cooperating Partners	SOP	Standard Operating Procedure
CPD	Continuous Professional Development	SP	Strategic Plan
CSAT	Customer Satisfaction Score	SPAM	Stakeholder Participation Analysis Matrix
DF	Director Finance	SR	Strategic Result
DLS	Director Regulation	SWOT	Strengths, Weaknesses, Opportunities and Threats
EAC	East African Community	TWG	Technical Working Group
FDI	Foreign Direct Investment	ZACCI	Zambia Chamber of Commerce and Industry
GRZ	Government of the Republic of Zambia	ZFE	Zambia Federation of Employers
HRA	Human Resource and Administration	ZRA	Zambia Revenue Authority
ICT	Information, Communication and Technology	ZSIC	Zambia State Insurance Corporation
IMF	International Monetary Fund	ZTA	Zambia Tourism Agency
KPI	Key Performance Indicators	8NDP	Eighth National Development Plan
MoH	Ministry of Health		
M&E	Monitoring & Evaluation		
PESTEL	Political, Economic, Social, Technological, Environment (Physical) and Legal		
PR	Public Relations		
QAA	Quality Assurance and Accreditation		
RETOSA	Regional Tourism Organization for Southern Africa		
SADC	Southern African Development Community		
SDG	Sustainable Development Goal		
SDT	Service Delivery Target		
SEC	Strategy Execution Committee		
SI	Statutory Instrument		

Preface

COVID-19 resulted in a global economic recession. The World tourism industry suffered more than any other sector. Challenges common to a full economic recovery in travel are formidable. Today, tourism has become one of the major players in global trade and commerce, and it is an important source of livelihood for many countries. This business growth in tourism products goes hand in hand with increased efforts at diversification and enhanced opportunities among competing tourism destinations.



Mr. Daniel Brink - Chairperson

It is, therefore, important to develop a strategic plan that helps optimize the full potential in tourism as an engine and a catalyst for economic development and growth. The sector thrives on signature opportunities arising from the establishment of a conducive governance environment, regional co-operation, customer focus and stakeholder participation.

As a programme implementation tool for the Zambia Tourism Agency, this Five-Year Strategic Plan (2022-2026), will guide the growth of the tourism sector in Zambia. The success of its implementation is counted on the collaboration and effective partnership with various players, development partners, public and private alike.

I take this opportunity to thank all stakeholders who contributed to the development of this document. Government - and through the Ministry of Tourism - has a renewed vigor to transform tourism into an engine of growth. Besides, this has come at a time when there is increased support from Government. The opportunity to build a new ZTA Strategic Plan at a time such as this gives us confidence that we shall achieve the growth projection of 1.5 million tourist arrivals in 2023.

I am, therefore, confident that through this well-crafted Strategic Plan and fully supported by an enabling policy and legal framework, ZTA will take off on a positive development trajectory. This position is further enhanced by the fact that the socio-economic environment in the country is at the most favourable time to leverage tempting attractions for both domestic and international tourists.

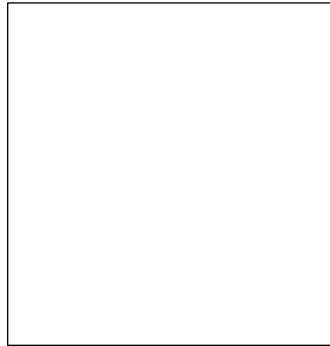
Government has demonstrated its commitment to increased tourist arrivals by providing visa waivers for strategic countries especially from source markets, with possible consideration for emerging markets. This development should translate into the country opening our skies and forge partnerships within the continent and globally for ease of access. Zambia has seen increased development of high-end conference venues and hotels and we hope to see many more being established. The success of tourism as a driver of sustainable development will, therefore, depend on policies and strategies for trade and investment that meet the sector's needs, and create an overall business environment that is conducive for growth.

Government has provided an enabling environment for more private sector participation and this has been demonstrated through the creation of the *Public Private Dialogue Forum (PPDF)*, a platform that serves as a critical link with industry players. This great initiative gives us impetus to explore new market opportunities to enhance and stimulate growth of the sector.

We need to remain innovative and make Zambia an attractive tourism destination by tapping into the potential of various attractions dotted across the Country. Further, we need to fully profile and aggressively market our rich tourism resources and attractions - ranging from the diverse wildlife, iconic Victoria Falls (one of the seven natural wonders of the world), inland beaches, historical and prehistoric monuments, diverse cultures, food, arts and crafts, and welcoming people, modern facilities to unique eco-lodges - coupled by other activities, such as conferences, sports and business tourism.

I am optimistic that the Strategic Plan will accelerate the development of the tourism sector in the immediate five years.

Daniel Brink
Board Chairperson



Mr. Chavunga Lungu
Chief Executive Officer

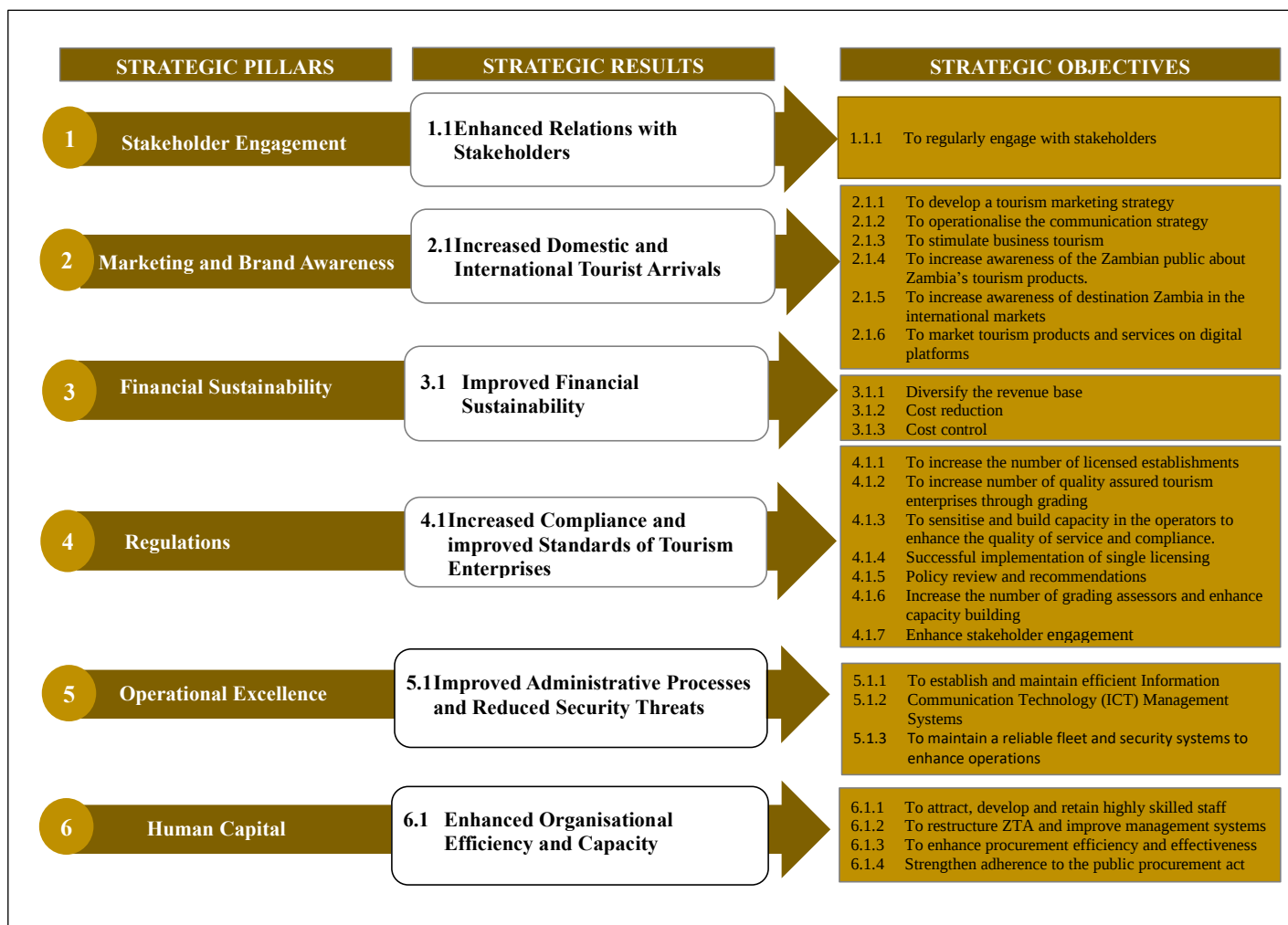
This strategic plan sets out the tone for the Zambia Tourism Agency (ZTA) and its vision to make Zambia a preferred and memorable tourism destination for the period 2022 to 2026. The mission is to market Zambia as a tourist destination of choice and enhance standards of the tourism industry to stimulate sustainable economic growth.

The strategy has been developed at a better time when the government has stressed the need to

promote tourism as a priority sector needed to grow the economy and transform people's lives and their livelihoods.

The document gives details of the Agency's vision, mission and core values to drive the mandates of tourism marketing and regulatory services as provided for in the *Tourism and Hospitality Act* No# 13 of 2015. The strategic process identified six strategic pillars namely; stakeholder engagement, marketing and brand awareness, financial sustainability, regulation, operational excellence and human capital with the theme of ***"Repositioning ZTA for Sustainable Growth and Memorable Experiences"***. For each of the pillars, clear strategic results and specific targets are highlighted including their respective strategic objectives, as presented in the diagram.

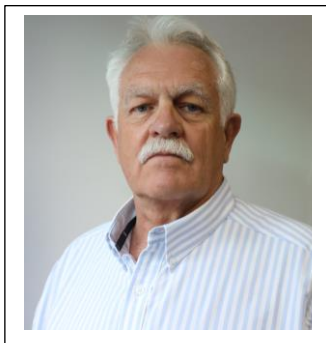
The planning process was not going to be successful without the involvement of various stakeholders. The Agency therefore wishes to thank both public and private sector contributors including the Ministry of Tourism, tourism operators and associations, the Board, cooperating partners and Staff of ZTA. The Agency appreciates the contributions made to the strategy development process.



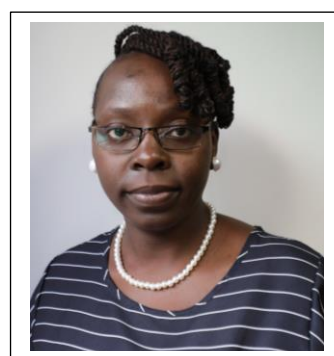
Chavunga Lungu
Chief Executive Officer



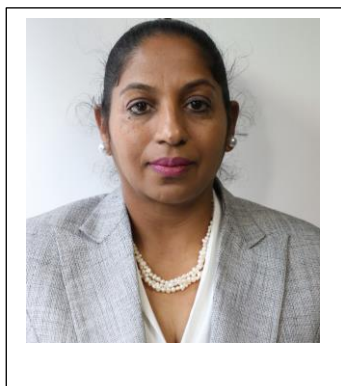
Ms. Lillian S Bwalya
Director Tourism, Ministry of Tourism
Board Member



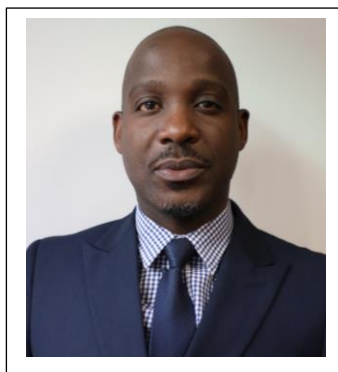
Mr. Daniel Brink
CEO, Livingstone Adventures Group of
Companies
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Dr. Lucy Nyundo
Marketing Research and Consultant,
Zambia Institute of Marketing
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Ms. Celin Meena Nair
Principal Legal Advisor, Ministry of Justice
Board Member



Mr. Andrew Mwinga
Assistant Director, Ministry of Local
Government & Rural Development
Board Member



Ms. Keira Langford Johnson
Commercial Director, Proflight Zambia
Board Member

PART A: Strategic Overview



The Zambia Tourism Agency (ZTA) Strategic Plan for the period 2022-2026 provides a new strategic direction and positions the Agency to spur tourism destination growth, develop, market and diversify tourism products to local and foreign tourist. These efforts strategically position Zambia as a preferred and memorable tourism destination of choice. The Strategic Plan (SP) further highlights the efforts ZTA is making to improve standards for Zambia's *travel and tourism* sector, to stimulate sustainable economic development in the next five (5) years. The SP comes on the backdrop of a review of ZTA's performance through the engagement of internal and external stakeholders across the previous SP from 2017 to 2021. This situational analysis was conducted to gain insights and perspectives of ZTA staff, management, customers, and key stakeholder-groups. The main objective of the review was to establish milestones for ZTA's balanced scorecard success in the new strategic planning period from 2022 to 2026.

The performance analysis of the SP (2017-2021) highlighted a number of achievements with a rating of fifty-nine (59) percent. This performance was attributed largely to an operations support environment that required significant improvements against the background of a less than optimal organizational structure and inadequate funding. However, the SP (2022-2026) plan has been developed to serve as a roadmap for Zambia's Tourism Development. The new SP puts ZTA in a strategic position to implement the plan on a fresh start. As a result, emerging strategies in the business environment will be met, and threats mitigated through planned annual and regular mid-term reviews.

The SP (2022-2026) has been developed through an extensive consultation with stakeholders using business analytical tools. The stakeholder consultation resulted in ZTA identifying a set of *strategic objectives* and *strategic results* anchored on achieving efficiency, effectiveness and business growth. The SP (2022-2026) plan has six strategic pillars, which include:

1. Stakeholder Engagement
2. Marketing and Brand Awareness
3. Regulation
4. Operational Excellence
5. Financial Sustainability
6. Human Capital.

The Zambia Tourism Agency's vision, mission and corporate values are:

Vision

Make Zambia a preferred and memorable tourism destination.

Mission

To market Zambia as a tourist destination of choice.

To enhance standards for the tourism industry to contribute to economic development.

Core Values

The core values are coined in the mnemonic **"PACE"**, that is **Pro-innovation, Adaptability, Customer centricity and Ethicality**.

To realize its *vision* and achieve its *mission*, the implementation of this strategy will hinge on six (6) strategic pillars as shown in Figure 1: The ZTA Strategy House.

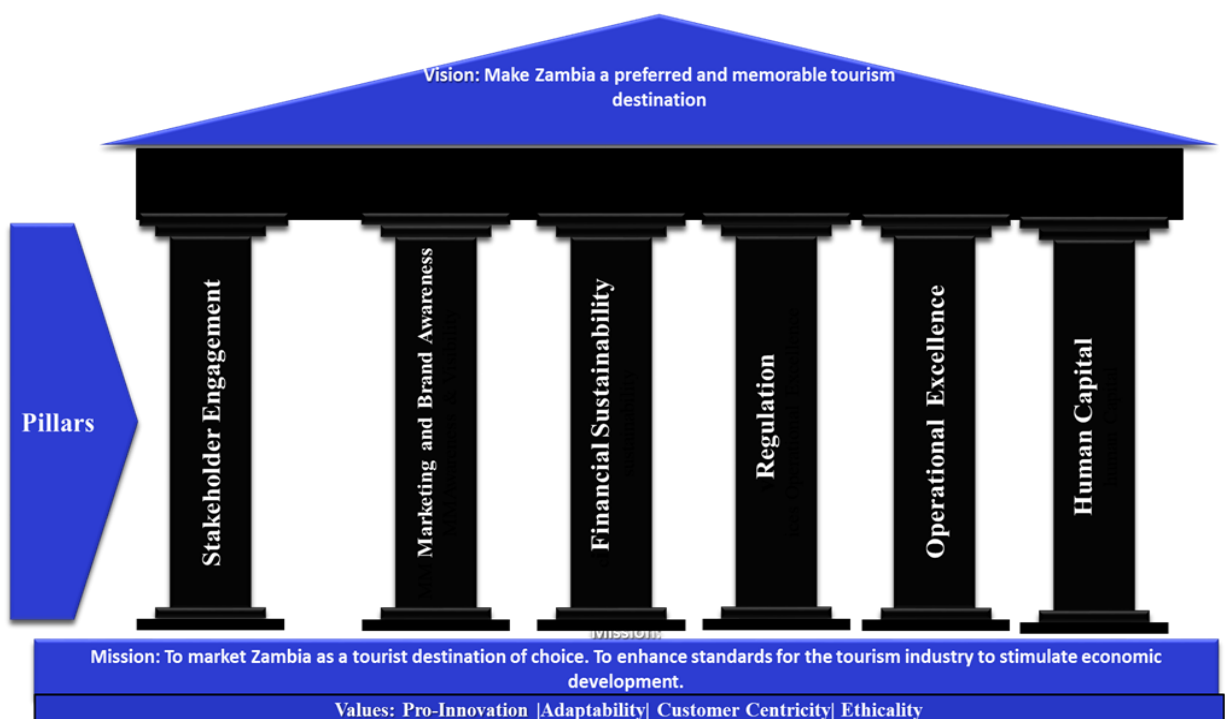


Figure:1 ZTA Strategy House

The 2022-2026 ZTA SP will be cascaded throughout the organization by ensuring the alignment of annual work plans to the Strategic Plan for optimal delivery of strategic business objectives. To meet its objectives, the implementation of the SP will include a robust bi-annual performance appraisal system, supported by a transparent employee reward and recognition process.

To assist in tracking the progress during the implementation of the Strategic Plan, an implementation matrix has been developed and included in annex 1. The implementation plan includes twenty-three (23) strategic objectives and one-hundred (100) initiatives to fully execute it. In implementing the SP (2022-2026), ZTA will ensure focus and the discipline of execution as shown in Figure 2.

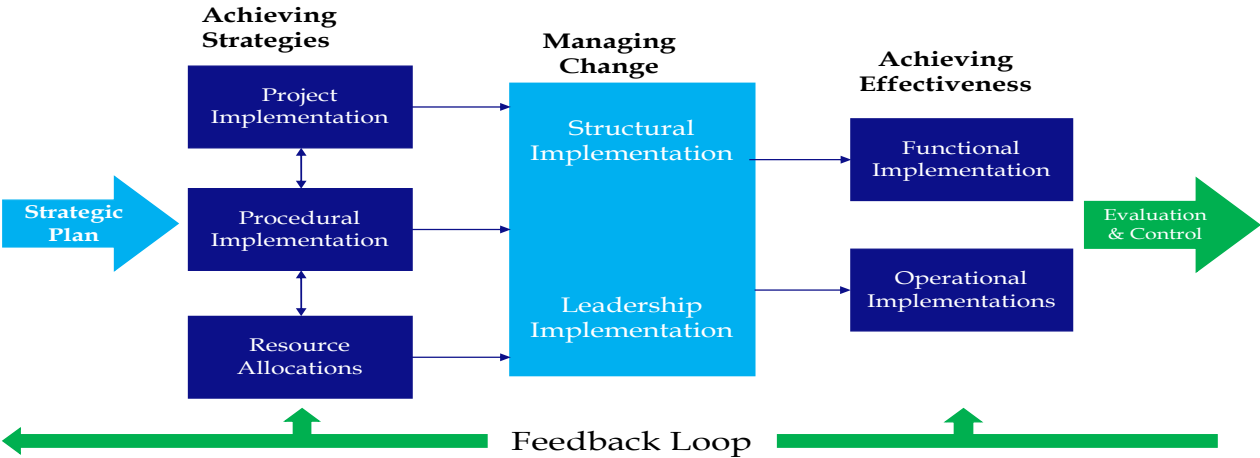


Figure2: Strategy Implementation Flow

The SP implementation necessitates financial, physical, and human resources. Based on the strategy crafted, a new organizational structure has emerged to support the new strategic direction the Agency will take.

Zambia Tourism Agency | Management Team



Ms Theresa Chuulu,
Director Licensing & Standards



Mr Chavunga Lungu,
Chief Executive Officer



Ms Charity A B Mwansa, Head Finance



Ms Doris Kofi,
Senior Marketing Manager



Ms Betty M Chabala,
Manager Corporate Communications Affairs



Ms Mwaka Mutelo,
Manager Licensing



Mr Frank Mtolo,
Manager Quality Assurance



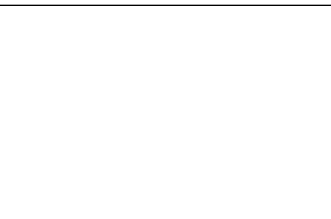
Mr Justine Mbanga,
Domestic Marketing Manager



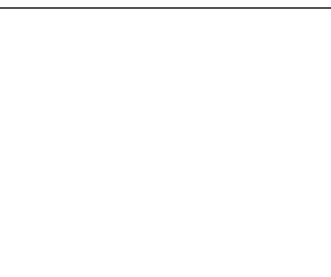
Ms Angela C Chikumbi,
Tourism Promotion Manager



Ms Ruth K Chibesa,
Tourism Promotion Manager



Mr Davies Silungwe,
Manager Human Resources & Admin.



Ms Jocelyn M Namula,
Tourism Promotion Manager

Introduction and Strategy Development

This *Chapter* describes the management functioning process, skills set applied in both the formulation and development of the 2022 - 2026 ZTA Strategic Plan.

1.1 Rationale of 2022 - 2026 ZTA Strategic Plan

The Plan sets out ZTA's strategic goals and actions for the period 2022-2026. It builds upon the achievements and lessons learnt from the 2017-2021 Strategic Plan. It also reflects key priorities of ZTA management and commitments to its stakeholders' interests captured during the strategic planning process and guides the implementation of its mandate. Tourism is amongst the top four key sectors of Zambia's economy earmarked to stimulate economic development. ZTA is determined to engage with stakeholders to increase both domestic and international tourist arrivals into the country. ZTA will ensure that compliant and quality assured tourism establishments are in place while improving administrative processes and reducing operational risks. This will lead to improved financial sustainability and enhanced organizational efficiency and capacity.

The Board and Management of the Agency embarked on an initiative to formulate and develop the 2022-2026 ZTA SP to guide the delivery of the Agency's corporate mandate. This Plan will serve as a roadmap for the realization of ZTA's vision and mission over the strategic plan period. The Agency's strategic plan comprises six different pillars: [1] Stakeholder Engagement; [2] Marketing and Brand Awareness; [3] Regulation; [4] Operational Excellence; [5] Financial Sustainability; and [6] Human Capital.

A Technical Working Group (TWG) consisting of Subject Matter Experts (SME's) from the Executive Committee and other management functions were appointed to support the strategy formulation process. The TWG worked with the Consultant to engage several stakeholders during the development of this strategic plan. A review was conducted on the following:

- a) concise mapping of ZTA's past performance and lessons learnt, current situation; strengths, weaknesses, opportunities, and threats (SWOT) analysis, operating (PESTEL) environment and stakeholder insights);

- b) institutional and policy environment.
- c) the strategic direction: Vision, Values, Mission and Strategic Results, Strategic Objectives, Strategic Initiatives, Key Performance Indicators, and Service Delivery Targets;
- d) evaluation of the Governance and Monitoring framework; and
- e) assessment of other critical issues that may have an impact on the Strategic Plan

To develop this strategic plan, various stakeholders were engaged and consulted in the formulation process. Stakeholders provided input on the future direction of ZTA. This feedback and learning platform formed part of the processes used to assist in screening issues affecting the tourism sector. The input from stakeholders is provided in section 3.7.

1.2 Summary Performance Analysis of SP (2017 – 2021)

A detailed performance review of the 2017-2021 ZTA SP was undertaken, and the results formed the basis for the 2022-2026 ZTA SP. The previous strategic plan set out priorities under five key areas of strategic focus. Each strategic focus area had various objectives which were set out for delivery. The table below shows the main operational focus areas used to project the overall performance of the institution over the five-year period and projected fifty-nine (59) percent success rate. The organizational performance along with challenges are detailed in Table 1:

Table 1: Performance Status Update

Strategic Objective		Performance Status Update	Performance Score in %	Colour Code
1	To effectively market and promote Zambia's tourism products in order to increase earnings from tourist arrivals	Overall implementation of the strategic plan was not fully effected owing primarily to; - Non release of allocated marketing budget - No research was conducted.	67	
2	To license and grade tourism and hospitality enterprises in order to promote and maintain quality standards for a more competitive destination	The Department has so far performed fairly well given the fact that the Department only received funding in 2018 and 2019. There was no budget allocation and funding for the Department in 2017, as a result staff recruitment and planned activities could not take place, save for licensing in 2017.	85	
3	To mobilise and manage ZTA financial resources optimally in order to achieve organisational objectives.	The performance of the objective was average as the department was under staffed. Urgent need to recruit the Business Development Manager, Monitoring and Evaluation specialist and Procurement Specialist.	57	
4	To effectively manage human resource and provide administrative support services in order to improve individual and organisational performance	The department needs more staff to be recruited as it is currently under staffed. Motivation schemes need to be developed. Continuous Professional Development (CPD) must be enhanced in order to ensure staff are on the cutting edge.	43	
5	To effectively plan, monitor and evaluate implementation of marketing and licensing programmes in order to facilitate decision making	The M & E unit remained vacant. This resulted in most of the strategies not being achieved.	45	
Overall average Performance Score			59	

KEY:

RED
< 50%

AMBER
≥ 50 < 74%

GREEN
≥ 75%

1.3 Lessons Learnt

ZTA's performance of fifty-nine (59) percent was good with room for improvement. The major setbacks identified included inadequate funding, understaffing, the COVID-19 pandemic, and lack of M&E. These had an adverse influence on the performance of the past strategic plan. Challenges, opportunities and lessons learnt from the short-comings of the previous strategic plan were considered and factored into the formulation and development of the 2022-2026 SP.

Institutional, Legal and Policy Framework

Chapter two highlights the Agency's operations which are governed by legislation and Government policies. These were critical in drafting the SP. Other documents include the Vision 2030, Eighth National Development Plan (8NDP) of 2022, Ministry of Tourism Strategic Plan 2022-2026, the Tourism and Hospitality Act No. 13 of 2015 and the Zambia Tourism Master Plan (ZTMP) of 2018 – 2038.

2.1 Institutional Framework

2.1.1 Mandate of ZTA

The Zambia Tourism Agency (ZTA) was established by the Tourism and Hospitality Parliamentary Act No. 13 of 2015 and is responsible for marketing and promoting Zambia as a tourism and travel destination of choice and to regulate the tourism industry sector. It is a successor institution to the Zambia Tourism Board (ZTB) whose functions were solely tourism marketing and promotion. The regulatory function of the ZTA differentiates it from the former ZTB.

ZTA's functions as stipulated by the Tourism and Hospitality Act No. 13 of 2015 are to market and promote Zambia as a tourist and travel destination, and to regulate the tourism industry sub-sector economy including the following:

- i. Promote domestic and international tourism;
- ii. Promote cultural tourism, eco-tourism, and nature tourism;
- iii. In liaison with the ministry responsible for tourism, collect, evaluate, and disseminate information relating to:
 - *Tourism markets and market potential;*
 - *Trends in tourist activities, expectations and needs; and*
 - *Competing tourism markets;*
- iv. Conduct market research into local and international tourism markets;
- v. Provide information on:
 - *Accommodation establishments, tourism destinations and facilities in Zambia; and*

- *Tourist attractions and tourism-related services available to tourists in Zambia*
- vi. Negotiate and enter into agreements or arrangements relating to tourism marketing and promotion or any other matter to enhance tourist traffic within and into Zambia;
- vii. Regulate, in liaison with relevant regulatory authorities and agencies, tourism-related services and activities as delegated in this act;
- viii. Increase the volume of and receipts from tourist arrivals.
- ix. Promote and increase tourist arrivals from non-traditional markets and grow domestic tourism;
- x. Establish visitor and information centres;
- xi. In collaboration with relevant regulatory agencies and bodies responsible for arts, heritage, and culture, encourage the development and preservation of Zambian arts and cultural values as a tourist attraction; and
- xii. Perform any other functions as are necessary or incidental to the performance of its functions under this act.

2.1.2 Ministry of Tourism

The Ministry of Tourism (MoT) oversees various statutory bodies which include ZTA. MoT is headed by the Minister who provides policy guidance on Tourism. The mandate of the Ministry is to develop, manage and coordinate the implementation of tourism policies and strategies that facilitate the activities of various players in the Tourism sector. The Minister of MoT is also responsible for the appointment of the ZTA Board.

2.1.3 Board

The Board of ZTA is appointed by the Minister of Tourism and comprises nominees representing the following institutions:

- a) one representative each from the Ministries responsible for;
 - i. tourism;
 - ii. finance;
 - iii. local government; and
 - iv. home affairs;
- b) a representative of the Attorney General;
- c) a representative of the Tourism Council of Zambia;
- d) a representative of the Zambia Institute of Marketing;
- e) a representative of the Zambia Environmental Management Agency;

- f) a representative of the Zambia Institute for Tourism and Hospitality Studies; and
- g) two persons from the private sector with experience and knowledge in tourism, arts and culture.

The Chairperson of the ZTA Board is appointed by the Minister responsible for Tourism from amongst the members who are not public officers. The Vice Chairperson is elected by the members of the Board from amongst themselves.

2.1.4 Board Committees

The Tourism and Hospitality Act No. 13 of 2015 permits the Board to appoint Committees. These Board Committees are to carry out critical functions of the Board. ZTA consists of four (4) standing committees;

1. Marketing
2. Licensing and Standards
3. Audit and Risk Management
4. Finance and Corporate Services.

The Committees comprise professionals who may not be Board members. It is, however, required that at least one (1) member of the Committee should be a member of the Board. The Committees make recommendations for action to the Board, ensuring that there is collective responsibility for decision-making.

2.1.5 Structure

ZTA is headed by the Chief Executive Officer (CEO) appointed by the Board. The CEO is entrusted with executive powers and coordinates the daily activities of the Agency. The CEO is responsible for the management and administration of the affairs of the Agency, implementation of the decisions of the Board and any other function assigned or delegated by the Board. The CEO is assisted by three (3) Directors; Finance, Marketing, Licensing and Standards.

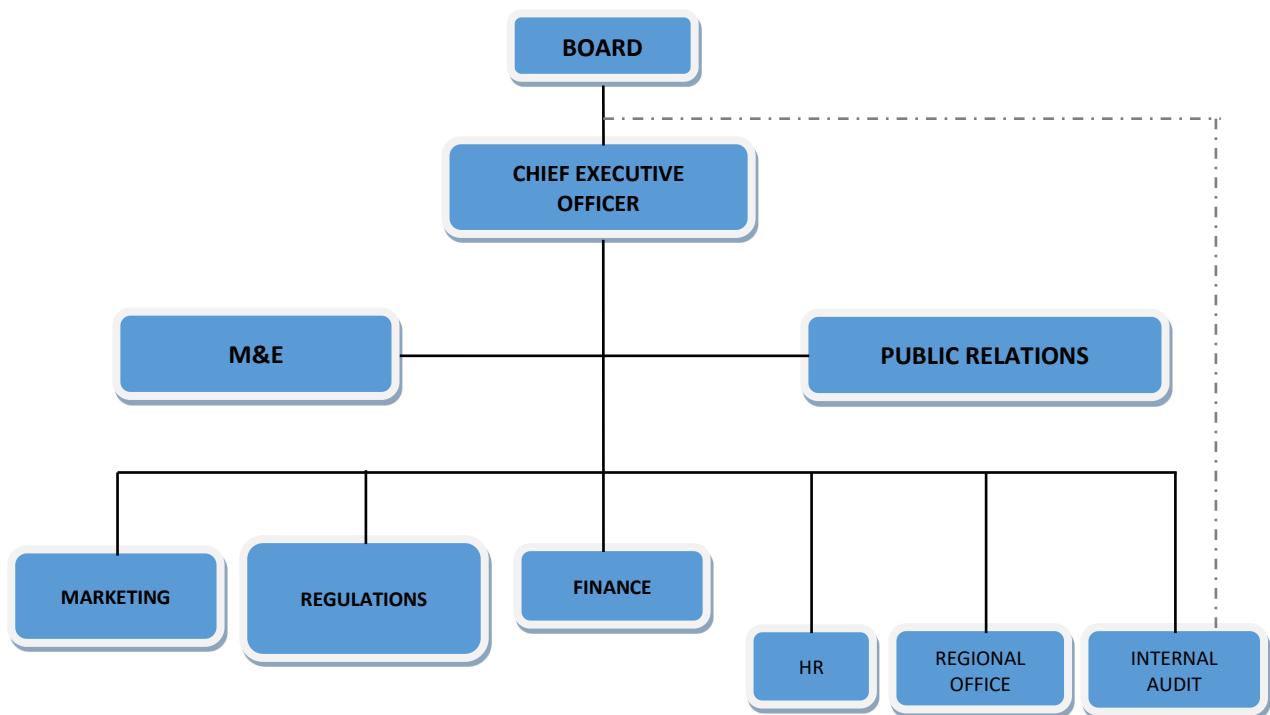


Figure 3: ZTA Organisational Structure

2.2 Legal Framework

2.2.1 The Tourism and Hospitality Act No. 13 of 2015.

This Act gives ZTA regulatory powers and authority for the development of tourism enterprises and tourism-related (products and services) marketing¹ and the enforcement of quality standards of operation and service level agreements; establishment of the tourism development fund (TDF) and provision for its administration; and provide for matters connected with, or incidental to, the foregoing. To operationalize the Act, several Statutory Instruments (SIs) have been enacted in pursuance to executing efforts at developing tourism products and services in Zambia some of which are:

i. Statutory Instrument No 14 (2018)

The SI provides for the accommodation establishments' standards and regulations.

ii. Statutory Instrument No 51 (2016).

The SI provides for the tourism and hospitality (licensing) regulations.

¹Tourism and Hospitality Act (2015), Functions of the Agency, subsection 12 (1) page 272

iii. Statutory Instrument No 99 (2016)

The SI provides for prepaid packages for tourism operators.

iv. Statutory Instrument No 100 (2016)

The SI provides for service charge for the tourism sector.

2.3 Policy Framework

2.3.1 Vision 2030

Vision 2030 was launched in December 2006 as Zambia's first-ever long-term plan, expressing Zambia's aspirations of becoming, *"a prosperous middle-income country by 2030"*. It was developed based on policy-oriented research on key national strategic issues and a process of discussion and dialogue with the private sector, civil society, and the general citizenry on the long-term goals and future of Zambia. Vision 2030 focuses on three (3) public policy priority areas:

1. *Economic growth and wealth creation*
2. *Social investment and human development*
3. *Creating an enabling environment for sustainable social-economic development.*

Vision 2030 articulates long-term plans key to achieving desirable economic development outcomes. These plans are operationalized through 5-year National Development Plans (NDPs) beginning from 2006. The Vision is a flagship framework for Zambia's public policies, NDPs and programs for the period 2006-2030. Therefore, NDPs including the 2022 - 2026 ZTA Strategic Plan was formulated to achieving Vision 2030 goals and targets.

2.3.2 The Eighth National Development Plan 8NDP

The Eighth National Development Plan (8NDP) is the country's new reference framework for the period 2022 to 2026. It has been formulated with the aim to achieve long-term socio-economic development objectives espoused in Vision 2030. Government seeks to develop and transform Zambia into a *"prosperous middle-income country by 2030,"* anchored on four key economic pillars of agriculture, manufacturing, mining, and tourism under the theme, *Social and Economic Transformation to Improve Livelihoods*.

The Government, through the 8NDP proposed *development outcome number two* (2) which espouses “*Sustainable Environment and Natural Resources Management*”, that promises to provide a predictable and favourable public policy and regulatory environment including streamlining of regulatory and licensing procedures. Both clients and stakeholders in the tourism industry can now access all the licencing and all other data and information on the e-government bus infrastructure. The New Government administration has also committed itself to the establishment of a framework for public-private sector engagement. It has, for example, facilitated the formation of a public - private partnership dialogue forum (PPP Dialogue Forum (2022)). These commitments by the Government provide an opportunity for ZTA to capitalize on the potential increase in the number of newly established and already existing companies and the needs for services provided by the institution.

2.3.3 Budget Speech 2022

Government is intent upon causing a recovery in the tourism sector. It has, for example, made deliberate effort to stimulate growth in the tourism sector. The Budget Speech (2023) proposes a suspension of customs duty on imports of selected fixtures and fittings, capital equipment, machinery, and safari game viewing vehicles not locally produced for a period of three years, until 31 December 2025. The Speech also proposes zero-rate Visa charges 2026 for selected countries and territories. This should be good news for the tourism sector and the 2022 - ZTA CSP going forward. In addition, these proposals make it easier for ZTA to implement its SP 2022 - 2026.

The Budget Speech further points out that the tourism sector, for example, grew by an average of 3.1 percent and its share of GDP was 1.5 percent over the 2011- 2020 period. Tourism has begun to take prominence in the economy as one of the significant sources of employment, accounting for 15.7 percent of employment in 2019.

2.3.4 Global Sustainable Development Goals

The sector plays an important role towards the implementation of the Global Sustainable Development Goals (SDGs) as a key sector contributing to job creation and economic growth (SDG 8), sustainable consumption and production (SDG12), and the preservation of many different world’s natural resources (SDG14).

2.3.5 Zambia Tourism Master Plan (2018 - 2038)

The focus of the Zambia Tourism Master Plan (2018 - 2038) is the country's effort to develop priority tourism destination areas (TDAs) for developing suitable tourism products in line with a clearly defined spatial structure plan, providing easy and affordable tourist access, creating a favourable business and investment climate, raising demand for destination Zambia and strengthening the management of the sector. These seek to unlock economic growth by pursuing growth targets and proposed future strategic direction of the TDAs. ZTA calls for the engagement of the Ministry of Finance early to secure funds for timely translation and implementation of strategies outlined in the Master Plan by the Ministry of Tourism (MoT) and thus enable ZTA fulfil its own mandate -the implementation of marketing programmes and regulatory services. Furthermore, ZTA needs to relentlessly engage key stakeholder constituencies on provisions of the key Zambia Tourism Master Plan (2018 -2030).

Situational Analysis

This *Chapter* presents an analysis of both internal and external factors that affect business operations at ZTA.

ZTA operates in an environment impacted by global, regional and local events. Therefore, it is important to analyze the business environment using PESTEL and SWOT data and business analytical tools. PESTEL was conducted at three levels – global, regional, and local. Issues highlighted from PESTEL will continuously be monitored throughout the lifecycle of the 2022-2026 Strategic Plan. The SWOT analysis assessed the strengths and weaknesses of the internal business processes, and the opportunities and threats emanating from the business operating environment.

3.1 Global Trends

The World Travel and Tourism Council (WTTC) reckons that 2021 begins the recovery for the sector from the negative effects of the COVID-19 pandemic. The 2022 annual research covering 185 countries/economies, and 26 regions of the world, reveals the extent of the recovery of the travel and tourism sector in 2021.

Prior to the pandemic, travel and tourism was one of the world's largest sectors, accounting for 1 in 4 of all new jobs created in the world, 10.3% of all 333 million jobs and 10.3% of global GDP of about USD 9.6 trillion. International visitor spending amounted to USD 1.8 trillion or 6.8% of total exports in 2019. Travel and tourism enable governments to build their capacities towards socio-economic development, job creation and poverty reduction. The benefits spread far beyond its direct impacts on GDP and employment, with indirect gains extending through the entire travel ecosystem and global supply chain linkages to other sectors.

As travellers’ confidence improves, the 2022 global *travel & tourism* sector is estimated to recover to 43.7% compared to 2021. This will add a further 10 million jobs – shown in Figure 4. Key data for the first half of 2022 supports the forecast of the resurgence of the sector to pre-pandemic levels by the end of 2023.

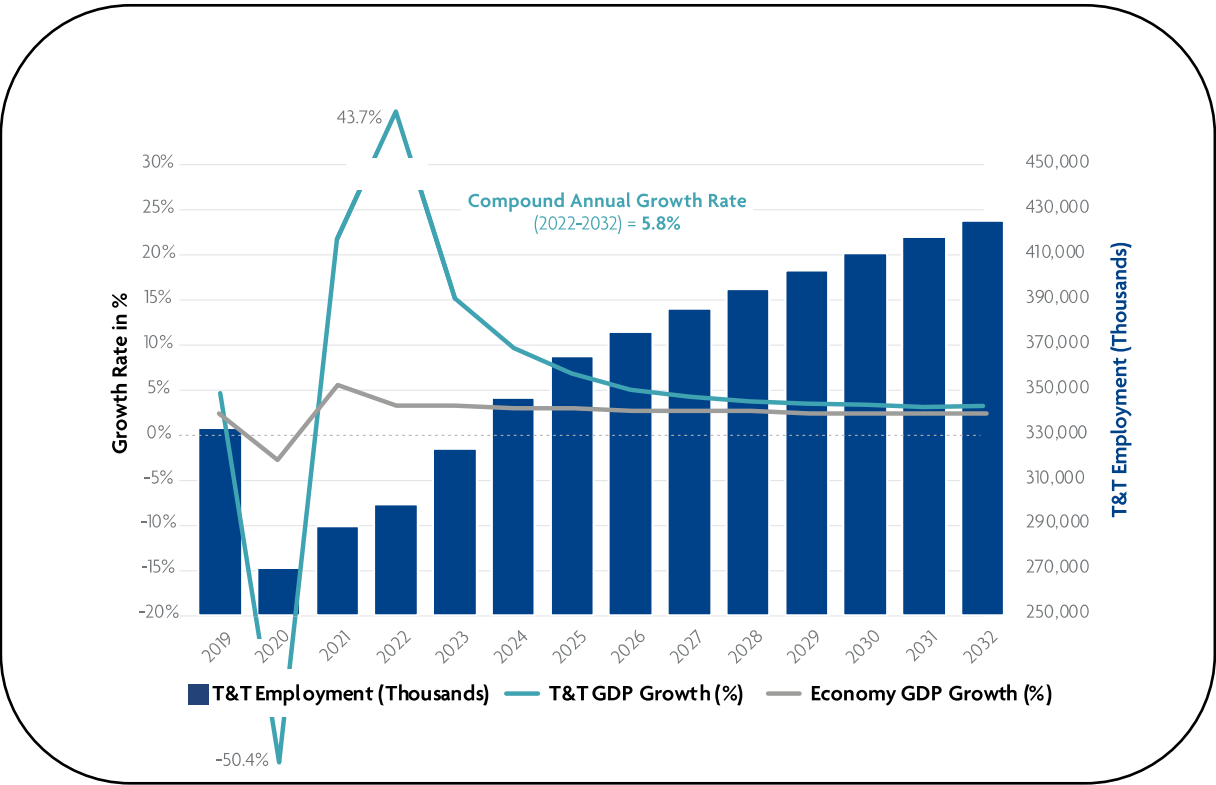


Figure 4: Travel and Tourism Forecast 2022 to 2032 Source: World Travel and Tourism Council; Economic Impact Report 2022

The *travel and tourism* sector has a great role to play in developing the global economy, yet it is the most sensitive industry to change. This sector can close and cause major setbacks in a country’s GDP. It is most sensitive to factors such as terrorism which has the potential to cause a decrease in the number of both travelers and tourists; visa and flight problems; bad transportation and logistics; hotel and logistics; bad attitude of the country towards tourists; poor security to tourism spots; unhygienic food served in restaurants and having good and honest staff both at entry points and those serving in the tourism sector.

3.1.1 The Glasgow Declaration on Climate Action in Tourism

The COVID-19 pandemic was not all bad news. It led, for example, to a seven (7) percent reduction of greenhouse gas (GHG) emissions globally in 2020. The *Paris Agreement* uses this as a reference to efforts still to be made ahead to achieve the goals. These goals require seven (7) percent reduction of emissions annually throughout the next decade². The *UN Climate Change Conference* in Glasgow in November 2021 (COP26) noted the positive impact of COVID-19 on GHG emissions in the tourism sector. Climate change is one of the most challenging problems facing the world today. Its consequences affect many communities and many sectors.

Stakeholders in the sector have begun and continue to sign-up for the implementation of the *Glasgow Declaration on Climate Action in Tourism*. This declaration expects each stakeholder to align their plans through five key pathways: [1] measure; [2] decarbonize; [3] regenerate; [4] collaborate; and [5] finance to publicly report on progress made in implementing commitments, and to collaboratively work together. A research report by UNWTO / ITF (2019) released at UNFCCC COP25, highlighted that carbon dioxide (CO₂) emissions from tourism were forecast to increase by twenty-five (25) percent by 2030. A thrust on climate action in tourism remains urgent as emissions could get worse and the cost of inaction will be larger than any other crisis. Zambia's commitment to green economics is beyond doubt. The country has invested its efforts at securing a green economy including the building of electric car battery manufacturing plants.

These ecosystem challenges have potential to seriously undermine the future of the global and local tourism sector. Zambia has a pleasant climate with three seasons – cool and dry from May to August, hot and dry from September to November, and warm and wet from December to April. Zambezi and Luangwa valleys, however, experience excessive heat in October and a high humidity in the wet season. Heavy showers and thunderstorms are followed by spells of bright sunshine in warm and wet seasons. Green vegetation grows profusely with rivers and streams being full of run-off rain water. UNWTO Secretary-General Zurab Pololikashvili says, “It is time to act. Tourism must prosper in harmony with nature, and the number and variety of businesses, destinations and other organizations signing up to the ambitious *Glasgow Declaration on Climate Action* shows our sector is committed to doing better.”

² <https://www.unwto.org/news/glasgow-declaration-on-climate-action-in-tourism-surpasses-500-signatories>

3.2 Regional Trends

In Southern Africa, RETOSA³ showed that South Africa leads regional tourism destination closing-in on a forty-one (41) percent of SADC with Botswana and Zimbabwe wrestling for second place at nine (9) percent of arrivals in 2015. Zambia’s share of total arrivals in the region is four (4) percent. Its earnings from tourism grew from ZMK 2.27 billion in 2012 to ZMK 4.41 billion in 2015, and international tourist arrivals grew from 815,000 in 2010 to 956,000 in 2016.

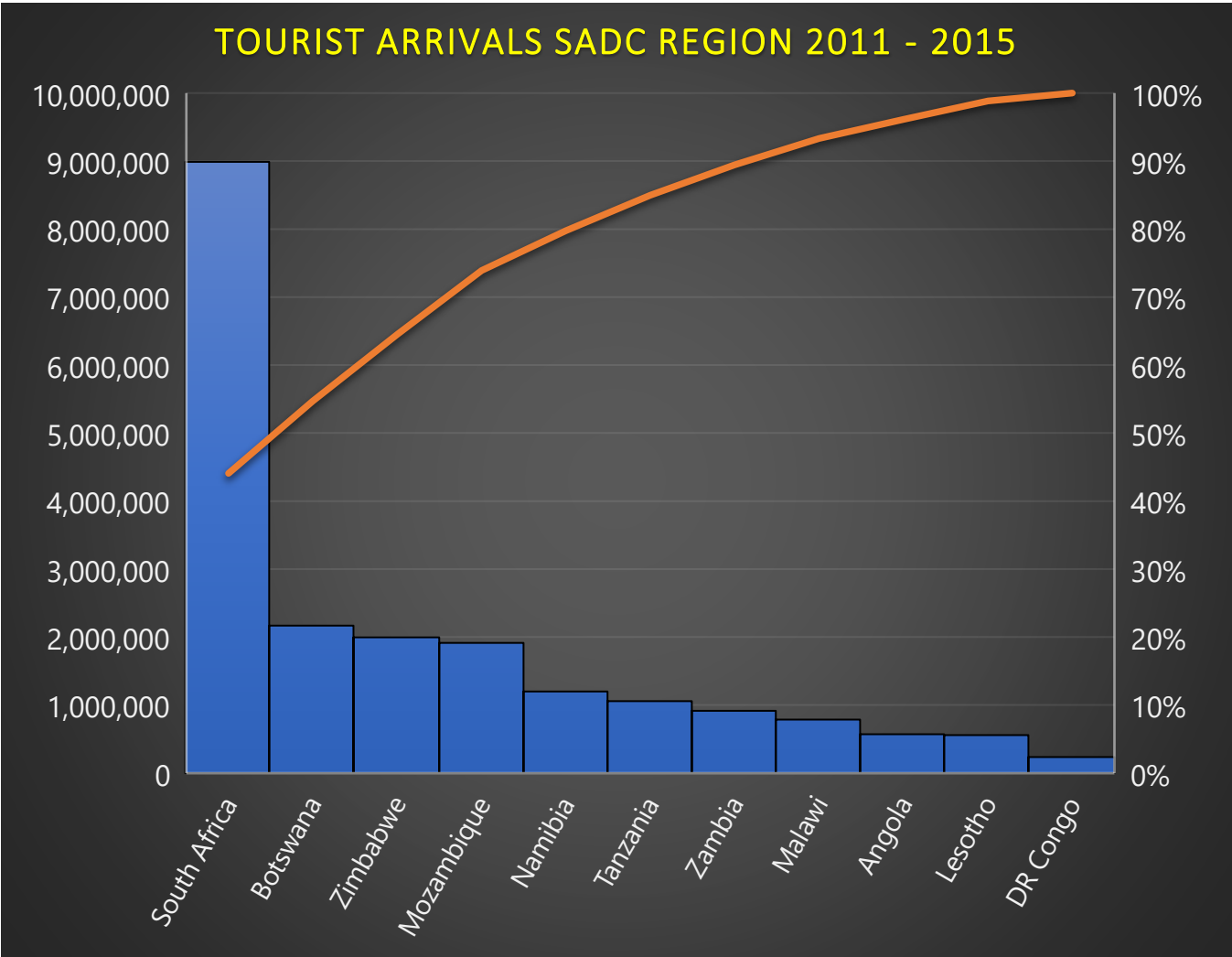


Figure 5: Tourist Arrivals SADC Region 2011 to 2015

Source: State of Zambia’s Tourism PMRC | www.pmrzambia.net

³ PMRC: <http://www.pmrzambia.com>

3.3 National Trends

Zambia stands out as one of the prime tourism destinations in Africa offering a wealth of natural tourism assets – waterfalls, lakes and rivers holding close to 35% of Southern Africa’s total natural, salt-free water resources, wildlife protected areas’ occupying about 32% of the country’s total land area. Zambia is divided into two tourism circuits, namely the Northern and the Southern. Both tourism circuits are highly endowed with the wealth of natural tourism assets such as waterfalls, lakes, rivers, wildlife protected areas’, heritage sites and a sub-tropical climate as shown in the tourism destination map below.

Zambia’s Tourism Destinations Map

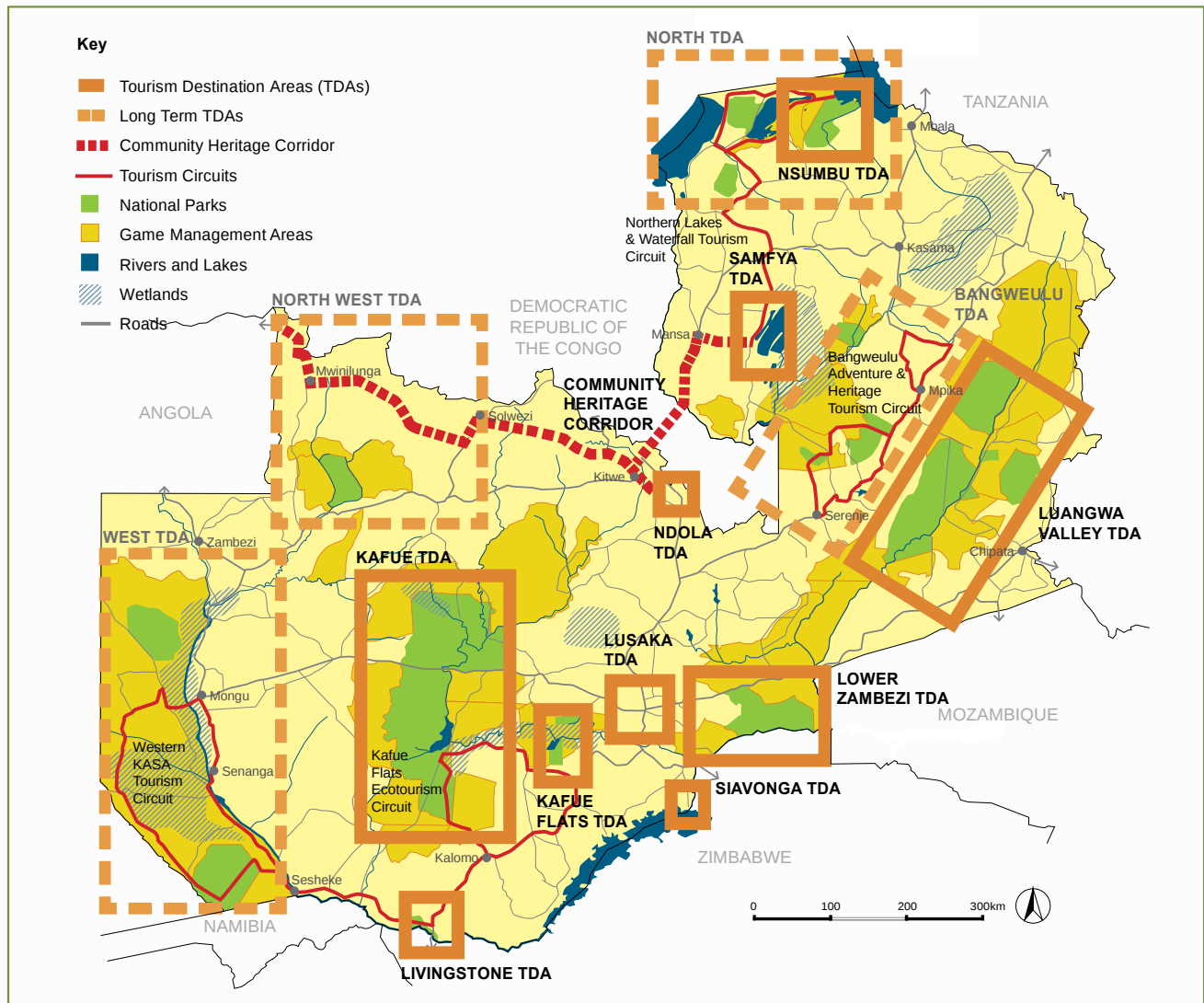


Figure 6: Zambia's Tourism Destinations Map

The Auditor General's Report (2020) stipulates that the tourism sector contribution to GDP stood at 7% in 2019. The chart below shows an analysis of the trend of its contribution to GDP from 2015 to 2019. *Figure 6* below shows the sector having contributed ZMW 9.2 billion, or 6.1% of Zambia's GDP in 2015 alone. In 2016 sector's contribution to GDP grew tremendously to about 65.2% or ZMW 15.2 billion. The sector grew by 43.4 % to ZMW 21.8 billion in 2019. For the four (4) years, the percentage of the sector's contribution to GDP remained within an annual average of 7%.

Trend Analysis of Tourism Sector Contribution to Zambia's GDP (2015 - 2019)

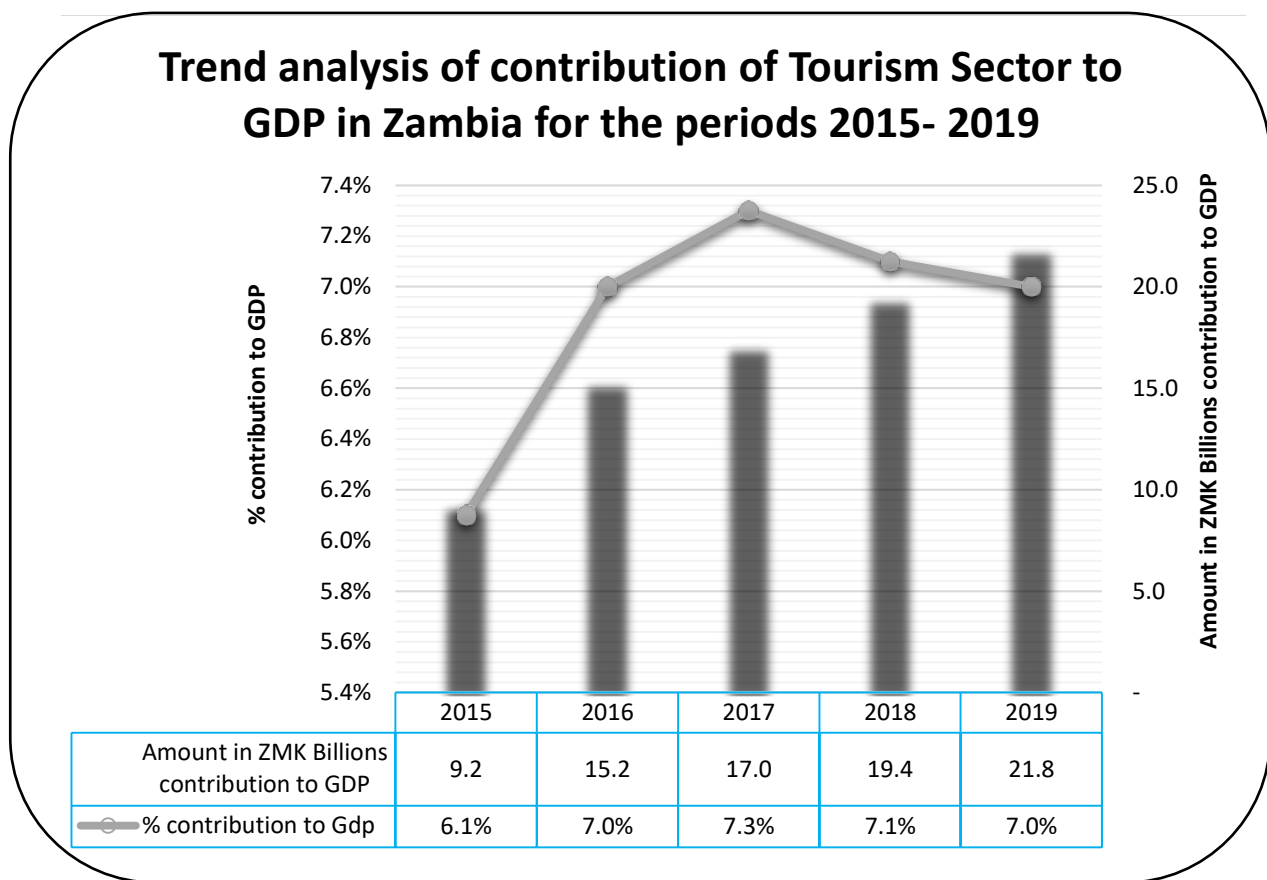


Figure 7: Contribution of the Tourism Sector to GDP

Source: Auditor General Report, July 2020

The sector also plays a critical role in sustainable human development through sector specific private enterprise development and job creation which in turn promote a sustainable national

economy. A further analysis of the travel and tourism economic impact shows its contribution to both direct employment and towards GDP.

Figure 8 shows a trend which reveals the tourism sector's contribution of 83,500 jobs in 2015 leading to a 4.2% contribution to employment. By the same year, the sector contributed 306,000 jobs while the sector itself grew by 266.4%. Between 2016 and 2019, the sector contributed 469,900 jobs representing an annual growth of 44% while the sector grew by 53% (Auditor General's Report of July 2020).

Trend Analysis of Tourism Sector Contribution to Employment (2015 - 2019)

Trend analysis of contribution of Tourism Sector to Employment in Zambia for the periods 2015- 2019

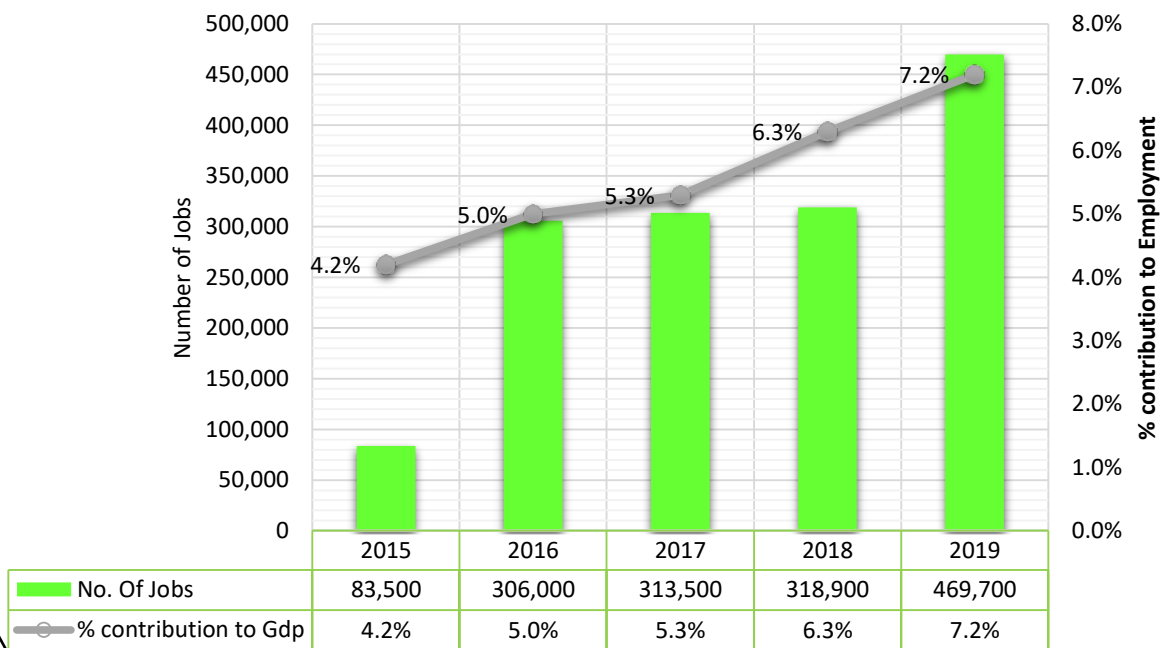


Figure 8: Trend Analysis of Contribution of Tourism Sector to Employment- 2015-2019
Source: Auditor General Report, July 2020

The length of stay of both travellers and tourists is critical. Zambia's inability to keep travellers and tourists for longer periods should be of great concern. This arises from a set of operational inadequacies among which are severe lack of graded accommodation facilities, insecurity, cost of doing business, inadequate diversification of tourism products and underdeveloped tourism circuits and tour packages. Product diversification especially in the northern circuit remains unexploited and untapped. Yet, travel and tourism in the northern circuit has potential to bring in significant revenue into the country. The tourism sub sector offers Zambia the greatest potential for the creation of both business and job placement signature opportunities. This then makes the tourism sector contribute a great deal more to the country's GDP and to decent work and employment. The length of stay should count. The Auditor General's Report of July 2020 further states that a trend analysis of the average length of stay for eight (8) years from 2011 to 2020 shows that the average length of stay for international tourists had reduced. The highest number of days were recorded in 2012 and 2013 when the average length of stay was at six (6) days. However, this reduced to approximately 4.7 days in 2018.

Accessibility of tourism sites is also a major challenge as shown by the number of sites that are active and visited by international tourists. The number of tourists visiting the country is skewed to the southern circuit. The reason is that the circuit is more developed and provides a variety of activities and products. These are the sort of things which prolong the length of stay for travelers and tourists as compared to the northern circuit. Activities to promote and market are limited to the southern circuit. Although ZTA carries out marketing and promotional activities in the northern circuit, the North still lacks fully developed products. This remains a hindrance as ZTA markets and promotes fully developed tourism products.

The Agency markets these products directly to travelers and tourists intending to visit tourism sites. Investment in the tourism sector has remained so low for so long that MICE now demands to have a share in the uptake.

3.4 PESTEL Analytical Tables

Table 2.1: Political and Economic Environment

Dimension	Issues and/or developments that are likely to impact negatively or positively on ZTA's capacity to achieve its objectives			Effects the changes present in terms of opportunities and threats to the sector	
	Globally	Regionally	Locally	Opportunities	Threats
Political Environment	- Increased geopolitical tensions - Russia - Ukraine War and its effects, globally	Allegations of corruption, financial mismanagement and bad politics	- Stable political environment. - Government support - Political will - Self-restraining economic measures, e.g. seek parliament approval for debt acquisition	- Conducive and stable business environment. - Increased investment flow - Strong international reputation and good will - Increased likelihood of tourism	Diminished confidence of partners, investors, shareholders and sponsors
Economic Environment	- Weakened growth arising from prevailing challenges of global warming and pandemics - Slowed growth arising from trade barriers and increasing geopolitical tensions, e.g. Russia - Ukraine War	- Regional economic integration gaining momentum, SADC, COMESA and EAC - Increase in foreign investment - Emergence of new competitors and increased competition	- Low inflation rates - Stable exchange rates, appreciation of Kwacha - Steady economic growth - Sufficient electrical energy supply - The electric car battery value chain will drive migration - Effort at reducing public debt stock, internal and external - Effort at reducing Zambia's dependence on copper mining	- Agile political governance and its effect on economics - Improved relationship with existing and prospective partners and other stakeholders - Public private partnership dialogue - CDF project finance	- Economic shocks from adverse economic environment - Adverse effects of global warm, pandemics on economics - Potential threat from the overspill of the War in Europe - High youth unemployment - Low income levels

Table 2.2: Social and Technological Environment

Dimension	Issues and/or developments that are likely to impact negatively or positively on ZTA's capacity to achieve its objectives			Effects the changes present in terms of opportunities and threats to the sector	
	Globally	Regionally	Locally	Opportunities	Threats
Social Environment	- Increased aging population resulting in health problems - Globalisation leads to cultural influences that have an impact on work ethics and productivity - Global warming resulting in natural calamities	- SADC Protocol - Promote cross border cooperation - Regional trade - Exchange of skills, expertise, and strengths - Gender equality	- Effort at reducing youth unemployment - High population growth rate - Young productive population - potential tourists to local sites	- Corporate social responsibility activities - All round good will of tourism development - Effort at developing a ZTA brand, regulatory and marketing services	Constant change in tourist and the traveling consumer behaviour and client preferences
Technological Environment	- Increase internet use / connectivity (3.5 billion people globally) - Global Positioning Systems (GPS) - Global supply chain economics	Africa's US\$ 180 billion internet future digital technology shared by countries and facilitating integration as well as access to information on tourism products and services.	- Zambia's Vision 2030 positions ICT well - Effort at developing data infrastructure - Effort at reducing the cost of internet services - Increased awareness of digital financial services	- Development and use of e-Learning facilities - Establish tourism data centres, kiosks - Establish a department of data service - Establish a department of regulatory services	- Rapid technological advancement - Sophisticated cyber-criminal activity (Operational risk) - Underdeveloped legal framework for new technologies - Low smartphone ownership.

Table 2.3: Environmental Analysis and Legal Environment

Dimension	Issues and/or developments that are likely to impact negatively or positively on ZTA's capacity to achieve its objectives			Effects the changes present in terms of opportunities and threats to the sector	
	Globally	Regionally	Locally	Opportunities	Threats
Environmental Analysis	- Global focus on environmentally friendly and sustainable tourism businesses and processes - Shift towards environmentally-friendly technologies - Growth in global tourism statistics - more tourists, travelling public	- Increased effort at regional tourism projects, e.g. Kazungula region; - Trans-border conservation area across the Zambezi in SADC	- Zambia's relatively low carbon footprint is good for the growth of tourism - Effort at building a competitive private sector will result in a robust, sustained tourism sector growth	- Environmentally-friendly tourism equipment and materials is good business - Increase usage and support for the growth of sustainable tourism	- Effort at regulating land, air and water pollution will hasten the growth of tourism - Effort at ensuring the safety of all endangered animal and plant species - Effort at reducing deforestation
Legal Environment	- Look forward to reduced cases of litigation - International harmonization for global business activity initiatives	Need for harmonization of legislation at regional level to minimize regulatory arbitrage	- Legislative changes and tightening of state policy to reduce the cost of doing business in Zambia - Government's desire to simplified business regulations	Government's focus on pro-business, de-regulations and legal reforms	- Stringent regulatory framework for business legal reforms - Low compliance due to lacunas in legislation.

3.5 SWOT Analysis

Below is a summary of ZTA's internal strengths and weaknesses and the opportunities and challenges in the external environment.

Table 3: SWOT Analysis

SWOT	Customer/Stakeholder Perspective	Internal Business Processes Perspective	Organizational Capacity Perspective	Financial Perspective
Strength (Helpful to achieving Objectives) Attributes of ZTA)	1. Political Goodwill 2. Renewed investor confidence (investment guide) 3. Commercialisation of art 4. preserving the local culture 5. emerging participation of youths in economic and social activities 6. Zambia anchored on Christian values 7. Safe and secure destination 8. Opportunity of e-regulation 9. Ease of dissemination of information 10. High penetration rate (91.4% own a phone in Zambia) 11. Community education of the importance of conservation 12. Availability of waste disposal management 13. More green lodges being established 14. Climate change fund 15. Structured sustainable management practices (eating local produce and food from local businesses) 16. Corporate social responsibility programs administered by the tourism private sector	1. Engagement of Parliamentarians (Committee on energy, water development and tourism) in the promotion and regulation of tourism 2. Stable political environment 3. Availability of mobile payment solutions (GSB) 4. Medical Scheme for Staff 5. Existence of an Informal structure to assist one another by members of staff during bereavements and illness 6. Pension scheme 7. Group life 8. Digitalization of e-government processes (i.e. visa) 9. Availability of the ICT policy 10. ZTA regulatory services on the	1. Public Service Micro Finance Loan Scheme 2. Existence of Team Spirit 3. Opportunities for e-learning to enhance skills 4. Development of mobile apps 5. Easier to transfer data 6. New products (i.e QR codes) 7. Strong employee attitudes 8. competent human resource in terms of skills and experience 9. Review of Statutory Instruments to provide incentives for compliant establishments 10. Tourism and Hospitality act 2015	1. Increased funding and timely budget allocation releases 2. Availability of Tourism Development Fund for ZTA activities 3. Appropriation in Aid 4. Stable rates of foreign exchange 5. Tourism has a multiplier effect on the economy through social protection funds (i.e. CDF, Social Cash Transfer) 6. Computerisation of payment systems (packages can be booked online) 7. Better record keeping 8. Financial Management Act 9. ZPPA Act

SWOT	Customer/Stakeholder Perspective	Internal Business Processes Perspective	Organizational Capacity Perspective	Financial Perspective
	17. Zambia Environmental management act (adherence to management and preservation of the environment) 18. Review of policies	government ZamPortal 11. Creation of ministry of green economy 12. Provision of sustainable tourism training for SME's in the tourism sector 13. Implementation of the African Continental Free Trade Area, SADC Trade in Services 14. Regional Visa (KAZA)		
Weakness Attributes ZTA (Harmful to achieving Objectives)	1. Political interference 2. Failure to gain stakeholder buy in on activities undertaken by ZTA 3. Limited sustainable relationships with stakeholders in the private sector:		1. Inadequate human resource capacity 2. Lack of proper quarterly programs for all members of staff, creating a haphazard way of working 3. Lack of vision and strategic direction 4. Staff are demotivated by poor conditions of service e.g. low remuneration and	1. Reliance on rented office space 2. Low budgets to execute marketing adverts in key markets 3. Weak enforcement of compliance issues relating to erring establishments 4. Dependency on Government funding

SWOT	Customer/Stakeholder Perspective	Internal Business Processes Perspective	Organizational Capacity Perspective	Financial Perspective
	3. Increase in domestic, Goodwill from cooperating partners tourism appetite, Post Covid Travel Appetite, Goodwill from cooperating partners, Stable political environment 4. High use of social media, Goodwill from cooperating partners, Stable political environment, Technological advancement, High digital media penetration globally 5. Goodwill from cooperating partners, Collaboration with stakeholders on marketing activities, MICE Growth, Accommodation establishments 6. Goodwill from cooperating partners, Stable political environment, Existence as the only agency mandated to market and regulate the industry, Existence as the only agency mandated to market and regulate the industry		5. Existence as the only agency mandated to market and regulate the industry	

SWOT	Customer/Stakeholder Perspective	Internal Business Processes Perspective	Organizational Capacity Perspective	Financial Perspective
Threats (Attributes of the environment) (Harmful to achieving Objectives)	1. Change of government results in change of policies and priorities 2. Dissolution of boards due to change of governments 3. Zambia perceived as an expensive destination 4. Poor culture of travel 5. Risk of collecting bribes by border officials 6. Lack of appreciation of tourism's importance by society 7. Pressure on endangered species 8. Negative impact on the environment through poor waste management systems 9. Increased pollution 10. Deforestation 11. do not have strict law on waste management 12. Product development is still a challenge in the tourism sector 13. Weak transport sector 14. Zambia is perceived to be an expensive Destination 15. Competitiveness of the global tourism industry	1. Little understanding on what IT can achieve 2. Reliance on Business Funding, Limited Agency recognition from the Private sector 3. Grading of the industry players is still a challenge, Inadequate support in regulatory functions from the private sector 4. Reliance on Business Funding, Limited Agency recognition from the Private sector 5. Grading of the industry players is still a challenge, Inadequate support in regulatory functions from the private sector	1. lack of market-ready products 2. No capacity building 3. No team building 4. Working in silos 5. Social Isolation 6. Contractual problems 7. Remuneration risks 8. Grading of the industry players is still a challenge 9. Interference from parent institution (MoT) 10. Grading of the industry players is still a challenge 11. Interference from parent institution (MoT)	1. Increased competition from other African countries as preferred destinations 2. High cost of flights into Zambia 3. Poorly-connected flight network 4. Officers 5. Lack of ATM's or money changing facilities at major locations i.e HMKIA 6. Product development is still a challenge in the tourism sector, Weak transport sector, Zambia is perceived to be an expensive 7. Destination, Competitiveness of the global tourism industry, Lack of a national carrier to push the brand, 8. High cost of doing business in the industry limiting revenue collection 9. Few domestic airlines 10. Agency operations dependent on Government Funds, SIs, Policies etc. 11. Agency operations dependent on Government Funds, SIs, Policies etc.

SWOT	Customer/Stakeholder Perspective	Internal Business Processes Perspective	Organizational Capacity Perspective	Financial Perspective
	16. Lack of a national carrier to push the brand 17. Reliance on Government Funding 18. High cost of doing business in the industry limiting revenue collection 19. Limited Agency recognition from the Private sector 20. Few domestic airlines 21. Payment structure for fees etc. 22. Hospitality and Tourism Act No.13 of 2015 SI and Grading and Licensing No. 14 of 2018, No. 51 of 2016, need to be reviewed. 23. Grading of the industry players is still a challenge 24. Limited Agency recognition from the Private sector		1.	

3.6 Summary Stakeholder Analysis

A stakeholder mapping exercise was conducted using the Stakeholder Participation Analysis Matrix (SPAM) to identify key stakeholders. This Matrix shows that ZTA has stakeholders with a level of interest and influence in its operations. For this reason, ZTA will continue to engage these many stakeholders to leverage their participation and the Strategic Plan will provide a platform for engaging stakeholders.



Figure 9: Stakeholder Map

3.8 Strategic Issues

From the preceding analytical reference frame, strategic issues were distilled down to six emerging strategic themes as [1] Stakeholder Engagement; [2] Operational Excellence; [3] Marketing and Brand Awareness; [4] Talent and Culture; [5] Financial Sustainability; and

[6] Human Capital. These are captured in the strategic direction flow matrix in *Chapter 4, Figure 9*.

PART B: Strategic Objectives



The Plan: Strategic Direction

This *Chapter* covers focus areas of ZTA's strategic plan and is informed by evidence from key documents and the contributions from stakeholders.

The strategic focus for ZTA's SP for the period 2022 - 2026 is anchored on several key policy documents including 8NDP, Vision 2030, Tourism Master Plan 2038 and the 2023 National Budget. The tourism sector delivers the greatest potential for economic growth, productivity, business growth and jobs for youths and women. The *Chapter* highlights the vision, mission and values and outlines a detailed strategic direction for the period 2022–2026. It also presents an implementation matrix for each strategic pillar, objective and corresponding strategies emanating from both internal and external environmental factors. Stakeholders' feedback is also discussed. Finally, the *Chapter* delivers key principles set to inspire the institution's strategic direction.

4.1 Our Vision

Make Zambia a preferred and memorable tourism destination.

4.2 Our Mission

To market Zambia as a tourist destination of choice

To enhance standards of the tourism industry to stimulate economic development.

4.3 Our Core Values

Our values help us stay true to our vision in times of tough decision-making and forms the basis on how we interact with all our key stakeholders. The following are our core values coined in the acronym '*PACE*'.

Pro-Innovation

We seek results that are transformative and exponential in driving positive change and we will seek to understand customer and stakeholders' needs.

Adaptability

We are able to adjust to new conditions of harsh competitive global economy and we have the capacity to modify our operations to suit new purposes in the business environment

Customer Centricity

We listen to our customers and treat them with dignity and respect and provide timely, responsive, and proactive service to surpass their expectations

Ethicality

We are serious about building public trust in the organization by being transparent, responsible and accountable to our words, actions and results and we will strive to do right things for the right reasons to achieve our intended impact and stick to our code of ethics

4.4 Our Theme

Repositioning ZTA for Sustainable Growth and Memorable Experiences

4.5 Strategic Pillars

Six strategic pillars emerged, that will create value and contribute to the realization of ZTA's vision. These strategic pillars exemplify deliberate strategic decisions focusing on results for achieving its vision. The six strategic pillars that emerged out of the process include

4.5.1 Strategic Pillar One - Stakeholder Engagement

Under this strategic pillar, ZTA plans to enhance stakeholder relations management and regular engagement. The purpose under this pillar is to ensure increased levels of satisfaction from all its stakeholders both locally and international.

4.5.2 Strategic Pillar Two - Marketing and Brand Awareness

ZTA plans to develop a *travel and tourism* marketing and communications strategy under this pillar to stimulate business travel and tourism, sports travel and tourism, cultural travel and tourism and increase awareness of Zambia's travel and tourism brand products and services. Through these public and promotional efforts of Zambia's *travel and tourism* products, it is hoped, there shall be a "measured" increase in awareness of destination Zambia in both local and international markets. Marketing and advertising of these travel and tourism products and services on all digital platforms is a critical milestone. The country should have an appropriate data base readily available to all stakeholders and customers and travellers and tourists.

4.5.3 Strategic Pillar Three - Financial Sustainability

The Agency aims to enhance revenue sustainability by diversifying the revenue base and, cutting down and controlling operating costs by 20%. This will in turn strengthen ZTA's sustainability from a financial standpoint and enable it to effectively carry out its functions in the next five (5) years.

4.5.4 Strategic Pillar Four - Regulation

The Agency aims to achieve increased compliant and quality *travel and tourism* enterprises by increasing the number of licensed establishments and the number of quality-assured tourism enterprises through grading. It plans to sensitize and build capacity among operators to enhance the quality of their services and compliance levels. These are planned to be done by making sure that the implementation of the *single licensing system* is done successfully according to recommendations made from the policy review exercise.

Further, ZTA will ensure compliance with the regulatory framework. The Agency will put in place enforcement mechanisms in the *travel and tourism* establishments by increasing the number of certified grading assessors, enhancing the building of capacity and enhancing regular stakeholder engagement. To achieve this, ZTA plans to embark on applying data-driven outcomes and risk-based supervisory and regulatory framework to mitigate risks.

4.5.5 Strategic Pillar Five - Operational Excellence

ZTA aspires to be an operationally efficient organization over the tenure of this Strategic Plan and beyond, as it improves on its administrative and internal processes and reduces security threats to its mandate. To realize this, the Agency aims to enhance its internal business processes, grow its revenue base, and enhance levy collections.

This pillar focusses on transforming all business processes to make them IT-reliable and improve business process management to establish and maintain efficient Information Communication Technology (ICT) Management Systems whilst maintaining reliable fleet and security systems to enhance operations.

4.5.6 Strategic Pillar Six - Human Capital

Without ‘the right people’, ZTA cannot achieve all its desired objectives. It is well known that one of the important and crucial drivers to achieving success in any organization is having adequate staff with the right skillsets and competencies. It is for this reason that the Agency plans to instill high performance values and to drive a performance culture. In achieving this, ZTA plans to attain an optimal organization structure, retain, and

motivate high caliber staff and develop sector specific skills training to develop its staff for the effective implementation of this Plan.

The strategic pillars outlined above are summarized in the strategic direction flow diagram below.

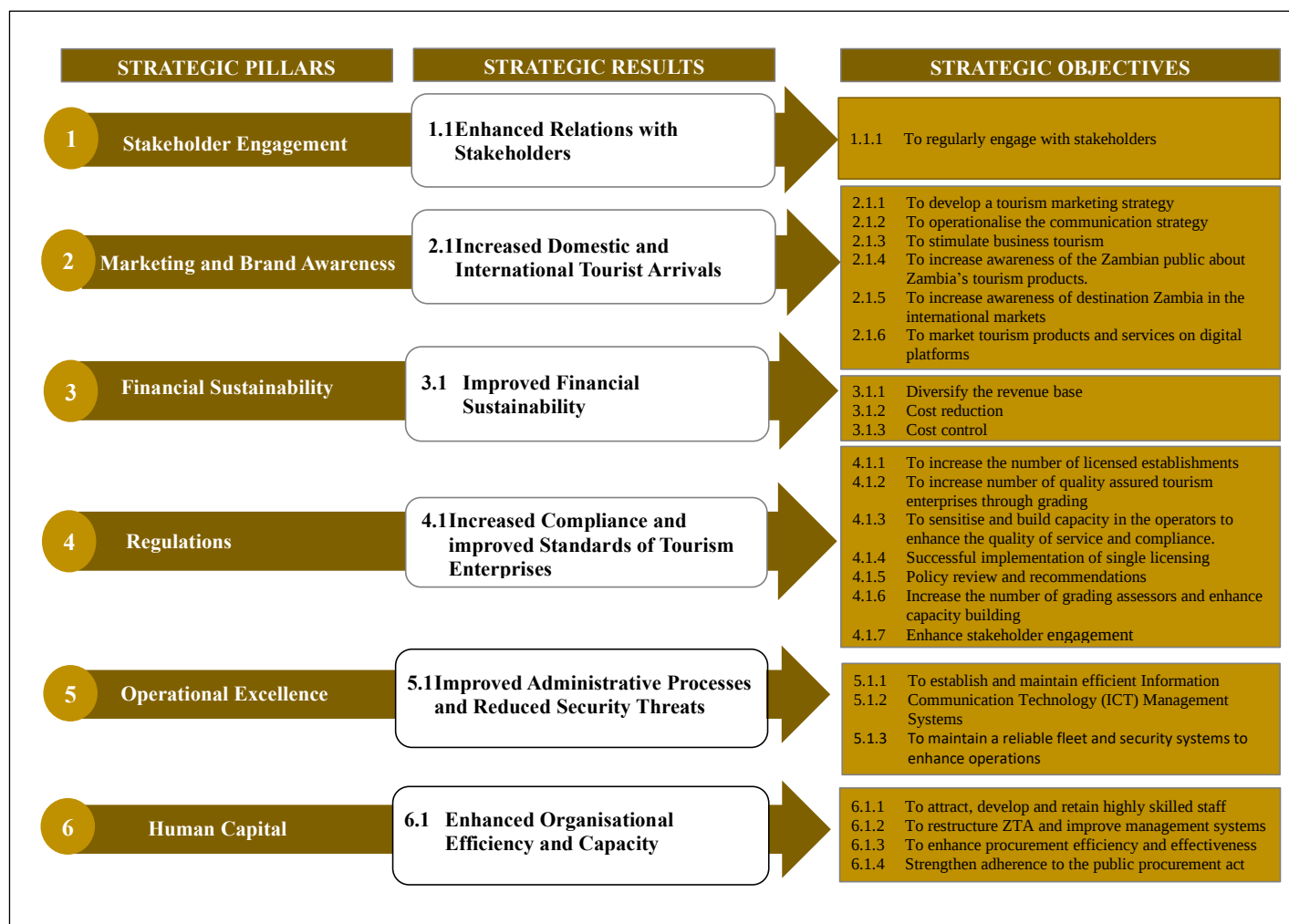


Figure 10: Strategic Direction flow

4.6 Strategy Mapping

The 2022 - 2026 ZTA strategy map demonstrates the value generation chain through the identified linkages to derive the strategic objectives of each strategic pillar. It is a visual

representation of key areas of growth and productivity that ZTA needs to pursue to attain its desired headline strategic results. This is mapped against a balanced score card (BSC) approach which views organizational capacity from four (4) different perspectives: {1] customer; [2] business processes; [3] financial; and [4] organizational capacity.

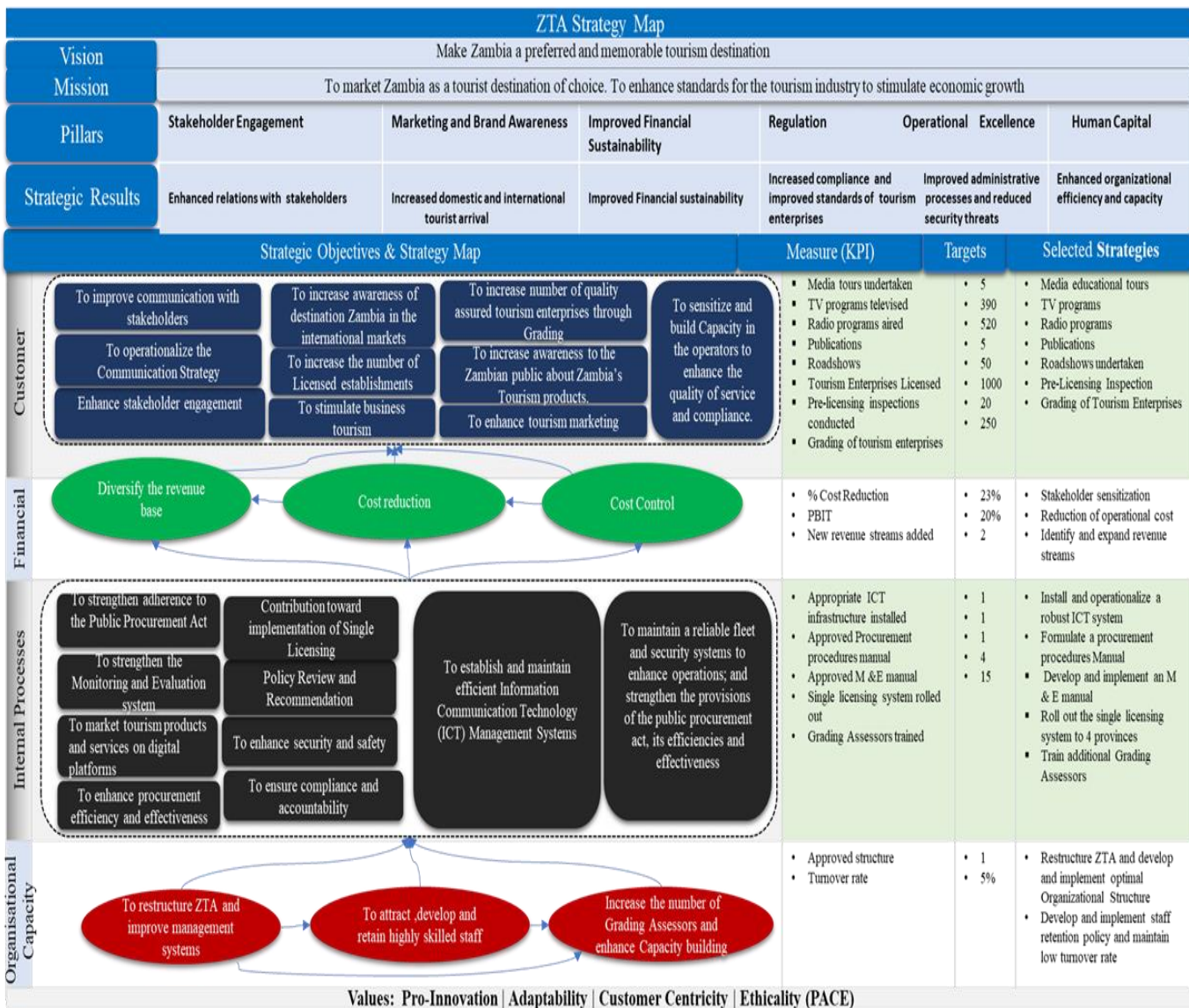


Figure 11: Strategy Map

4.7 Strategic Results and Strategic Objectives

The strategy map demonstrates how the strategic elements within the four perspectives of customer/stakeholder, financial, internal business processes, and organizational capacity link with the desired outcomes/ strategic results. The four strategic results are major outcomes and impacts for which the Agency will be held responsible and accountable from 2022 - 2026. The scorecard shows the areas of improvement that the Agency should emphasize to address the concerns that were identified from environmental scanning, stakeholder engagements and literature review. It also puts forward the strategic initiatives that ZTA shall implement to tap into the strengths and opportunities that were identified earlier. Altogether, there are twenty - three strategic objectives with medium to long term performance targets that the Agency intends to achieve in relation to the six strategic results highlighted above.

Pillar 1 - Stakeholder Engagement

Strategic Result	Strategic Objectives	Strategies
1.1. Engaged and Satisfied Stakeholders	1.1.1. To improve stakeholder engagement and perception	Develop and implement a Stakeholder Management Plan
		Reinforce stakeholder feedback mechanisms
		Operationalise the Client Service Charter

Pillar 2 - Marketing and Brand Awareness

Strategic Results	Strategic Objectives	Strategies
	2.1.1 To develop a tourism marketing strategy	Develop a tourism marketing strategy
		To develop a Tourism Brand Manual
	2.1.2 To operationalize the	Media educational tours
		TV Programs
		Radio programs

2.1 Increased domestic and international tourist arrivals	Communication Strategy	Publications
		Newsletters
		Newspaper articles
	2.1.3 To stimulate business tourism	Roadshows
		Undertake market and marketing research
		Exhibitions
		MICE collateral
		Professional Association Marketing
		Familiarization Tours for MICE buyers
		Site visits
		Incentive Marketing
		Information Desks
		Develop a MICE website
		Create annual MICE calendar
		Membership to international bodies
		Sports Tourism Marketing
		Zambia Travel Expo
	2.1.4 To increase awareness to the Zambian public about Zambia's Tourism products.	Roadshows
		Undertake market and marketing research
		Database formulation at information centres
		Radio program awareness
		Collateral
		Expos/Exhibitions
		Traditional Ceremonies
		Compilation of Domestic Specials
		Billboards
		Development and Implementation of Domestic Marketing Strategy
		Educational Tours
		Formulation and actualisation of tourism school clubs
	2.1.5 To increase awareness of destination Zambia in the international markets	Exhibitions
		Roadshows
		Recruitment of PR and Marketing Agency
		Marketing Collateral
		Educational Tours for Trade and Media

		Online advertising
	2.1.6 To market tourism products and services on digital platforms	ZTA main website
		Digital Media production (images and videos)
		Production of Holiday social media banners
		Influencers (Blogger's/Vloggers)
		Educational Trips
		Domestic Specials Circulation
		Newsletter Circulation
		Live coverage of major events
		Follower retention through giveaways
		Online Articles

Pillar 3 - Financial Sustainability

Strategic Results	Strategic Objectives	Strategies
3.1 Improved financial sustainability	3.1.1 Diversify the revenue base	Develop and implement Business Development Strategy
		Identification of Financial Sourcing from Cooperating Partners
		Identify and expand revenue streams
		Private Public Partnership lobbying for funding
		Develop Debt recovery strategy
	3.1.2 Cost Reduction	Stakeholder sensitization
		Reduction of operational cost
		Financial year end Audit by second quarter of the preceding year
		Management letter
		Quarterly Financial reports
		Cash flow projections
		Develop financial and procedural manual

		Vigorous budget monitoring
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Pillar 4 - Regulation

Strategic Result	Strategic Objectives	Strategies
4.1 Increased compliance and improved standards of assured tourism enterprises	4.1.1 To increase the number of Licensed establishments	Licensing of Tourism Enterprises
		Licensing awareness
		Pre-Licensing Inspection
		Door to door Inspections
	4.1.2 To increase number of quality assured tourism enterprises through Grading	Grading of Tourism Enterprises
		Grading awareness
		Pre-Grading Inspection
	4.1.3 To sensitize and build Capacity in the operators to enhance the quality of service and compliance.	One on one engagement
		Tourism Industry sensitization
	4.1.4 Contribution toward implementation of Single Licensing	In-house-Capacity Building
		Roll out the single licensing system to 4 provinces
	4.1.5 Policy Review and Recommendation	Review and recommendation of the Tourism standard and regulations
	4.1.6 Increase the number of Grading Assessors and enhance Capacity building	To train additional Grading Assessors
		Enhance capacity building for Grading Assessors
		Exchange programmes for Grading Assessors

	4.1.7 Enhance stakeholder engagement	Enhance communication with stakeholders
		Stakeholders Feedback

Pillar 5 - Operational Excellence

Strategic Results	Strategic Objectives	Strategies
5.1 Improved administrative processes and reduce security threats	5.1.1 To establish and maintain efficient Information Communication Technology (ICT) Management Systems	Install and operationalize a robust ICT system
		ICT Usage Policy developed and implemented
	5.1.2 To maintain a reliable fleet system to enhance operations	Maintain efficient fleet management system
	5.1.3 To enhance security and safety	Installation of CCTV
	5.1.4 To enhance procurement efficiency and effectiveness	Installation of a fire system
	5.1.5 Strengthen Adherence to the Public Procurement Act	Procure an E- procurement system
		Formulate a procurement procedures Manual
5.2 Operationalized institution Monitoring and Evaluation practices	5.2.1 To strengthen monitoring and Evaluation system	Develop and implement an M & E manual
		Strategic performance reviews
		Undertake research
		Research collaboration in tourism
		Undertake Audit assignments

5.3 Enhanced Compliance and accountability of the Resources of ZTA	5.3.1 Ensure Compliance and accountability	Prepare Internal Audit Reports
		Make and follow up Audit Recommendations
		Risk Management Audit
		Develop and implement an Internal Audit Manual

Pillar 6 - Human Capital

Strategic Result	Strategic Objective	Strategies
6.1 Enhanced Organizational Efficiency and Capacity	6.1.1 Enhanced Organisational Efficiency and Capacity	Improve current conditions of service
		Develop and build capacity in staff
		Develop and implement staff retention policy and maintain low turnover rate
	6.1.2 To restructure ZTA and improve management systems	Restructure ZTA and develop and implement optimal Organisational structure
		Develop and implement HR policies and procedures

To assist in tracking the progress of the Strategic Plan implementation, an implementation matrix has been developed. It details the specific Strategic Objectives (SOs), Strategies, Service Delivery Target (SDTs) and Key Performance Indicator (KPIs) as shown in Annex 1.

Governance Framework and Performance Monitoring

This *Chapter* presents the rationale for the governance structure suggested to drive the Institution's Strategic Plan.

The Board provides strategic guidance and oversight to management in the execution of ZTA's mandate. The Board is responsible for the overall monitoring and evaluation (M&E) of the performance of the strategic plan. The M&E activities are performed through quarterly strategic reports that are regularly presented to the Board by management. Upon receiving such reports, the Board reviews and assesses whether the strategic plan is being executed as planned or should quickly be revised. The Chief Executive Officer drives the day-to-day implementation processes.

5.1 Performance Monitoring and Reporting

The Agency will undertake two levels of monitoring and evaluation. The first level is at ZTA itself and the performance of its activities. The Strategic Plan implementation matrix contains performance indicators for performance monitoring. Evidence-based data will be collected in line with the KPIs regularly. It is anticipated that performance monitoring reports from management will be presented in line with the objectives of the Strategic Plan. The respective departments will also present their periodic and annual performance reports during the review. Regularly, as determined by the CEO, performance reports will be required to be submitted directly to the Board and key stakeholders. The CEO, in liaison with the Agency's senior management team, will monitor the progress of activities being undertaken.

Target-based performance appraisals will be enhanced for both management and staff. The targets will be drawn from the strategic plan and cascaded to various units in an integrated, consistent, and coherent manner. It is anticipated that this will improve strategy implementation and the success of ZTA.

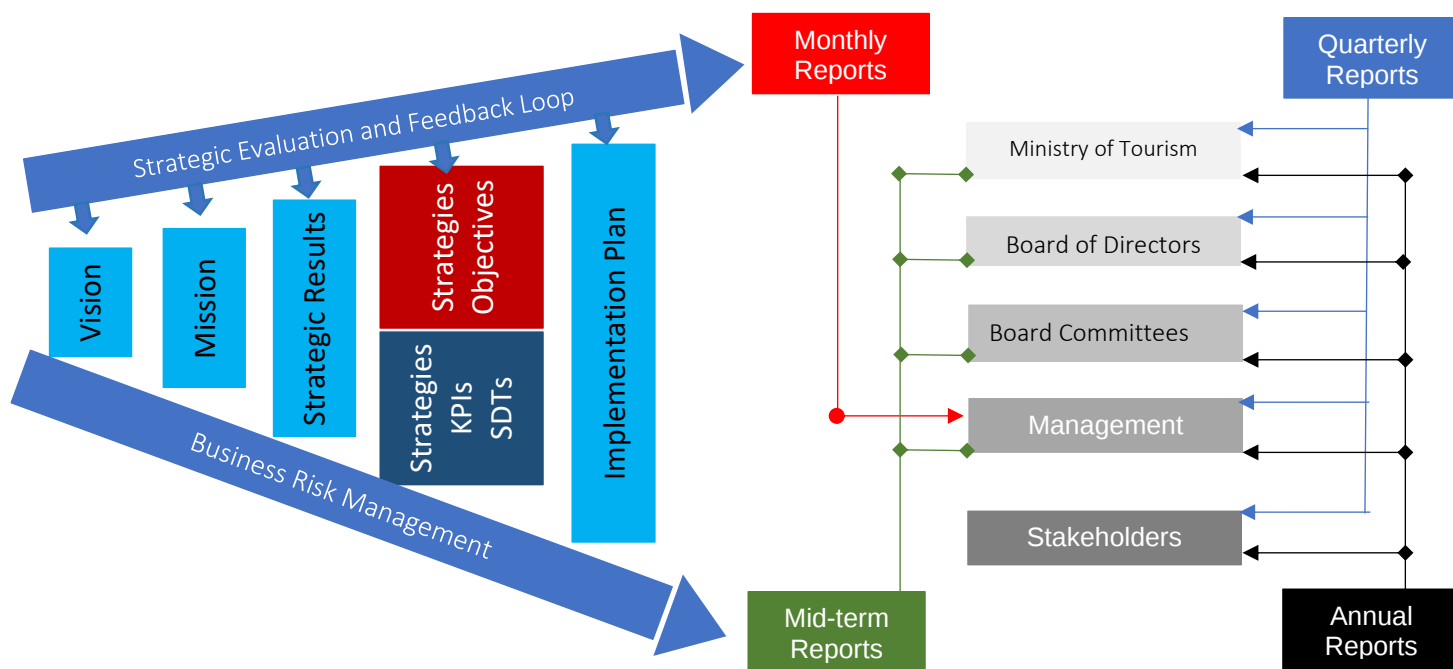


Figure 12: ZTA Performance Reporting Flowchart

5.2 Financing Plan

The effective implementation of the various strategic objectives, detailed in the Strategic Plan will require resource allocation. ZTA’s annual budgeting will therefore consider the various resources needed for the fulfilment of all the strategic objectives and the tasks associated with them. To achieve these goals and attain the projected performance levels there will be need for investment into agency over the next five -year period of the Strategic Plan.

5.3 Enterprise Risk Management

Risk management is a continuous process that is part of good governance practice. It involves identifying, ranking, and coming up with risk response initiatives to maximize

the probability of success of the strategy. Mitigation actions are identified for the High and Medium Risks. The drivers for risk identification will be the strategic objectives in this Plan. Management will develop a corporate risk map during the implementation of this Plan to align with the risk mitigation matrix summarized in Figure 12

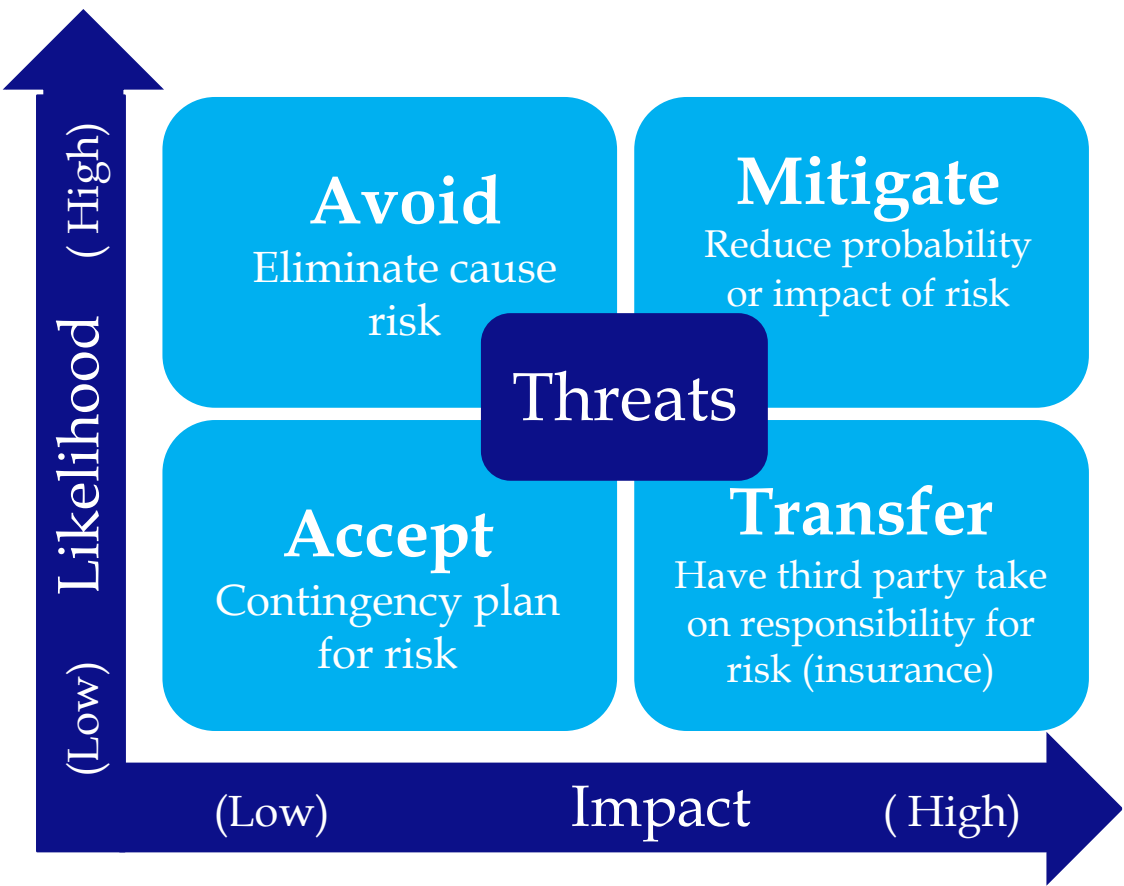


Figure 13: Risk Mitigation Matrix

6 Annexures

6.1 Annex 1: Implementation Plan

6.1.1 Stakeholder Engagement

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	KPI (Measure)	Metric (Unit of Measure)	Service Delivery Targets (SDTs)							Directorate
						Overall Target	Baseline	2022	2023	2024	2025	2026	
1.0 Stakeholder Engagement	1.1 Enhanced relations with stakeholders	1.1.1 To improve communication with stakeholders	1.1.1.1 Hold quarterly meetings/engagements with stakeholders	Meetings held	Number	20	0	5	5	5	5		Snr Marketing
			1.1.1.2 Initiate collaborations/partnerships	Collaborations/partnerships	Number	30	0	6	6	6	6	6	Snr Marketing
			1.1.1.3 Information circulation	Communications sent out to stakeholders	Number	60	0	12	12	12	12	12	Snr Marketing
			1.1.1.5 Hosting sensitisation meetings with the stakeholders	Meetings	Number	20	0	4	4	4	4	4	4 LS
			1.1.1.6 Conduct stakeholder satisfaction surveys	Number of Stakeholder satisfaction surveys	Number	5	0	1	1	1	1	1	1 LS
				Customer Satisfaction Surveys	Percentage	50%	0	10%	20%	30%	40%	50%	LS

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	KPI (Measure)	Metric (Unit of Measure)	Service Delivery Targets (SDTs)							Directorate
						Overall Target	Baseline	2022	2023	2024	2025	2026	
3.0 Marketing and Brand Awareness	3.1 Increased domestic and international tourist arrivals	3.1.1 To enhance tourism marketing	3.1.1.1 Develop a tourism marketing strategy	Tourism Marketing Strategy approved	Number	1	0	0	1	0	0	0	Snr Manager
			3.1.1.2 Develop a Tourism Brand Manual	Tourism Brand Manual approved	Number	1	0	0	1	0	0	0	Snr Manager
		3.1.2 To operationalise the Communication Strategy	3.1.2.1 Media educational tours	Media tours undertaken	Number	5	1	1	1	1	1	1	Communications & Corporate Affairs
			3.1.2.2 Tv programs	TV programs televised	Number	390	36	78	78	78	78	78	Communications & Corporate Affairs
			3.1.2.3 Radio programs	Radio programs aired	Number	520	96	104	104	104	104	104	Communications & Corporate Affairs
			3.1.2.4 Publications	Publications	Number	5	1	1	1	1	1	1	Communications & Corporate Affairs
			3.1.2.5 Newsletters	Newsletters published	Number	30	1	6	6	6	6	6	Communications & Corporate Affairs
			3.1.2.6 Newspaper articles	Articles published	Number	240	48	48	48	48	48	48	Communications & Corporate Affairs
			3.1.3.1 Roadshows	Roadshows undertaken	Number	50	0	10	10	10	10	10	Trade Manager
		3.1.3 To stimulate business tourism	3.1.3.2 Exhibitions	Exhibitions attended	Number	30		6	6	6	6	6	Trade Manager
				Brochures developed and produced	Number	5000	500	500	1,000	1,000	1,000	1,000	Trade Manager
			3.1.3.3 MICE collateral Brochures, Videos, Flyers	Videos developed and produced	Number	1	1	1	0	0	0	0	Trade Manager
				Flyers developed and produced	Number	10,000	1,000	2,000	2,000	2,000	2,000	2,000	Trade Manager
			3.1.3.4 Professional Association Marketing	Meetings held	Number	100	8	20	20	20	20	20	Trade Manager
			3.1.3.5 Familiarisation Tours for MICE buyers	Familiarisation tours undertaken	Number	15	3	3	3	3	3	3	Trade Manager
			3.1.3.6 Site visits	Site visits undertaken	Number	50	3	10	10	10	10	10	Trade Manager
			3.1.3.7 Incentive Marketing	Engagements with corporates and associations	Number	65	5	15	15	15	15	15	Trade Manager
			3.1.3.8 Information Desks	Events attended	Number	100	20	20	20	20	20	20	Trade Manager
			3.1.3.9 Develop a MICE website	Website completed and running online	Number	1	1		1				Trade Manager
			3.1.3.10 Create and annual pdate MICE calendar	Calendars developed	Number	12	12	12	12	12	12	12	Trade Manager
			3.1.3.11 Membership to international bodies	Affiliated and subscribed to membership	Number	3	1	3	3	3	3	3	Trade Manager
			3.1.3.12 Sports Tourism Marketing	Engagement with sports stakeholders on indoor sports	Number	10	1	2	2	2	2	2	Trade Manager
			3.1.3.13 Zambia Travel Expo	Expos held	Number	5	1	1	1	1	1	1	Trade Manager

6.1.2 Marketing and Brand Awareness

		3.1.4 To increase awareness to the Zambian public about Zambia's Tourism products.	3.1.4.1 Roadshows	Number of roadshows undertaken	Number	24	2	6	6	6	6	6	Domestic & Southern Region
			3.1.4.2 Undertake market researches undertaken	Number of market researches undertaken	Number	5	0	1	1	1	1	1	Domestic & Southern Region
			3.1.4.3 Database updates at information centres	Number of databases updates	Number	60	0	12	12	12	12	12	Domestic & Southern Region
			3.1.4.4 Radio program awareness	Number of radio programs aired	Number	520	108	104	104	104	104	104	Domestic & Southern Region
				Number of brochures produced	Number	250,000	30,000	50,000	50,000	50,000	50,000	50,000	Domestic & Southern Region
			3.1.4.5 Collateral Brochures, Flyers, Posters, Banners, Videos Branded Wear, Branded Give Aways, Graphic Visuals.	Number of flyers produced	Number	200,000	2,500	3,000	49,250	49,250	49,250	49,250	Domestic & Southern Region
				Number of posters produced	Number	1000	0	0	250	250	250	250	Domestic & Southern Region
				Number of banners produced	Number	100	50	50	14	12	12	12	Domestic & Southern Region
				Number of videos produced	Number	5	1	1	1	1	1	1	Domestic & Southern Region
				Number of branded wear	Number	500	50	50	100	100	100	50	Domestic & Southern Region
				Number of graphic visuals	Number	100	1	0	25	25	25	25	Domestic & Southern Region
			3.1.4.6 Expos/Exhibitions	Number of Expos attended	Number	75	0	15	15	15	15	15	Domestic & Southern Region
			3.1.4.7 Traditional Ceremonies	Number of ceremonies attended	Number	50	0	10	10	10	10	10	Domestic & Southern Region
			3.1.4.8 Compilation of Domestic Specials	Domestic specials collected, compiled, and circulated	Number	20	0	4	4	4	4	4	Domestic & Southern Region
			3.1.4.9 Billboards	Number of Billboards	Number	15	0	3	3	3	3	3	Domestic &
			3.1.4.10 Development and Implementation of Domestic Marketing Strategy	Domestic Tourism Marketing Strategy approved	Number	1	0	0	1	0	0	0	Domestic & Southern Region
			3.1.4.11 Educational Tours	Number of educational tours undertaken	Number	20	0	4	4	4	4	4	Domestic & Southern Region
			3.1.4.12 Formulation and actualisation of tourism school clubs	Number of school clubs formulated	Number	200	0	40	40	40	40	40	Domestic & Southern Region
		3.1.5 To increase awareness of destination Zambia in the international markets	3.1.5.1 Exhibitions	Number of Exhibitions attended	Number	15	3	3	3	3	3	3	International Manager
			3.1.5.2 Roadshows	Number of Roadshows attended	Number	3	1	1	1	1	1	1	International Manager
			3.1.5.3 Recruitment of PR and Marketing Agency	Number of PR and Marketing Agents recruited	Number	3	1	1	1	1	1	1	International Manager
			3.1.5.4 Marketing Collateral	Number of Marketing Collateral	Number	5000	200	1000	1000	1000	1000	1000	International Manager
			3.1.5.5 Educational Tours for Trade and Media	Number of Educational Tours undertaken	Number	5	0	1	1	1	1	1	International Manager
			3.1.5.6 Online advertising	Number of online adverts	Number	5	1	1	1	1	1	1	International
		3.1.6 To market tourism products and services on digital platforms	3.1.6.1 ZTA main website	Website running and content and SEO up to date	Number	1	1	1	1	1	1	1	Digital Marketing
			3.1.5.9 Digital Media production (images and videos)	Digital Media production (images and videos)	Number	4	0	1	1	1	1	1	Digital Marketing
			3.1.5.10 Production of Holiday social media banners	Number of Banners produced	Number	75	12	15	15	15	15	15	Digital Marketing
			3.1.5.11 Influencers (Blogger's/Vlogers) Educational Trips	Number of Educational trips undertaken	Number	15	5	3	3	3	3	3	Digital Marketing
			3.1.5.12 Domestic Specials Circulation	Specials circulated	Number	20	2	4	4	4	4	4	Digital Marketing
			3.1.5.13 Newsletter Circulation	Newsletter circulated	Number	30	1	6	6	6	6	6	Digital Marketing
			3.1.5.14 Live coverage of major events	Live coverage of major events	Number	150	100	30	30	30	30	30	Digital Marketing
			3.1.6.1 Follower retention through giveaways	Retention through competitions	Number	5	2	1	1	1	1	1	Digital Marketing
			3.1.6.2 Online Articles	Number of online articles	Number	15	3	3	3	3	3	3	Digital Marketing
			3.1.6.3 Publishing of Content on digital platforms	Content published on digital platforms	Number	1800	260	360	360	360	360	360	Digital Marketing

6.1.3 Financial Sustainability

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies/Activities	KPI (Measure)	Metric (Unit of Measure)	Service Delivery Targets (SDTs)							Directorate
						Overall Target	Baseline	2022	2023	2024	2025	2026	
6.0 Financial sustainability	6.1 Enhanced financial sustainability	6.1.1 Diversify the revenue base	6.1.1.1 Develop and implement Business Development Strategy	Approved Business Development Strategy	Number	1	0	0	1	0	0	0	Finance
			Review Business Development Strategy (every two years)		Number	2	0	0	0	1	0	1	Finance
			6.1.1.2 Identification of Financial Sourcing from Cooperating Partners	Partnerships	Number	4	0	0	1	1	1	1	CEO
			6.1.1.3 Identify and expand revenue streams	New revenue streams added (rentals, short term deposits, Bidding doc.)	Number	2	1	0	1	0	1	0	Finance
			6.1.1.4 Private Public Partnership lobbying for funding	Partnerships	Number	4	1	0	1	1	1	1	Finance
			6.1.1.5 Develop Debt recovery strategy	Approved Debt Recovery Strategy	Number	1	0	0	1	0	0	0	Finance
		6.1.2 Cost reduction	6.1.2.1 Stakeholder sensitization	% Cost Reduction	Percentage	5%	0	3%	5%	5%	5%	5%	Finance
			6.1.2.2 Reduction of operational cost	PBIT	Percentage	20%	5%	0	5%	5%	5%	5%	Finance
			6.1.2.3 Financial year end Audit by second quarter of the preceding year	Audited Financial Statements	Number	5	1	1	1	1	1	1	Finance
			6.1.2.4 Management letter	Reduced queries by 10% on annual basis	Percentage	10%	3%	10%	10%	10%	10%	10%	Finance
			6.1.2.5 Quarterly Financial reports	Approved Financial reports	Number	20	2	4	4	4	4	4	Finance
		6.1.3 Cost Control	6.1.3.1 Carry out quarterly value for money analysis and publish internally	Approved analysis report	Number	16	0	0	4	4	4	4	Finance
				Approved expenditure report	Number	60	0	12	12	12	12	12	Finance
			6.1.3.2 Cashflow projections	Approved cashflow projections	Number	9	0	1	2	2	2	2	Finance
			6.1.3.3 Develop financial and procedural manual	Approved Financial and Procedural manual	Number	1	0	0	1	0	0	0	Finance

6.1.4 Regulation

Strategic Pillar	Strategic Result	Strategic Objective	Strategies	M/I (Measure)	Metric (Unit of Measure)	Service Delivery Targets (S DTs)							Benchmarks
						Overall Target	Baseline	2022	2023	2024	2025	2026	
Regulation	4.1 Increased compliant and quality assured tourism enterprises	4.1.1 To increase the number of Licensed establishments	4.1.1.1 Licensing of Tourism Enterprises	Tourism Enterprises Licensed	Number	100	100	100	100	100	100	100	1.0
				Carry-out TV programs	Number	20	3	4	4	4	4	4	1.0
			4.1.1.2 Licensing awareness	Radio Shows	Number	120	30	34	34	34	34	34	1.0
				Print media publication	Number	40	2	8	8	8	8	8	1.0
				Feedback Survey	Percentage	8%	0	0	2%	2%	2%	2%	1.0
			4.1.1.3 Pre-Licensing Inspection	Pre-licensing inspections conducted	Number	20	2	4	4	4	4	4	1.0
			4.1.1.4 Door-to-door inspections	Door-to-door inspections conducted	Number	60	8	12	12	12	12	12	1.0
		4.1.2 To increase number of quality assured tourism enterprises through Grading	4.1.1.5 Grading of Tourism Enterprises	Tourism Enterprises Graded	Number	20	40	10	10	10	10	10	1.0
				Carry-out TV programs	Number	20	3	4	4	4	4	4	1.0
			4.1.2.1 Grading awareness	Radio Shows	Number	120	30	34	34	34	34	34	1.0
				Print media publication	Number	40	2	8	8	8	8	8	1.0
				Feedback Survey	%	4%	0	0	2%	2%	2%	2%	1.0
			4.1.2.2 Pre-Grading Inspection	Pre-grading inspections conducted	Number	20	2	4	4	4	4	4	1.0
			4.1.2.3 One-on-one engagement	One-on-one engagement with the tourism enterprises	Number	60	8	12	12	12	12	12	1.0
		4.1.3 To sensitise and build Capacity in the operators to enhance the quality of service and compliance	4.1.3.1 Tourism Industry sensitisation	Tourism operators capacity built	Number	20	0	4	4	4	4	4	1.0
			4.1.3.2 In-house Capacity Building	In-house capacity building programs	Number	20	0	4	4	4	4	4	1.0
		4.1.4 Contribution toward implementation of Single Licensing	4.1.4.1 Roll out the single licensing system to 4 provinces	Single licensing system rolled out	Number	4	0	0	1	1	1	1	1.0
		4.1.5 Policy Review and Recommendation	4.1.5.1 Review and recommendation of the Tourism standard and regulations	Recommendations of the Tourism and Hospitality Act No. 13 of 2015, SI No. 53, SI No. 99, SI 100 of 2018 and SI No. 14 of 2018 to the Ministry of Tourism	Number	5	0	1	1	1	1	1	1.0
		4.1.6 Increase the number of Grading Assessor and enhance Capacity building	4.1.6.1 Train additional Grading Assessors	Grading Assessor trained	Number	15	38	0	15	0	0	0	1.0
			4.1.6.2 Enhance capacity building for Grading Assessors	Grading Assessor retrained	Number	10	0	2	2	2	2	2	1.0
			4.1.6.3 Exchange programmes for Grading Assessor	Expose the Grading Assessor to new trends in the market	Number	10	0	2	2	2	2	2	1.0
		4.1.7 Enhance stakeholder engagement	4.1.7.1 Enhance communication with stakeholders	Hosting consultation meetings with the stakeholders	Number	20	0	4	4	4	4	4	1.0
			4.1.7.2 Stakeholders Feedback	Conducting stakeholder satisfaction survey	Number	5	0	1	1	1	1	1	1.0

6.1.5 Operational Excellence

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	KPI (Measure)	Metric (Unit of Measure)	Service Delivery Targets (SDTs)							Directorate
						Overall Target	Baseline	2022	2023	2024	2025	2026	
2.0 Operational Excellence	2.1 Improved administrative processes and reduce security threats	2.1.1 To establish and maintain efficient Information Communication Technology (ICT) Management Systems	2.1.1.1 Install and operationalize a robust ICT system	Appropriate ICT infrastructure installed	Number	1	1	1	0	0	0	0	HR
			2.1.1.2 ICT Usage Policy developed and implemented	ICT Policy approved	Number	1	0	1	0	0	0	0	HR
				Policy reviewed	Number	1	0	0	0	1	0	0	HR
		2.1.2 To maintain a reliable fleet system to enhance operations	2.1.2.1 Maintain efficient fleet management system	Vehicle Trucking System acquired and installed	Number	1	0	1	0	0	0	0	HR
					Number	1	0	0	1	0	0	0	HR
		2.1.3 To enhance security and safety	2.1.3.1 Installation of CCTV	CCTV installed	Number	1	0	0	1	0	0	0	HR
			2.1.3.2 Installation of a fire system	Fire system installed	Number	1	0	0	0	1	0	0	HR
		2.1.4 To enhance procurement efficiency and effectiveness	2.1.4.1 Procure an E-procurement system	E-procurement system procured	number	1	0	0	0	1	0	0	Procurement Unit
		2.1.5 Strengthen Adherence to the Public Procurement Act	2.1.5.1 Formulate a procurement procedures Manual	Approved Procurement procedures manual	number	1	0	1	0	0	0	0	Procurement Unit
	2.2 Operationalised institution Monitoring and Evaluation practices	2.2.1 To strengthen monitoring and Evaluation system	2.2.1.1 Develop and implement an M & E manual	Approved M & E manual	Number	1	1	0	1	0	0	0	CEO
				Approved M & E Plans	Number	4	0	0	4	4	4	4	CEO
				Approved Mid term Evaluation Report	Number	4	0	0	1	1	1	1	CEO
			2.2.1.2 Strategic performance reviews	number of strategic performance reviews	Number	6	0	0	1	2	1	2	CEO
			2.2.1.3 Undertake Research	Research report	Number	4	0	0	1	1	1	1	CEO
			2.2.1.4 Research collaboration in tourism	Research collaborations	Number	4	0	0	1	1	1	1	CEO
	2.3 Enhanced Compliance and accountability of the Resources of ZTA	2.3.1 Ensure Compliance and accountability	2.3.1.1 Undertake Audit assignments	Internal audit assignment every month	Number	60	6	12	12	12	12	12	Internal Audit
			2.3.1.2 Prepare Internal Audit Reports	Write and issue audit report on each assignment	Number	60	6	12	12	12		12	Internal Audit
			2.3.1.3 Make and follow up Audit Recommendations	Management actions on recommendations from both internal and external auditors	number	69	8	12	13	13	13	12	Internal Audit
			2.3.1.4 Risk Management Audit	Risk Register is complete	Number	1	0	1					Internal Audit
				Risk Profile is reviewed every quarter	Number	20	0	4	4	4	4	4	Internal Audit
			2.3.1.5 Develop and implement an Internal Audit Manual	Internal Audit Manual approved	Number	1	0	0	1	0	0	0	Internal Audit

6.1.6 Human Capital

Strategic Pillar	Strategic Results	Strategic Objectives	Strategies	KPI (Measure)	Metric (Unit of Measure)	Service Delivery Targets (SDTs)							Directorate
						Overall Target	Baseline	2022	2023	2024	2025	2026	
5.0 Human Capital	5.1 Enhanced Organisational Efficiency and Capacity	5.1.1 To attract, develop and retain highly skilled staff	5.1.1.1 Improve current conditions of service	Approved revised conditions of service	Number	2	1	0	1	0	0	1	HR & Administration
			5.1.1.2 Develop and build capacity in staff	Training and development plan	Number	4	0	0	1	1	1	1	HR & Administration
				Staff trained	Percentage	75%	0	15%	15%	15%	15%	15%	HR & Administration
		5.2.1 To restructure ZTA and improve management systems	5.1.1.3 Develop and implement staff retention policy and maintain low turnover rate	Low turnover rate	Percentage	5%	10%	7%	7%	5%	5%	5%	HR & Administration
			5.2.1.1 Restructure ZTA and develop and implement optimal Organisational structure	Approved structure	Number	1	0	1	0	0	0		HR & Administration
			5.2.1.2 Develop and implement HR policies and procedures	Approved HR policies and procedures	Number	10	0	4	2	2	2		HR & Administration

6.2 Annex 2: Proposed Organisational Chart

