

THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR



ZANZIBAR COMMISSION FOR TOURISM

Strategic Plan

2015 - 2020

TABLE OF CONTENTS

LIST OF ANNEX.....	v
LIST OF ACRONYMS.....	vi
EXECUTIVE SUMMARY	viii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Physical Features.....	1
1.2 Economic and Social Features	1
1.3 Political Development.....	1
1.4 Zanzibar Vision 2020	2
1.5 Millennium Development Goals (MDGs)	2
1.6 Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP).....	2
1.7 Multisectoral Tourism Development Programme	2
1.8 <i>Major sector policies for sustainable tourism development</i>	3
1.9 Ministry of Information, Culture, Tourism and Sport Strategic Plan	3
1.10 The Strategic Tourism Plan 2015-2020	4
1.11 Process and Approach	4
1.12 <i>Objectives of the Medium Term Strategic Plan 2015-2020</i>	5
1.13 Layout and Structure of the MTSP.....	5
CHAPTER TWO:.....	6
ASSESSMENT OF ACHIEVEMENTS & CHALLENGES FOR ZCT STRATEGIC PLAN (2007/14)	6
2.1 Performance reviews	6

2.1.1	Working environment and human resource development.....	6
2.1.2	Improving tourism marketing abroad and in the domestic market.....	7
2.1.3	Improving and diversifying tourism products.....	8
2.1.4	Intensifying tourism development in the country	9
2.1.5	Streamline HIV and AIDS in tourism industry.....	10
2.2	Challenge experienced	10
CHAPTER THREE:.....		12
INSTITUTIONAL OVERVIEW		12
3.1	<i>Zanzibar Commission for Tourism set-up and Evolution</i>	12
3.2	Mandate	13
3.3	Vision	13
3.4	Mission.....	13
3.5	Goals.....	13
3.6	Core value.....	13
3.7	Core Functions:.....	14
3.8	Quick win:.....	14
CHAPTER FOUR:		15
TOURISM GROWTH DIAGNOSTICS IN ZANZIBAR		15
4.1	Introduction	15
4.2	PESTEL Analysis.....	15
4.3	SWOT Analysis.....	16

4.5	Clients' need and problems analysis	19
4.6	Stakeholders analysis.....	20
CHAPTER FIVE:		21
STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES.....		21
5.1	Strategic Issues	21
5.2	Strategic objectives and strategies.....	22
CHAPTER SIX:		26
MONITORING AND EVALUATION MECHANISM		26
6.1	Rational	26
6.2	Implementation Arrangements.....	26
6.3	Monitoring.....	26
6.4	Schedule of the Reports.....	28
6.5	Evaluation of the Strategic Plan	29
6.6	Linking M&E to Performance Management and Staff Appraisal.....	30
6.7	Review of the ZCT Strategic Plan.....	30
CHAPTER 7:		31
RESOURCE MOBILISATION AND IMPLEMENTATION PLAN		31
8.1	Resource Mobilization	31
8.2	Implementation Plan	31

LIST OF ANNEX

ANNEX 1: FINANCIAL DETAIL OF THE STRATEGIC PLAN

ANNEX 2: STRATEGIC PLAN IMPLIMENTATION MATRIX

LIST OF ACRONYMS

AIDS	ACQUIRE IMMUNE DEFICIENCY SYNDROME
HIV	HUMAN IMMUNE VIRUSES
ILO	INTERNATIONAL LABOUR ORGANISATION
MDA	MINISTRY, DEPARTMENT AND AGENCY
MDG	MILLENNIUM DEVELOPMENT GOALS
MICTS	MINISTRY OF INFORMATION, CULTURE, TOURISM AND SPORTS
MKUZA	MKAKATI WA KUKUZA UCHUMI NA KUPUNGUZA UMASKINI
MTDP	MULTISECTORAL TOURISM DEVELOPMENT PROGRAMME
MTEF	MEDIUM TERM EXPENDITURE FRAMEWORK
MTSP	THE STRATEGIC PLAN
PESTEL	POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL AND LEGAL
SPIC	STRATEGIC PLANNING AND IMPLEMENTATION COMMITTEE
SWOT	STRENGTH, WEAKNESS, OPPORTUNITIES AND THREAT
UNWTO	UNITED NATION WORLD TOURISM ORGANISATION
ZCT	ZANZIBAR COMMISSION FOR TOURISM
ZSGRP	ZANZIBAR STRATEGY FOR GROWTH AND REDUCTION OF POVERTY

FOREWARD FROM THE CHAIRMAN

The Zanzibar Commission for Tourism is entrusted with the responsibility of formulating tourism policy, plans and coordinating the implementation of strategies aimed at developing the tourism sector. The sector is among the leading foreign exchange earners and a major generator of employment in Zanzibar contributing about 27% of the Gross Domestic Product. The sector has linkages with other sectors of the economy thus facilitating growth in those sectors.

Tourism sector is instrumental in the realization of the goals set out in the Vision 2020 and has once again been identified as one of the key three growth sectors in the economic pillars of MKUZA II. MKUZA II sets out specific goals for the tourism sector which include doubling international arrivals and trebling revenue and increasing number of hotel beds by 2015. A number of flagship projects are envisioned to facilitate the realization of these goals.

In the spirit of the vision 2020 ZCT has set out a vision to make Zanzibar the destination of choice and a global leader in sustainable tourism with the mission of facilitating sustainable tourism for national development and posterity. This strategic plan is a result of critical synthesis and integration of the mandate of the ZCT as spelt out in the Zanzibar Tourism Act No 6 of 2009 and the targets for the tourism sector as contained in the Ministry of Information, Culture, Tourism and Sports (MICTS) Strategic Plan and Multisectoral Tourism Development Program (MTDP).

The plan identifies key strategic issues and assesses the ZCT's strengths, weaknesses, threats and opportunities, culminating into specific strategies which will be pursued during the Plan period. I wish to take this opportunity to commend all those who gave their invaluable inputs and more specifically members of staff of the Commission who worked tirelessly to produce this Strategic Plan.

Dr. Ahmada H. Khatib
Chairman - Zanzibar Commission for Tourism

EXECUTIVE SUMMARY

The Zanzibar Government, through its Long-Term National Development Plan (Vision 2020), the National Strategy for Growth and Poverty Reduction (MKUZA II), and its Multisectoral Tourism Development Program communicates a clear vision on the importance of sustainable tourism development. While there remains continued strong political support at the national level of government for sustainable tourism and opportunities of the growing market, the country itself faces a number of challenges which weaken the country's overall competitiveness including limited products range, inadequate marketing and promotion and lack of qualified and competent workforce.

This strategic plan is a result of the Commission's need to update the previous Strategic Plan and its development has been guided by detailed research and assessment of the sector, key trends in the tourism industry, a rigorous consultation process and relevant planning issues.

The Vision is to make Zanzibar a growing up market tourism economy that creates jobs, alleviates poverty, protect environment and preserve Zanzibar Culture. The mission is to be globally recognised as a uniquely exotic, tropical island tourism destination that realises Zanzibar's full tourism potential. To achieve this vision, the plan contains eight objectives as follows:

- A. To formulate and implement an appropriate policies and legal framework for the development of tourism sector;
- B. To increase international and domestic tourist from 311,891 and 9,850 in 2014, respectively, to 649,342 and 20,227 by 2020;
- C. To increase average spending per visitor and average length of stay from USD 307 and 7 days in 2014, respectively, to USD 570 and 10 days by 2020;
- D. To enhance safety and security of tourists;
- E. To enhance and sustain the financial resources for the tourism sector;
- F. To attract, develop and retain competent and motivated staff;
- G. To increase awareness and involvement of local people from 60 percent and 28 percent, respectively, in 2013 to 80 percent and 60 percent by 2020;
- H. To enhance tourism information management and research capacity;

To realize the above mentioned objectives, the strategic plan includes strategies and targets for their achievement. All the components that constitute the strategic plan are summarized in the matrix at table 5.

CHAPTER ONE

INTRODUCTION

1.1 Physical Features

As part of the United Republic of Tanzania, Zanzibar consists of two main islands Unguja and Pemba. Unguja, with a land area of 1,665 square kilometres is the largest, and serves as the **administrative and trade center**. Pemba Island covers a total of 980 square kilometres and is the second largest. The two islands are located in the Indian Ocean just 40 miles off the East Coast of Africa between Latitude 5° and 7° south of the Equator. According to the 2012 Population Censor, it was found that Zanzibar has a population of 1.3 million with a growth rate of 2.8 percent.

1.2 Economic and Social Features

Zanzibar economy is to a large extent depends on agriculture (including livestock and fishing) which accounted for 31 percent of the GDP (2013). Other main sectors that shares high in the economy are trade (including tourism) with over 15.6% of GDP and administration with 9.4% of GDP. The average GDP growth has been ranging from 5.6% and 7.4% between the years 2002-2013, with a per capita income averaging Tshs. 1,077,000. Zanzibar is doing well in the development of social infrastructure. Almost 90% of the population are leaving within a five kilometres radius to a health center. Substantial progress has been made towards the achievement of MDG 2, 3 and 4, and the set targets indicators are likely to be met by 2015. Some of the basic economic and social indicators are as shown in the table 1-1.

Table 1-1: Economic Indicators

Population	1.33m
Population Growth Rate (percentage)	2.8
Proportion of population below \$ 1: income poverty (percentage)	44.41 (2010)
Proportion of population below \$ 1: food poverty (percentage)	13.04 (2010)
Infant mortality rate per 1000	54 (2010)
Under five mortality rate per 100,000	73(2010)
Maternal mortality rate per 100,000	221.4 (2012)
Per capital income	667(2013)

1.3 Political Development

Zanzibar was under one party rule until 1992 when the Political Parties Registration Act of 1992 provided a legal right to establish and register political parties based on amendment made under article 5(1984) of Zanzibar Constitution. Democracy is critical in the achievement of sustainable economic growth and development. The formation of the government of national Unit, held in 2010, has improved peace and stability in the country with a view to increasing economic development prospects and in particular enhancing performance of the tourism sector.

1.4 Zanzibar Vision 2020

The Government of Zanzibar has opted for a long term development plan, the Vision 2020 in order to finely adopt sound and economic policies focused towards the eradication of absolute poverty. Among the Vision objective on sustainable tourism include utilizing more effectively the tourism potential to generate more income, employment, human resource development, foreign Exchange earnings while protecting the environment, Zanzibar's culture and traditions; Diversify tourism attractions to achieve balanced growth of tourism industry and maximum benefit; stimulate the development of infrastructure, linkages and supporting institutions related to tourism. According to this plan, the major focus is to produce a world class experience for the tourists to Zanzibar leading to their prolonged stay and ensuring the safety, security and comfort of the visitor without degrading the cultural, environmental and social values of the populace.

1.5 Millennium Development Goals (MDGs)

Tourism development should have a direct and positive impact on the achievement of Zanzibar's MDG targets. While most 'pro-poor' tourism initiatives around the world have had a focus on MDGs 1, 3, 7 and 8 (poverty eradication, gender equity, sustainable development and global partnerships), there are positive interventions that can be undertaken for tourism to be a greater contributor to each of the other MDGs as well. Zanzibar practices the Global Code of Ethics for Tourism which provides a policy framework for the sustainable development within the context of the MDGs.

1.6 Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP)

The ZSGRP is one of the important socio-economic development policy implemented to set Zanzibar a step towards addressing the concerns of the Vision 2020. MKUZA II gives emphasize to develop exciting and iconic tourism initiatives, to proper management of existing tourism destinations and to focus on tourism promotional activities. Accordingly, the growth rate of tourism sector was estimated to reach 6.8 percent by 2015 where the numbers of tourists were estimated to reach 250,000 by the same year. The growth can be realized through the improvement and diversification of the tourist product, strengthening linkage with other sectors, promote up market tourists and increasing marketing activities within and abroad.

1.7 Multisectoral Tourism Development Programme

Zanzibar is a relatively low spend destination. This is because the tourism industry is totally dependent on its natural attractions as the motivation for tourists to visit. But the natural attractions, though unique in many ways, are not sufficiently strong in themselves to attract the numbers required to support a significant tourism sector. To move on to the next stage of

Table 1-2	
S/n	Thematic Area
1	Marketing and Promotion
2	Products, Infrastructure, Facilities and Services
3	Conservation and Sustainability
4	Tourism Governance.

development requires an investment driven strategy, with sustained investment in all aspects of the industry – new products, destination marketing, human resource development etc.

The Multisectoral Tourism Development Program (MTDP) has been developed to further enhance tourism development in the country and enhance the role of the sector as one of the key sectors in the economic transformation strategy. In the development of the MTDP four fundamental principles were taken into consideration, namely **product development; Tourism investment framework; Tourism marketing framework; and Responsible tourism**. The goals and objectives of the program are proposed within a framework of four major thematic areas as show in table 1-2.

1.8 Major sector policies for sustainable tourism development

Zanzibar's policy direction for sustainable tourism sector development is set forth in the several national development policies but mainly in Tourism Policy of 2003, National Trade Policy 2003, National Investment Policy of 1997, the Zanzibar Small and Medium Enterprises (SMEs) Development policy of 2006 and Environmental policy of 2013. Since crucial policy issues related with efficiency and quality are inextricably intertwined with the rest of the economy, its development is anchored within the overall framework of a set of other national development policies. Tourism policy seeks to ensure that the direction and nature of tourism sector development meets social-economic objectives, markets are competitive and the negative consequences of growth on the environment are mitigated. Environmental policy provides the measures and guidelines to mitigate the environmental impact caused by tourism projects. The investment policy among other objective set out a clear rules and strategies to attract tourism investor in the tourism sector. National Trade policy put more emphases on creating conducive environment for the growth of trade sectors. With regard to local participation in the tourism sector the SMEs development policy create "a conducive environment in which people are free to associate in exploiting their resources for social and economic development.

1.9 Ministry of Information, Culture, Tourism and Sport Strategic Plan

The Ministry of Information, Culture, Tourism and Sports (MICTS) is charged with the responsibility of laying down the foundation for the accelerated development of Zanzibar through integration of Information, Culture, Tourism and Sports sectors. The main thrust of Ministry is to have a tourism sector that promotes economic growth and improves the livelihood of communities. Consequently, the MICST Strategic Plan

Strategic objective	Strategies
To Minimize negative economic, environmental and social impacts	Ensure Sustainable Tourism Development
	Ensure Minimal Leakages from Tourism
	To Enhance Human Capacity of Tourism Sector
To intensify tourism promotion and product diversification	Improve product diversification
	Improve Domestic and Foreign Tourism Markets

provides an important framework for the ZCT Strategic Plan. Important priorities/issues in the MICST Strategic Plan, which need to be addressed by the ZCT Strategic Plan, are as shown in the table 1-3.

1.10 The Strategic Tourism Plan 2015-2020

This Tourism Strategic Plan is not a new document; it is a revision of the previous Tourism Strategic Plan prepared in 2007. Most of the strengths and weaknesses and related strategies remain the same, albeit with some significant changes. Those parts of the earlier Plan that remain unchanged have been retained. Large passages will therefore be familiar to those involved in tourism in Zanzibar over the last five years. This will help continuity and, hopefully, reinforce the importance of these issues and agreed strategies for dealing with them. Recent history has shown how external factors such as the global economy and terrorism can impact on the nation's tourism industry. Over the last five years, tourism has been affected by changes in the US economy, oil price hikes, civil war in Arabic countries, global terrorism threats and concerns for Ebola to mention a few. There have also been significant new investments over the last five years, most notably in the ports terminals and in hotel and restaurant facilities. Other strategic changes at national level include a new commitment to tourism product and human resource development.

The most contentious issues from the last plan include accessibility (transportation of tourists), market penetration and diversification, product upgrading/diversification, safety and security, inadequate financial resources to support tourism sector, inaccurate statistics, and human resources. They remain as 'challenging' issues.

1.11 Process and Approach

A highly participatory approach that ensured consultations and the inclusion of a broad spectrum of internal and external stakeholders was used during the preparation of this Plan. This was in recognition of the fact that the ZCT works with several stakeholders, all of whom are fundamental in the realization of its mandate. Participants comprised people from a variety of backgrounds including professionals, politician, NGO representative, representative from tourism associations, MDAs, and other dignitaries.

In preparing this Strategic Plan, the ZCT has done the following:

- A review of the Government's policies documents, Ministry reports, and previous Strategic Plans that had been prepared by the Zanzibar Commission Tourism was subsequently undertaken. The purpose of this exercise was to identify policy priorities that the Strategic Plan would address. Furthermore, it assisted to assess the Commission's past performance, in terms of its achievements and constraints as an approach towards addressing performance gaps through strategic interventions.
- Undertook extensive review of documents on studies surveys and reviews on Zanzibar and some related documents from Africa and other part of the world.
- During preparation of Multisectoral Tourism Development Program which took place March 2014 a thorough assessment of tourism sector was conducted and

findings from the “Tourism Lab” to a large extent contribute to the finalisation of the plan.

- Tourism stakeholder meeting organised in August 2013 to discuss laws and Regulations governing tourism sector in Zanzibar and
- Two tourism stakeholders hand on workshops held in 4th November, 2014 and 11th November 2014 for Unguja and Pemba respectively to discuss the best approach to market tourism product within and outside Zanzibar.

1.12 **Objectives of the Strategic Plan 2015-2020**

The rationale for preparing the ZCT Strategic Plan for 2015/16 - 2020/21 is based on the following factors:

É **Need to link ZCT with the MICTS Strategic Plan and National Policies.** The Zanzibar Commission for Tourism is required to have in place a dynamic plan that is linked to the issues narrated by the MICTS strategic plan to meet the objective set in the vision 2020, MKUZA II and Multisectoral Tourism Development Programme.

É **The need to operationalise the ZCT mandates.** The objective of this strategic plan is to enable ZCT to perform its functions effectively.

Specifically, the purpose of the plan is to:

- Review the four main strategies outlined in the 2007-2013 plan;
- Refine the strategic direction for the future development of tourism in Zanzibar;
- Provide a forward-looking implementation plan

1.13 **Layout and Structure of the MTSP**

The MTSP document is divided into a main text and two annexes. The main text provides brief introduction on the strategic plan (chapter 1) and rationale for the strategic plan. Chapter 2 presents as assessment of the past strategic plan including its achievement, impact and challenge experienced. Chapter 3 provides an institutional overview which summarise vision, mission and core value of ZCT. Chapter 4 presents the strategic situational analysis context. The strategic matrix plan is described in chapter 5 which summarizes the key result areas/strategic issues and strategic goals, strategies, targets as well as key performance indicators. Chapter 6 presents monitoring and evaluation mechanism and finally chapter 7 presents the way to finance and implement the plan.

CHAPTER TWO:

ASSESSMENT OF ACHIEVEMENTS & CHALLENGES FOR ZCT STRATEGIC PLAN (2007/14)

2.1 Performance reviews

The priority areas of intervention identified during the period 2007-2014, were in line with the broad goals of developing sustainable tourism as mentioned in Zanzibar vision 2020 and MKUZA II. While substantial achievements have been recorded as highlighted under the different themes in this chapter, there were overarching challenges towards the achievements of the set objectives as follows:-

2.1.1 Working environment and human resource development.

The objective aimed at ensuring adequate technical and professional staff and conducive working environment are in place. The achievements and impacts are as follows:

(a) Achievements

The specific target for this objective is shown in table number 2-1. Against these set targets, steady progress has been recorded. A total of 21 staffs attended long course in tourism and related field of studies including master degree 5, Undergraduate 4, Diploma and certificate 12. A total of 10 staffs attended short courses in and outside the country. Furthermore, a total of 11 staffs continue with their study in different level including master degree (2), undergraduate study (6) and diploma (3).

ZCT is renovating its office to increase the

S/n	Table 2-1
Objective one - Set Targets by 2014	
1	Fifteen staff trained (long and short Courses)
2	Five motor vehicles purchased
3	Training Need Assessment (TNA) conducted
4	Workers paid timely
5	Modern office in place
6	Recognition & incentive programs prepared/implemented

space and improve working conditions - plans are underway to develop a permanent office for ZCT both in Unguja and Pemba. Sufficient office equipments procured including 12 computers, three vehicles and eight motor cycles (vespa). Training need assessment has been conducted, and salary/ allowance have been paid timely according to government laws and regulations. ZCT is in the process of reviewing its organisation structure, scheme of service and manning levels. The aim of the exercise is to come up with clear job descriptions, attractive remuneration, and devise appropriate disciplinary actions for staff misconduct and indiscipline.

In 2012, Zanzibar Tourism Amendment Act No. 7 enacted to promote decentralization of tourism industry. Accordingly, the Zanzibar Commission for Tourism set up a framework for implementation of "Tourism for All" and thus 10 Districts Tourism Committees (DTC) has been established. For better implementation of their duties, the committee members have been given training to improve their understanding about their roles and responsibilities. The ZCT is working very closely with different institutions/agencies in the implementation of a number of overlapping areas of interest

that will likely lead to a working partnership and co-financing of activities with respect to tourism.

(b) Impact/Outcomes

- The working environment has been satisfactory leading to staff job satisfaction, efficient in service delivery, and improved performance of the Commission.
- Revenue collection and compliance has been increased due to improved monitoring of the sector.

2.1.2 Improving tourism marketing abroad and in the domestic market.

This strategic objective aimed to develop and promote the image of Zanzibar as a high quality tourism destination. This includes consistent positioning of Zanzibar through participating in international and domestic tourism exhibitions, organization of high quality advertising campaigns, and producing high quality promotion collaterals.

(a) Achievement

The set targets for this objective are as shown in table 2-2. By using the private public partnership (PPP) approach, Zanzibar participated in various tourism fairs in traditional markets. These include World Travel Market (WTM-London), International Tourismus la Berse (ITB - Berlin), Borse International Turismo (BIT-Milan), and INDABA (South Africa), Le Monde A. Paris (MAP- France) and Swedish International Travel and Tourism Trade Fair (TUR- Sweden). The ZCT also promote Zanzibar in the emerging market through organising road shows (China and Russia) and attending tourism exhibition in Dubai (Arabian Trade Mart -ATM), and China (China International Travel Mart- CITM). With regard to regional and domestic tourism markets ZCT participated in Karibu Fair (Tanzania), Daresalam Trade International Fair (DTIF), Zanzibar Trade Fair, May Day Business Fair and Swahili Expo (SiTE-Tanzania). The Commission for Tourism participated in various EAC working groups, regional and international conferences including ATA and Sullivan meeting held in Arusha and Daresalam respectively. For the period of the plan collaboration between ZCT and Tanzania embassies abroad has been improved and led to production of brochures in Russia language.

S/n	Objective Two-Set Targets by 2014
1	Participate seven international/domestic tourism fair
2	Increase knowledge of tourist product to the staff of ZCT
3	Participate three EAC tourism forums, and attend two World tourism Conferences
4	All web based advertisement revised.
5	Increase contribution of GDP from Tourism Sector up to 25%
6	Increase/ revised the number of incentive packages to attract conference investment
7	Conduct at least 2 survey in prioritized market
	Market plan and strategy developed and implemented

Three seminars and one study tour were organised for district tourism committee members and board of Commissioners respectively. On the other hand, a total of 25 staffs visited Tanzania National Park and other tourist attractions in Tanzania Mainland.

The purpose of these study tours and seminars was to impart knowledge of tourism to staffs in order to perform their task effectively and efficiently.

Statistics indicate that in 2013 hotels and restaurants accounted for 6.5% of Zanzibar's GDP (OCGS, Economic Survey 2013), transport and communication accounted for 14.4% of Zanzibar's GDP, and tour operation contributing 5.6% to the GDP. However, by given consideration full range of tourism industry, it is obvious that the sector can be accounted for over 25% of the Zanzibar's GDP. Other progress that has been made toward this objective are revamping of Zanzibar National Tourism website, developing of Tourism Marketing Plan and conducting Tourist Exist Surveys.

(b) Outcomes/Impact

For the period of 2007/08 – 2013/14 the following outcomes has been notified:-

- The International tourist arrivals to Zanzibar have more than doubled, from 143,283 in 2007 to 311, 891 in 2014.
- Tourism's total contribution to GDP stood at over 25% in 2014.
- The average length of stay of a tourist has increased from 6 days in 2007 to 7 days in 2014
- The average expenditure has reached USD 307 per day per day in 2014

2.1.3 Improving and diversifying tourism products

This objective aimed at encouraging visitors to longer and spend as much as possible during their visit.

(a) Achievement

The longer stay and high spending for tourism could be achieved by providing a wide range of secondary attractions (additional things to do and see). Some progress has been made toward

achieving the target set (see table 2-3). A total of 15 awareness seminars and sensitisation workshops were conducted in Unguja and Pemba. These seminars/workshops involve people from different background including professionals, representatives from religious group and tourism practitioners. Other recommendable achievements are:-

s/n	Target
1	Eco – tourism and cultural tourism sites and attractions documented
2	Five awareness seminars and five sensitization workshop conducted
3	Ten awareness seminars conducted one for each district.
4	Develop and implement school awareness programs
5	At least 2 new events are initiated

practitioners. Other recommendable achievements are:-

- Identifying tourist sites and attractions.
- Establishment of trade fair by Ministry of Trade, Industry and Marketing.
- Establishment of Mangapwani cultural festival – The festival is organised by Mangapwani people who reside elsewhere in Tanzania.

- Establishment of food festival at Makunduchi village – the event took place in 2013 and it will be improved to meet the basic requirements to cater for international tourism market.
- Through MACEMP and ACCRA project a number of community based tourism projects were established. The groups were financially and technically empowered and to a large extent projects support the government initiatives toward improving livelihood of the people in the rural areas.
- School awareness programs were conducted where by the ZCT has organised a school competition for the students to enhance their understanding about tourism

(b) Impact

- Private investors and in particular locals continue to exploit the opportunities available in the tourism sector at a steady pace. The quality of the destination is improving through new products that have been recently opened, including kite surfing and parasailing.
- Communities have also received a boost through ACCRA and MACEMP training programmes. Improved quality combined with marketing program has result many community tourism products to be sold by tourism operators.

2.1.4 Intensifying tourism development in the country

This objective aimed at developing tourism as an economic sector that would generate more foreign earnings, enhance employment opportunities, stimulate economic activities in the respective areas, and contributes in the initiatives to alleviate poverty.

(a) Achievement

The set target for this objective is show in the table 2-4 and some progress has been made toward achieving this goal.

As at December 2014, Zanzibar Commission for Tourism lists a total of 441 local owned tourism projects equivalent to annual growth of 6%. The projects are hotels (160), tour companies (208), restaurants (15), boutiques (45) and marine activities (13). A

S/n	Target
1	Thirty private sectors members trained on customer care
2	Job opportunities in tourism industry increased from 15,000 in 2009 to 40,000 by 2014
3	Tourists satisfaction improved by 2014
4	Increase in number of new entrepreneurial tourism-related business owned and managed by local by 5 % to 2014

total 200 local people have been given training on tour guiding and customer care. It is estimated that the tourism today provides more than 20,792 direct employments, and over 46,000 are engaged in indirect activities (ZCT, 2015). The visitor satisfaction is moderate as most visitors were not satisfied with the state of the infrastructure (airport services) and security.

(b) Impact/Outcomes

There are substantial numbers of self-employed business offering their services direct to tourism industry implying more engagement of locals in tourism industry.

2.1.5 Streamline HIV and AIDS in tourism industry

The epidemic may affect the tourism sector in a variety of ways including interference with the supply of a workforce to the industry. Consequently, could result in the tremendous negative impact on labour productivity due to frequent absenteeism and increased labour costs. This objective aimed to mitigate these effects by providing awareness on the spread of HIV/AIDS to the tourism industry.

(a) Achievement

The set targets for this objective are shown in the table 2-5. Progress has been made toward achieving the objective. Seminars and awareness to ZCT staffs and tourism operators have been provided each year to impart knowledge on the effect of HIV/AIDS on tourism industry and economy in particular. On the other hand issues of HIV/AIDS have been well considered in the tourism policy.

Table 2- 5	
S/n	Target
1	Work place HIV and AIDS strategic plan developed
2	1500 copies of information materials of HIV/AIDS printed and disseminated

(b) Impact/outcomes

The ZCT staffs and tourism operators are aware of the epidemic, however, translating this awareness to behavioral change remain a challenge.

2.2 Challenge experienced

During the implementation of the Strategic Plan 2007- 2014 the following challenges were observed.

- Inadequate fund, not only limit the Zanzibar Commission for Tourism to develop a workplace HIV/AIDS strategic plan, but also hamper the process of printing and disseminating information materials on HIV/AIDS.
- The core activities of the ZCT are financed from the Government budget whereby with the increased competitiveness with equally important national activities, resources from the central Government to the ZCT are not enough.
- Although Zanzibar Commission for Tourism is a semi autonomous Institution, the staff are working under regulations and guidance issued by the Government through the Ministry responsible for Public Services. These set of rules have not been supplemented by ZCT staff regulations, which need to be developed by the Management and approved by the Board of Commissioners.
- The existing situation of ZCT staff working under the general salary scheme limits the efforts of the organisation to provide high motivation to its staff; inadequate remuneration for ZCT compared to other autonomous body like Zanzibar Investment Promotion Authority and Zanzibar Airports Authority has resulted in low work motivation.

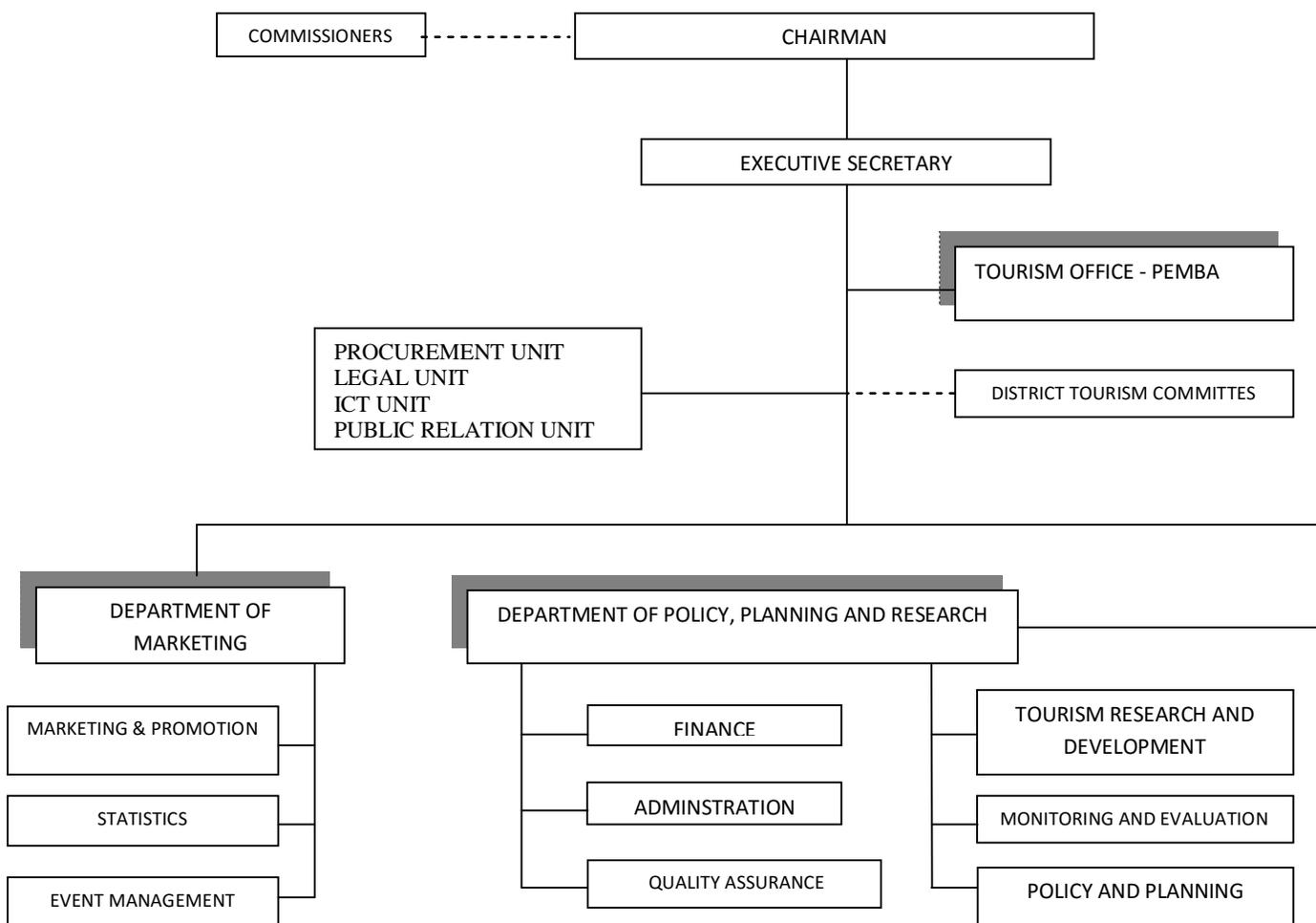
- Marketing requires a focus on strategically selected target markets. Selection should be based on extensive market research that indicates potential yields set against the cost and difficulty of attracting the market segment. Such targeting becomes more important when marketing resources are limited. During the life span of the plan there were no *marketing strategies that clearly prioritize specific market segments or products*.
- Some of Zanzibar's current product offerings are not adequate or up to international standards.
- Tourism stakeholders mention human resource capacity as the sector's top constraint. Skill gaps translate into (i) reduced private sector competitiveness in service delivery; (ii) recruitment of more foreign labor; (iii) limited employment opportunities; and (iv) deterrent for attracting investment.

**CHAPTER THREE:
INSTITUTIONAL OVERVIEW**

3.1 Zanzibar Commission for Tourism set-up and Evolution

The Zanzibar Commission for Tourism (ZCT) was first established by the Tourism Promotion Act No. 9 of 1996 and then was repealed by the Zanzibar Tourism Act No. 6 of 2009. The main roles of the commission are to plan, develop, market and manage tourism industry in Zanzibar. The present organization structure of the Commission for Tourism is outlined by the Zanzibar Tourism (Amendment) Act No. 7 of 2012. The Act commends formation of Board of Commissioners for overseeing the Commission in its daily undertakings.

ZCT Organ gram



3.2 Mandate

To develop and manage policy, programmes and strategies that enhances promotion of tourism and hospitality industry in Zanzibar.

3.3 Vision

To make Zanzibar a growing up market Tourism Economy that create jobs, alleviates poverty, protect environment and preserve Zanzibar Culture.

3.4 Mission

To be globally recognised as a uniquely exotic, tropical island tourism destination that realises Zanzibar's full tourism potential.

3.5 Goals

The maximization of social economic benefit will be pursued mainly through the increase of revenues. This plan takes into account the Commission's commitment to achieve the following goals:

Table 3-1: Goals and Measures

Goals	Measure
Increase awareness, preference and intention in key target market	Growth in number of tourist from the target markets
Increase in visitor expenditure	Growth in visitor expenditure and average length of stay in Zanzibar
Increase number of jobs	Growth in employment in the tourism and hospitality industry
Increase in tourism investment and infrastructure in Zanzibar	Growth of appropriate tourism investment as outlined in Multisectoral tourism development Program
Ensure sustainable development of the destination tourism product	Development of new product suited to the need of the target markets

3.6 Core value

(a) Professionalism

- Conforming to high standards of ethical and moral conduct in the execution of Mandate.
- Utilizing skills, intelligence, effective communication and response to our clients offering them the highest quality of service.

(b) Accountability

- Taking full responsibility of the outcomes and outputs of what has been entrusted to the Commission for Tourism;
- Making an honest acknowledgement of actions on issues whenever called upon to do so.

(c) Team Work

- Understanding that the sum of the whole is greater than the sum of individual parts.

(d) National Pride

- Driven to achieve common National Goals and Objectives and putting National interests ahead of personal interests.

(e) Leadership

- To provide exemplary leadership and direction to the entire tourism sector.

3.7 Core Functions:

- Administer the tourism Act to ensure compliance;
- Develop, implement and review tourism policies, plans, strategies, guidelines and legislation in consultation with stakeholders;
- Promote and market Zanzibar as a tourist destination;
- Identify, develop, diversify and upgrade tourism products to attract visitors;
- Setting standards and regulating tourism enterprises;
- Undertake, coordinate and communicate research in the sector;
- Internal & external resource mobilization in consultation with other stakeholders;

3.8 Quick win:

The strategic plan calls for:

- i. Penetration of existing markets and the diversification to emerging markets.
- ii. Specific market and specialized market segment like MESE and increase in the frequency of flights and geographical coverage.
- iii. Maintain safety and security to tourists, investors and their properties.

**CHAPTER FOUR:
TOURISM GROWTH DIAGNOSTICS IN ZANZIBAR**

4.1 Introduction

The need to develop a roadmap for the ZCT requires a critical analysis of the key factors, both internal and external, that influence its success in achieving its mission and goals during the Plan period. This was accomplished through an assessment of both the external and the internal operating environments.

4.2 PESTEL Analysis

The PESTEL framework categorizes the external environment influences into six factors: Political, Economic, Social, Technological, Environmental, and Legal. The outputs of the PESTEL analysis are the key opportunities (positive or favourable conditions existing in the environment) and threats (negative or unfavourable conditions). These outputs are summarized in Table 4-1

Table 4-1: PESTEL Analysis

DIMENSION	Trends that are likely to impact on the ZCT's capacity to achieve its goals.		
	Globally	Regionally	Locally
Political	Positive perception about Zanzibar	Political integration	Emergence of middle class
	Growing insecurity due to global terrorism.	Political instability	Government of National Unit
	Increased political cooperation and alliances.	Enlargement of EAC with Rwanda & Burundi	-
	Middle East conflicts	-	-
	Implementation of MDGs.	-	-
Economic	Increased economic integration through the reinforcement of the UNWTO	Increased economic integration	Emergence of PPP project Improved business environment
	Current economic recession in the traditional source markets.	Emerging tourist destinations	Increased demand for the use of resource tourism resources by host communities
	Expansion of the e-business	Improved business environment	Aligning of business to the EAC/SADC/COMESA market.
Social	Global cultural exchanges	Regional cultural exchanges	Rapidly growing labour force
	Increased permanent migration to some countries	Increased cross-border movements and interactions	Rising crime due to unemployment
	Spread of infectious diseases	Spread of infectious diseases	Increasing social contacts across

			regional & other facets
Technological	Expansion of the e-business	Growing adoption of ICT in business	Growing adoption of e-business
Legal		Uncoordinated and piecemeal legal instruments	Uncoordinated and piecemeal legal instruments
Environmental	Climate change	Climate change	Climate change

4.3 SWOT Analysis

The SWOT analysis below provides the basis for an analysis of the strengths, weaknesses, opportunities and threats that are relevant to the future of tourism development in Zanzibar.

Table 4-2: SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Unmatched natural product • Ultimate adventure destination. • Unique hospitality and diverse tourism products. • Relatively secure destination. • Established tourist facilities • Renowned tourist destination • Zanzibar is strategically positioned at the heart of East Africa. • Integration of tourism development plan into MDAs strategic plans 	<p>Weakness</p> <ul style="list-style-type: none"> • Limited air connectivity and lack of national carrier • Weak public private partnership • Over-reliance on western Europe markets • Insufficient financial resources for tourism development and marketing • Inadequate development of products, facilities and infrastructure. • Inadequate skills in areas necessary for strengthening the sector. • Under-developed domestic and regional tourism markets • Inadequate research in tourism • Absence of Tourism Satellite Accounting System
<p>Opportunities</p> <ul style="list-style-type: none"> • Government has placed high priority on tourism. • Untapped tourism potential e.g culture, conference, and cruise • Emerging markets in tourism in Africa, Asia and the Middle East. • The government's commitment to improve SMEs. 	<p>Threats</p> <ul style="list-style-type: none"> • Strong competing destinations • Unfavorable travel advisories • Global economic downturn • Climate change • Increasing tourism competition in the region. • Unstable global fuel prices • Increased spread of infectious diseases

4.4 Competitors Analysis

The SWOT analysis for the selected destinations is shown in the table 4-3.

Table 4-3: Competitors Analysis

Seychelles	<p>Strength</p> <ul style="list-style-type: none"> • Adequate infrastructure and services to the highest international standards • Well recognized destination image 	<p>Opportunities</p> <ul style="list-style-type: none"> • PPP between the Seychelles Tourism Board and the private sector in mounting joint overseas marketing initiatives
-------------------	---	--

	<p>in the international markets</p> <ul style="list-style-type: none"> • Political stability of the country • Good investment climate and policy framework • Industry-enabling policy framework • Development Plan and the Tourism Strategy (2010-2017). 	<ul style="list-style-type: none"> • New and emerging ICTs • Foreign investment in order to upgrade hotels and other services • Emerging markets in Africa and Asia
	<ul style="list-style-type: none"> • Threats • Black market trading of foreign exchange • Piracy activities in and around Seychelles' territorial waters in the Indian Ocean • Climate change related environmental impacts • Perceptions of some policy choices 	<p>Weakness</p> <ul style="list-style-type: none"> • Tight controls on exchange rates and the scarcity of foreign currency • Limited external funding available for tourism marketing, product development and promotion. • Deficiencies in services and maintenance of facilities • Limited range of tourism product options • Relatively high cost of accommodation and access
Kenya	<p>Strength</p> <ul style="list-style-type: none"> • Internationally renowned tourist destination • Reputation for hospitality and diverse tourism products. • Relatively secure destination • Well established tourist facilities and tourism infrastructure in the region • Quality trained staff in the region • Highly ranked in East Africa as a Conference Tourism Destination in Africa • Foreign ownership of tourism companies by international operators in Kenya is prevalent and encouraged • Good airline connectivity 	<p>Opportunities</p> <ul style="list-style-type: none"> • Untapped tourism potential e.g. eco-tourism, culture, conference, and cruise • Unexploited domestic tourism market • Emerging markets in tourism in Africa, Asia and the Middle East • Expansion of global digital economy (E-business). • Expansion of air and water transportation • Growth of Conference Tourism • Development of resort cities as envisaged in Vision 2030 tourism flagship projects
	<p>Threat</p> <ul style="list-style-type: none"> • Occasional negative media publicity • Perception of Kenya as a cheap • Increasing tourism competition in the region. • Erosion of cultural values. • Adverse travel advisories • Cost of doing business • Global economic recession • Piracy in the Indian Ocean – threat to cruise tourism 	<p>Weakness</p> <ul style="list-style-type: none"> • Outdated legal and policy framework • Over-reliance on traditional source markets • Poor general infrastructure • Insufficient financial resources for tourism development and marketing • Inadequate skills in areas necessary for strengthening the sector • Inappropriate standardization

		<p>guidelines for tourist facilities</p> <ul style="list-style-type: none"> • Inadequate research in tourism • Inadequate capacity of tourist security agents
Madagascar	<p>Opportunities</p> <ul style="list-style-type: none"> • Investment finance through the "Funds For the Promotion of Private Business" • Tourism product diversification e.g. adventure, special interest etc • Establishment of ecotourism investment zones • Emerging markets in Africa and Asia 	<p>Strength</p> <ul style="list-style-type: none"> • One of the world's top "biodiversity hotspots" • Rich natural heritage - more than 80% of Madagascar's flora and fauna are found nowhere else in the world and some taxonomic groups, including reptiles and amphibians, are over 95% endemic • Coastal attractions
	<p>Threat</p> <ul style="list-style-type: none"> • Lack of an 'open skies' policy. • Perceptions of poor governance and political instability • High degree of environmental and forest degradation • Climate change • Disaster vulnerability e.g. drought, cyclones, flooding, etc 	<p>Weakness</p> <ul style="list-style-type: none"> • Lack of supportive policies and regulations • Investment climate is not conducive to tourism development • Weak country credit rating • Un favorable labour relations in the hospitality sector • Poor airline connectivity • Inadequately skilled labour-force • Inadequate funding for tourism initiatives
Tanzania mainland	<p>Opportunities</p> <ul style="list-style-type: none"> • EAC integration could encourage labour mobility and enhance management of cross-border resources • Growth in domestic and regional tourism • Emerging markets in Africa, Asia and Middle East • Product diversification e.g. cruise, cultural, dooms-tourism etc • Underexploited tourism resources in the non-traditional tourist circuits e.g. in the Southern parts of country 	<p>Strength</p> <ul style="list-style-type: none"> • Conducive investment climate • Vibrant and growing tourism industry • Rich natural heritage • The highest Mountain in Africa - Kilimanjaro • Big game hunting in the Southern Circuit of Tanzania • <input type="checkbox"/> The clean and azure beaches – Mafia Island • <input type="checkbox"/> Rich cultural heritage • Foreign ownership of tourism companies in Tanzania by international operators is prevalent and encouraged
	<p>Threat</p> <ul style="list-style-type: none"> • High taxes • Perceptions of instability • Increasing tourism competition in the region • Adverse travel advisories • Cost of doing business • Climate change – melting of Kilimanjaro snow 	<p>Weakness</p> <ul style="list-style-type: none"> • Inconsistent energy and water supply, telecommunication problems • Poor transport infrastructure • Heavy reliance on nature-based tourism • Short high season and low occupancy rates - 40% to 45% on

	<ul style="list-style-type: none"> • Piracy in the Indian Ocean 	<p>average.</p> <ul style="list-style-type: none"> • Poor access – both international and internal flights and high costs of internal transport • Lack of price competitiveness • Poor service delivery and standards • Northern circuit is becoming overcrowded • Ineffective security/policing • Health and hygiene risks, coupled with garbage collection and disposal problems • Lack of funding and marketing resources
--	--	---

4.5 Clients' need and problems analysis

Clients	Needs/Problems	Characteristics/Extent and Priorities
SERVICE CLIENT		
International Tourists	Safety and Security	European countries and the United States of America have all issued travel warnings to Zanzibar in the past decade make security for in-bound international tourists a high priority
	Quality standards	Value for money
	Diversified products and services	Limited product range
	Efficient transport systems	
Citizens of Zanzibar/communities	Economic Growth	<ul style="list-style-type: none"> • Tourism to contribute more to future growth • Tourism to contribute livelihood of the communities • National economic empowerment programmes are principally targeted at the youth and women who constitute the largest proportion of the 80% unemployed in Zanzibar
	Enabling policy framework and legislation	
	Improved livelihoods	
	Economic empowerment	
Domestic Tourists	Information on the products and services	Receiving right information at a right time
	Development, promotion and marketing of community-based tourism products	
Tourism operators	Conducive business environment	

4.6 Stakeholders analysis

Tourism has strong linkages to all other productive sectors of the economy and hence has scope for tremendous contribution to economic growth and development of the country. In developing this Strategic Plan, an analysis of stakeholders was carried out as follows:-

Table 4-5: Stakeholders analysis

Internal	Needs/Problems
ZCT Staff	Staff development and motivation Prioritization of resources to implement tourism programmes
External	
MDAs	<ol style="list-style-type: none"> 1 Policy coordination 2 Efficient utilization of allocated funds 3 Sound management of Government assets 4 Policy consistence
Tourism industry organizations and associations	<ol style="list-style-type: none"> 1 Policy consistence 2 Promulgation of enabling policy frameworks 3 Coordination of policy implementation

CHAPTER FIVE: STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

5.1 Strategic Issues

After an extensive analysis and review of the internal and external environment of the sector, the following strategic issues were identified.

Strategic issue 1: Policy and legal framework for the development of tourism

For Tourism sector to prosper it needs a conducive regulatory frameworks, appropriate polices and plans. Most of the tourism related policies and plans are out of dated and therefore fails to facilitate the growth of tourism at the required pace. To realize the set goals and sustain tourism development, various policies, plans and legal frameworks need to be reviewed.

Strategic Issue 2: Diversity of Tourism Products and Source Market.

The traditional sun, sea and sand products do not suffice the changing travel trends and patterns where tourists want to have a multiplicity of activities and experiences. There is a need to facilitate development and promotion of other product portfolios such as eco-tourism, sports tourism, cultural tourism, conference tourism and shopping tourism. On the other hand, the sector has been dependent on the European market reflecting the need to focus on new market especially in the Far East, North America and Africa.

Strategic Issue 3: Tourism Standards

Tourism has many components comprising the overall travel experience. Majority of tourism products available in Zanzibar are of low standards. This lead to the difficulty of maintaining and controlling the quality of the tourist experience and value for money. To make the destination competitive there is a need for stakeholders to work together in order to ensure consistency in product quality and service delivery.

Strategic Issue 4: Safety and Security of Tourists

Security is a key consideration for many tourists when selecting a holiday destination. Recently, Zanzibar has been perceived as an insecure destination. In addition, there is a lack of the awareness of the role that the Police force and jurisdiction system could play in either promoting or harming the country's image by the way in which they deliver safety and security related services. There is needs for relevant stakeholders to work together to ensure that the security status in the country is enhanced and maintained.

Strategic Issue 5: Financial Resources

Over the years, the tourism sector has not financed adequately leading to low profile products and in adequate market campaign. There is need to establish a sustainable funding mechanism for tourism to support marketing, and product development and facilities.

Strategic Issue 6: Human Resource Development and Management

For the destination Zanzibar to be competitive it needs an ample qualified and motivated staff. Tourism sector in Zanzibar faces challenges in meeting the demands of the customers due to lack of incompetent workforce. In that context, there is need to create an enabling environment that will generate and retain skilled work force in the industry.

Strategic Issue 7: Local awareness and participation in tourism sector

The tourism industry is expected to provide benefit to the community and national at large. The benefit can only be realized if the locals are aware of the importance and opportunities available from the sector and have capability to tap them. Currently, locals have realized the importance of the sector but their involvement is still at minimum and thus there is a need to raise awareness among the stakeholder groups to accelerate sustainable consumption and production patterns/portfolio within the sector aiming to increase net benefit from the sector.

Strategic Issue 8: Information management and research capacity

Development and management of tourism sector depends on the availability of reliable and realistic statistics and research. Despite its significance there is a lack of realistic and reliable tourism statistics and few tourism researches has been conducted. Therefore there is a need for the sector to invest not only in statistics collection and management but also in tourism research for better performance of the sector.

5.2 Strategic objectives and strategies

The commission's objective and the requisite strategies needed to actualize the tourism goals are as shown in the table 5.1

Table 5.1: Strategic Plan Matrix

Objectives	Strategies	Activities	output
1. To formulate and implement an appropriate policies and legal framework for the development of tourism sector	Operationalise tourism policy	<ul style="list-style-type: none"> • Sensitize stakeholders • Prepare simplified version 	<ul style="list-style-type: none"> • Awareness programs/meetings conducted
	<ul style="list-style-type: none"> • Develop Tourism Master Plan. • Operationalise Tourism Master Plan 	<ul style="list-style-type: none"> • Draft Tourism Master Plan • Sensitize stakeholders 	<ul style="list-style-type: none"> • Tourism Master Plan in place • Awareness meetings and workshops conducted
	<ul style="list-style-type: none"> • Facilitate the review of tourism Act • Operationalise the Tourism Act 	<ul style="list-style-type: none"> • Draft tourism Act • Sensitize stakeholders • Review tourism regulations 	<ul style="list-style-type: none"> • Tourism Act in place • Regulations in place • Number of copy distributed. • Number of awareness meetings and workshops conducted
2. To increase international and domestic tourist from 311,891 and 9,850 in 2014, respectively, to 649,342 and 20,414 by 2020	Intensify promotional campaigns in traditional and emerging markets	<ul style="list-style-type: none"> • Implement Zanzibar Tourism Marketing strategy (2015-2020) • Carry out a study on traditional and emerging markets • Venture into viable emerging markets 	<ul style="list-style-type: none"> • Number of tourists increased • Number of new job opportunities created • Airline frequency increased • Number of new markets ventured
	Intensify domestic tourism promotion campaigns	<ul style="list-style-type: none"> • Conduct feasibility studies to identify the most viable options that will ensure the growth of domestic tourism • Implement recommendations of the study • Empower Tourism District Committees 	<ul style="list-style-type: none"> • Number of domestic and regional tourist increased • Number of new job opportunities created • Participation of locals in tourism sector improved • District Tourism Committees strengthened • Occupancy rate improved
	Improve market access and connectivity	<ul style="list-style-type: none"> • Encourage international airline to service destination Zanzibar. • Support Implementation MTDP 	<ul style="list-style-type: none"> • Number of tourist increased • Number of airline frequency increased
3. To increase average spending per visitor and average length of stay from USD 307 and 7 days in 2014 respectively, to USD 570 and 10 days by 2020	Develop and diversify tourism products and services	<ul style="list-style-type: none"> • Facilitate investments in sports tourism, marine based tourism, ecotourism and MESE/MICE • Encourage and facilitate the use of culture, heritage and history to support the growth of tourism • Determine the use of government tourist sites/island. 	<ul style="list-style-type: none"> • New products launched • Number of MESE/MICE increased • Tourism capacity enhanced • Tourist product diversified • Value of tourism business improved • Number of employment opportunities created • Average spending per visitor

		<ul style="list-style-type: none"> Attract a Major Flagship Resort Developers 	<ul style="list-style-type: none"> increased Average length of stay Increased Repeat visitor increased
	<ul style="list-style-type: none"> Improve standards of facilities and services 	<ul style="list-style-type: none"> Classify of tourism establishments Develop comprehensive standards for tourism businesses Improve the function of tourism operators Enhance availability and quality of public facilities, amenities and services at tourist areas Reduce number of low profile accommodation unit by 20% Inspect tourist establishment 	<ul style="list-style-type: none"> Classification criteria developed Tourist establishment classified Average spending per visitor increased Low profile accommodation units reduced. Tourism establishments inspected
4. To enhance safety, security of tourists and tourism resources.	<ul style="list-style-type: none"> Build network and platform for enhancing safety and security in sector. 	<ul style="list-style-type: none"> Facilitate the first track of tourism cases Develop and implement e-security system in tourism sector 	<ul style="list-style-type: none"> Incidence of tourist harassment reduced
	<ul style="list-style-type: none"> Establish tourism crisis management committee 	<ul style="list-style-type: none"> Conduct training on crisis management in tourism sector. Develop guideline for Crisis management committee. 	<ul style="list-style-type: none"> Number of workshop conducted
	<ul style="list-style-type: none"> Coordinate management of beach activities 	<ul style="list-style-type: none"> Facilitate construction of beach operator markets Organize and regulate beach activities 	<ul style="list-style-type: none"> Beach operator markets constructed Reduced incidences of tourist harassment Organized beach operation
	<ul style="list-style-type: none"> Support the safeguard natural and cultural resources, and vulnerable groups 	<ul style="list-style-type: none"> Conduct training and awareness on sustainable use of tourism resources 	<ul style="list-style-type: none"> Tourism resources preserved. Number of awareness meeting conducted
5. To enhance and sustain the financial resources for the tourism sector	<ul style="list-style-type: none"> Establish a sustainable funding mechanism for the sector Improve efficiency of resource utilization 	<ul style="list-style-type: none"> Establish tourism development fund Write funding proposals to development partners and private sectors Ensure efficient procurement procedure Ensure proper budgeting and budget administration Improve internal control system 	<ul style="list-style-type: none"> Proposal submitted Efficient procurement process Adherence to budget
6. To train, develop and retain competent and motivated	<ul style="list-style-type: none"> Develop competent, well motivated and productive work force 	<ul style="list-style-type: none"> Develop ZCT Human Resource Plan Develop National Tourism HR 	<ul style="list-style-type: none"> Skilled staff and motivated staff in place

staff		Development Plan	<ul style="list-style-type: none"> Working equipment in place Right staff in right place ZCT performance improved
	<ul style="list-style-type: none"> Rationalize staff capacity 	<ul style="list-style-type: none"> Undertake workload analysis 	<ul style="list-style-type: none"> Working equipment supplied Succession plan in place Motivated staff in place
	<ul style="list-style-type: none"> Improve conducive working environment 	<ul style="list-style-type: none"> Supply adequate working equipments and facilities. Effect payment for office running expenses Conduct manpower appraisal Prepare succession plan package 	Staff regulations in place
	<ul style="list-style-type: none"> Improve staff efficiency and effectiveness 	<ul style="list-style-type: none"> Develop and implement staff regulations 	Number of staff in the sector sensitized on HIV/AIDS
	<ul style="list-style-type: none"> Reduce spread of HIV/AIDS to ZCT staff and people working in tourism sector. 	<ul style="list-style-type: none"> Enhance awareness of ZCT staff on HIV/AIDS epidemic. 	Staff benefited received timely
<ul style="list-style-type: none"> Ensure salary, gratuity and allowances are paid accordingly 	<ul style="list-style-type: none"> Arrange all necessary payment timely 		
7. To increase awareness and involvement of local people from 60 percent and 28 percent, respectively, in 2013 to 80 percent and 60 percent by 2020.	<ul style="list-style-type: none"> Prepare training package for local people Develop awareness programs Support community based tourism organization Support implementation of CSR plan 	<ul style="list-style-type: none"> Conduct training on tourism to the local Implement communication strategy Develop and implement Tourism for All Action plan Build capacity on CBOs in tourism Support and implement a CSR Plan 	<ul style="list-style-type: none"> Capacity building programme organized Awareness programs/meeting conducted SMEs empowered CSR Plan implemented Tourism for all action plan in place
8. To enhance tourism information management and research capacity	<ul style="list-style-type: none"> Improve use of ICT in tourism sector 	<ul style="list-style-type: none"> Develop and implement ICT master plan in tourism sector 	<ul style="list-style-type: none"> ICT master plan in tourism sector in place Stakeholders sensitized Service delivery improved
	<ul style="list-style-type: none"> Strengthen and empower tourism research unit 	<ul style="list-style-type: none"> Conduct at least two researches per annum Collaborate with both national and international research institutes Develop Tourism Satellite Account (TSA) project 	<ul style="list-style-type: none"> Research unit strengthened Quality information available collaborations established TSA account established Accurate data available
	<ul style="list-style-type: none"> Enhance publicity and information flow on tourism 	<ul style="list-style-type: none"> Publish the Commission's newsletter and other publicity materials Update Commission's website Coordinate media coverage of Commission's activities 	<ul style="list-style-type: none"> information dissemination enhanced correct information availability Well informed public and potential tourists

CHAPTER SIX: MONITORING AND EVALUATION MECHANISM

6.1 Rational

Monitoring and Evaluation (M&E) of the ZCT Strategic Plan is designed to ensure effective and efficient implementation of the plan and the sustainability of the intended impacts. The M&E system is instituted as a review mechanism to monitor the progress and assess outcomes compared to the original objectives, targets or expectations. Monitoring refers to the tracking of the progress of implementation of the Tourism Strategic Plan. Evaluation, on the other hand, will be a critical and objective appraisal of the overall Strategic Planning Process at the ZCT in the form of specific milestones of achievement. This chapter describes the Monitoring and Evaluation System proposed for the ZCT strategic planning process. Notably, an important step in implementing this strategic plan is to translate the Unit level interventions into department and level actions.

6.2 Implementation Arrangements

Implementation of the ZCT strategic plan will be the responsibility of ZCT management. In order to increase efficiency and effectiveness, an officer will be appointed to coordinate activities related to the implementation of the Strategic Plan. The officer will also be assisted by a Strategic Planning and Implementation Committee (SPIC), which will have to be established. The Strategic Planning and Implementation Committee shall be made of between 4 and 6 members. The Executive secretary will chair the ZCT SPIC. Teamwork will be required to ensure that all activities are performed as planned and provided in Table 5.1.

Each department will be required to develop an annual work plan which will be used to guide implementation and reporting of the activities conducted over the year. The developmental annual work plans will have to be drawn from the activities for the first year in the main document. It is important for each key officer responsible for the implementation of a specific activity to observe the kind of targets envisaged as well as the time frame and resource provided. It is also important to note that Medium Term Expenditure Framework (MTEF) format will take on board all the activities provided under Table 5.1 and thus funding from both the Government and the donor community will be solicited to perform the activities provided in the plan.

6.3 Monitoring

Monitoring of the ZCT Strategic Plan will be the overall responsibility of the SPIC. The SPIC will periodically audit the implementation of the plan. The ZCT Planning Officer shall:

- É Prepare and issue monitoring and reporting guidelines to all officers who will be involved in the implementation and audit exercise as approved by SPIC. Specifically, a data collection instrument will need to be prepared. Furthermore, Tables 6.1 and 6.2 give the formats for half yearly and yearly reports, respectively to be prepared by the departments.

TABLE 6.1: PROGRESS REPORT ON THE IMPLEMENTATION OF THE STRATEGIC PLAN FOR THE PERIOD COVERING					
Strategic Objective-----					
Strategies	Planned	Achievements			Planned
	Planned Targets	Performed activities	Targets Achieved	Reasons for Deviation	Remedial Action
TABLE 6.2 FINANCIAL REPORT ON THE IMPLEMENTATION OF THE STRATEGIC PLAN FOR THE PERIOD COVERING					
.....TO.....					
Name of the Unit.....					
Planned Activities	Actual Expend.	Variance (Tshs)	Remark		

The departments will translate the Unit level Strategic Plan into their own targets at their respective levels. Initially, the Unit will prepare an annual operating plan that closely reflects the expected level of funding for the immediate year. Each department will establish a Planning, Monitoring and Evaluation Committee (PME). The PME committees in the departments shall collect information related to the monitoring of inputs/activities and of results once every six months. It will prepare reports reflecting the performance of the departments.

(a) Methodology

Monitoring will be instituted immediately after starting implementation of the Strategic Plan. Three major methods will be used by the SPIC:

- É Preparation of detailed annual operational plans which shall be linked to MTEF as well as resources available for the first year shall portray the quarterly targets. The

same shall be used to report the extent to which the accomplishments of the operational plan are being met using the formats given in Tables 6.1 and 6.2.

- É Physical observations and interviews/discussions between the SPIC and the various stakeholders to get informed insights and clarifications. A field observation schedule will be prepared by SPIC before making the physical observations.
- É Conducting enquiries with the assistance of a questionnaire administered once every year designed to obtain the impressions of various stakeholders so as to obtain any early warning signs that may indicate potential problems during the implementation of the Strategic Plan.

(b) Reporting

Monitoring reports at departmental, and Unit level will comprise:

- A narrative strategic plan implementation report plus a summary table as shown in Tables 6.1 & 6.2 prepared once every six months.
- Contents of the narrative report will include, but not be limited to:
 - Approved strategies, activities and outputs related to the strategic goals,
 - Achievements in terms of outputs, the deviations in the planned activities and outputs,
 - Achievements should reflect both the qualitative and quantitative achievements,
 - Constraints in the implementation of the Strategic Plan and any internal and external factors which have affected implementation,
 - Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months and one year depending on the nature of the report).

There will be two half yearly reports one covering July to December and another January to June. The reports would cover overall performance for the period covered detailing the achievements and constraints of the period under review. Thus the first half-year report ending December will cover activities undertaken during the first half of the year.

The reports from the SPIC shall include, but not be limited to the following:

- É Semiannual and annual reports on the implementation, achievements and constraints of the Unit level Rolling Strategic Plan,
- É Physical observations, and responses to interviews and questionnaires included as part of the annual reports,
- É Summary of the major recommendations for improving the rolling of the Strategic Plan, preparing annual operating plan for the subsequent year and the implementation and monitoring process in the subsequent year.

6.4 Schedule of the Reports

For the July - December report, the following schedule of reporting will be observed:

- É Departments or the Unit to prepare performance reports on implementation of scheduled strategic plan activities for July - December of the respective year. The reports will follow a uniform format as shown in the previous section or as may be updated by SPIC,

- É Departments to submit mid-year progress performance reports to the Planning Officer by end of January as per agreed format,
- É Planning officer to finalize preparations of the Unit level mid-year progress performance by mid-February.
- É The Unit wide mid-year review workshop to discuss progress on the strategic plan implementation will be held in February.
- É When reporting for July to December, the departments should bear in mind that this is the mid-year report. In the narrative report, they should report what have been the achievements and constraints for the last six months. Departments would be required to explain how they attempted to redress them.

For January - June, the following schedule of reporting will be observed:

- É Departments to prepare end of year performance reports by mid June and also to provide operating plans for implementation in the subsequent year (i.e., work plans).
- É Departments to prepare performance reports as per SPIC format by end of June for immediate submission to the SPIC. The reports will be accompanied by an operating plan scheduled for the subsequent year. Planning Officer will finalize the preparation of the Unit level report for the end of the year progress report by end of June and also produce a fully rolled over Strategic Plan of the next five years annually. The Planning Officer will produce an operating plan for the next year by end of July.
- É The Unit-wide end of the year workshop to discuss progress on strategic plan implementation will be held during the second week of August of each year

6.5 Evaluation of the Strategic Plan

There will be two types of evaluation of the Strategic Planning Process at ZCT. Once in every two and half years using internal evaluators and **another one** once every five years using an external evaluation team. The internal and external evaluations will have similar Terms of Reference (ToR) and will focus on:

- É Assessing the reasons for success or failure of specific aspects of the strategic plan,
- É Assessing whether the strategic plan is achieving its objectives and targets,
- É Finding out whether the effects of the strategic plan are contributing to a better fulfillment of the Mission and Vision of the ZCT,
- É Assessing the adequacy of resources being mobilized to implement the strategic plan,
- É Determining whether available resources are being utilized efficiently to achieve the targets set for the strategic objectives of the plan,
- É Determining whether the process of strategic planning and implementation is facing any problems that need immediate or long-term solutions.

The SPIC shall prepare clear and comprehensive terms of reference to guide both evaluations. The ToRs of the two evaluations shall in addition cover, but not be limited to:

- É Subject of the evaluation,
- É Methodology to be adopted, data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc.,

- É Analysis of the field findings,
- É Evaluation of the achievements and,
- É Feedback of evaluation of findings.

Both the internal and external evaluators will have the mandate to decide on other additional issues to be included or evaluated and agreed by the Board of Commissioners in advance. These will be usually agreed at the first de-briefing meeting between the ZCT management and the evaluators subject to the approval of the Board. Selecting the appropriate evaluators will consider relevant technical skills, evaluation skills and experience in similar organizations/assignments. The internal evaluation team shall be approved by the SPIC and appointed by the Executive Secretary while the Board of Commissioners shall approve the external evaluation team. The evaluation reports will be discussed at all levels at the bi-annual progress review workshops. The recommendations adopted will be implemented and included in the rolled over strategic plan.

6.6 Linking M&E to Performance Management and Staff Appraisal

For the implementation of the Plan to be effective the M&E will be an integral part of the Commission's performance management system and will be linked to staff appraisal and reward. Officers and Units that meet or exceed their plan targets will be given commendation and rewarded accordingly. During the Plan period, when the Commission will have established system-wide ICT networks, automated performance management systems such as Balanced Score card will be explored in order to improve the effectiveness of the M&E system.

6.7 Review of the ZCT Strategic Plan

The ZCT strategic plan shall be reviewed and rolled every two years or when the need arise. The review will be based on the internal and external review recommendations, which will be conducted every second year and five years respectively. It should be noted that the aspect of rolling forward of the plan will make the plan dynamic as it will always take on ZCT achievements/developments made both internally as well as externally.

CHAPTER 7: RESOURCE MOBILISATION AND IMPLEMENTATION PLAN

8.1 Resource Mobilization

Budget allocation to the tourism sector has over years been on limited recurrent expenditure and thus affecting ZCT to function effectively. The successful implementation of this strategic plan, therefore, will depend not only on the quality and commitment of the ZCT staff but also on the availability and efficient utilization of the resources. The total estimated budget to finance the implementation of this plan for the five year period is **Tshs. (To be confirmed) as shown in the financial detail in the annex 1.** The Commission expects to finance this budget through the annual Treasury allocations and other sources.

The Commission will also lay emphasis on efficient utilization of available financial resources on prioritized activities. In this regard, the Commission will work methodically in its annual planning and budgeting exercises to ensure that adequate financial resources are obtained from the following sources: budgetary allocations; multilateral development agencies; bilateral sources; and contributions from private sector and NGO sources.

8.2 Implementation Plan

Strategy implementation is the action stage of strategic management. Action plans indicate what activities are going to be undertaken, by who, when, with what resources and the expected results. Action plans serve as a link between plan formulation and monitoring and evaluation; help in both the appraisal of performance and in the identification of any remedial actions, and contribute to better motivation of staff through explicit assignments of responsibilities for implementing and monitoring programme. Detailed action plan matrices are presented in **Annex 2.**

ANNEX 1: FINANCIAL DETAIL OF THE STRATEGIC PLAN

Objective 1: To formulate and implement an appropriate policies and legal framework for the development of tourism sector						
Activities	Year 2015/16	Year 2016/17	Year 2017/18	Year 2018/19	Year 2019/20	Total
1.1 Prepared simplified version – Tourism Policy	31,350,000	-	-	-	-	31,350,000
1.2 Sensitize stakeholders	48,580,000	53,010,000	50,245,000	44,150,000	44,150,000	240,135,000
1.3 Draft Tourism Master Plan	120,000,000	-	-	-	-	120,000,000
1.4 Draft tourism Act	20,000,000	-	-	2,000,000	-	22,000,000
1.5 Review tourism regulation	-	15,000,000	-	-	-	15,000,000
Sub Total	219,930,000	68,010,000	50,245,000	46,150,000	44,150,000	428,485,000
Objective 2: To increase international & domestic tourist from 311891 and 9,850 in 2014, respectively, to 649,342 and 20,414 by 2020						
2.1 Implement Zanzibar Tourism Marketing strategy (2015-2020)	3,113,550,000	3,041,400,000	3,940,500,000	3,914,600,000	4,552,850,000	18,562,900,000
2.2 Carry out a study on emerging markets	40,000,000	-	-	-	-	40,000,000
2.3 Conduct feasibility studies to identify the most viable options that will ensure the growth of domestic tourism	20,000,000	-	-	-	-	20,000,000
2.4 Encourage international airline to service destination Zanzibar	10,000,000	10,000,000	5,000,000	5,000,000	-	30,000,000
2.5 Support Implement Multisectoral Tourism Development Program	207,702,500	-	-	-	-	207,702,500
Sub total	3,391,252,500	3,051,400,000	3,945,500,000	3,919,600,000	4,552,850,000	18,860,602,500
Objective 3: To increase average spending per visitor and average length of stay from USD 307 and 7 days in 2014 respectively, to USD 570 and 10 days by 2020.						
3.1 Facilitate investments in sports tourism, marine based tourism, ecotourism and MESE	60,000,000	60,000,000	120,000,000	150,000,000	240,000,000	630,000,000
3.2 Encourage and facilitate the use of culture, heritage and history to support the growth of tourism	50,000,000	50,000,000	40,000,000	40,000,000	50,000,000	230,000,000
3.3 Determine the use of government tourist sites/island	-	15,000,000	15,000,000	-	-	30,000,000
3.4 Attract a Major Flagship Resort developers	5,000,000	3,000,000	3,000,000	3,000,000	3,000,000	17,000,000
3.5 Classify of tourism establishments	-	-	150,000,000	150,000,000	50,000,000	350,000,000
3.6 Develop comprehensive tourism standards	20,000,000	-	15,000,000	-	-	35,000,000
3.7 Improve the function of tourism operators	5,000,000	10,000,000	10,000,000	10,000,000	5,000,000	40,000,000
3.8 Enhance availability and quality of public facilities, amenities and services at tourist areas	TMDP	TMDP	TMDP	TMDP	TMDP	TMDP
3.9 Reduce number of low profile accommodation unit by 20%	2,000,000	2,000,000	3,000,000	3,000,000	3,000,000	13,000,000
3.10 Inspect tourist establishment	3,058,000	3,058,000	3,058,000	3,300,000	3,300,000	15,774,000
Sub total	145,058,000	143,058,000	359,058,000	359,300,000	354,300,000	1,360,774,000

Objective 4: To enhance safety and security of tourists						
4.1 Develop and implement e-security system in tourism sector	68,800,000	68,800,000	68,800,000	-	-	206,400,000
4.2 Facilitate the establishment of tourist court	500,000	300,000	300,000	300,000	300,000	1,700,000
4.3 Conduct training on crisis management in tourism sector.	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
4.4 Construct beach operator markets	-	20,000,000	20,000,000	-	-	40,000,000
4.5 Organize and regulate beach activities	-	-	-	-	-	-
4.6 Conduct training and awareness on sustainable use of resources	-	7,000,000	7,000,000	4,000,000	-	18,000,000
Sub total	71,300,000	98,100,000	98,100,000	6,300,000	2,300,000	276,100,000
Objective 5: To enhance and sustain the financial resources for the tourism sector						
5.1 Establish tourism development fund	-	-	-	-	-	-
5.2 Write funding proposals to development partners and private sectors	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
5.3 Ensure efficient procurement procedure	-	-	-	-	-	-
5.4 Ensure proper budgeting and budget administration	-	-	-	-	-	-
5.5 Improve internal control system	-	-	-	-	-	-
Sub total	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Objective 6: To train, develop and retain competent and motivated staff						
6.1 Develop and implement ZCT Human Resource Plan	89,000,000	66,500,000	72,000,000	75,500,000	75,000,000	378,000,000
6.2 Develop National Tourism HR Development Plan	40,000,000	-	-	-	-	40,000,000
6.3 Undertake workload analysis	500,000	-	-	-	-	500,000
6.4 Supply adequate working equipments and facilities	123,110,000	130,000,000	130,000,000	133,000,000	137,000,000	653,110,000
6.5 Provide a well motivating salary package and allowance						-
6.6 Develop and implement staff regulations	1,000,000	-	-	-	-	1,000,000
6.7 Enhance awareness of ZCT staff on HIV/AIDS pandemic	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	3,000,000
Sub total	259,610,000	202,500,000	208,000,000	214,500,000	218,000,000	1102,610,000
Objective 7: To increase awareness and involvement of local people from 60 percent and 40 percent, respectively, in 2013 to 80 percent and 60 percent by 2020						
7.1 Conduct training on tourism to the local	200,000,000	200,000,000	240,000,000	240,000,000	300,000,000	1,180,000,000
7.2 Implement communication strategy	10,000,000	15,000,000	10,000,000	10,000,000	5,000,000	50,000,000
7.3 Conduct awareness programmes	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
7.4 Develop and implement tourism for all action plan	15,000,000	150,000,000	150,000,000	150,000,000	150,000,000	615,000,000
7.5 Build capacity on CBOs in tourism	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	25,000,000
7.6 Facilitate provision of soft loan to viable SMEs in tourism	-	-	-	-	-	0
7.7 Construct Tourist Information Bureau	200,000,000	200,000,000	200,000,000	200,000,000	20,000,000	820,000,000
7.8 Design and implement a CSR Plan	500,000	500,000	500,000	500,000	500,000	2,500,000

Sub total	435,500,000	575,500,000	610,500,000	610,500,000	485,500,000	2,717,500,000
Objective 8: To enhance tourism information management and research capacity						
8.3 Develop and implement ICT master plan in tourism sector	-	30,000,000	-	-	-	30,000,000
8.4 Conduct at least two researches per annum	40,000,000	40,000,000	40,000,000	40,000,000	40,000,000	200,000,000
8.5 Develop Tourism Satellite Account (TSA) project	100,000,000	100,000,000	100,000,000	100,000,000	100,000,000	500,000,000
8.6 Publish the Commission's newsletter and other publicity materials	24,000,000	24,000,000	24,000,000	24,000,000	24,000,000	120,000,000
8.7 Update Commission's website	6,000,000	6,000,000	6,000,000	6,000,000	6,000,000	30,000,000
8.8 Coordinate media coverage of Commission's activities	14,400,000	14,400,000	14,400,000	14,400,000	14,400,000	72,000,000
Sub total	184,400,000	214,400,000	184,400,000	184,400,000	184,400,000	952,000,000
Grand total	4,708,050,500	4,353,968,000	5,456,803,000	5,341,750,000	5,842,500,000	25,703,071,500

ANNEX 2: STRATEGIC PLAN IMPLEMENTATION MATRIX

Objective 1: To formulate and implement an appropriate policies and legal framework for the development of tourism sector

Strategies	Activities	Time Frame	KPI	Target					Responsibility
				2015/16	2016/17	2017/18	2018/19	2019/20	
1.1 Operationalise tourism policy	Sensitize stakeholder	Continuous	No. of workshop at Shehia level	30	30	30	30	30	ZCT, PORASD, MDAs
			No. of participant	900	900	900	900	900	ZCT, PORASD, MDAs
			No. of workshop to MDAs	2	2	1	-	-	ZCT, MDAs
			Copy of policy distributed	500	-	-	-	-	ZCT
	Prepare simplified version	Jan – March 2016	Simplified version (SV) of policy	SV in place	-	-	-	-	ZCT
1.2 Develop Tourism Master Plan.	Draft Tourism Master Plan	(July 2015 – Jan 2016)	Tourism Master Plan (TMP)	TMP in place	-	-	-	-	ZCT, MDAs
1.3 Operationalise Tourism Master Plan	Sensitize stakeholders	continuous	No. of workshop at Regional level	-	2	3	-	-	ZCT, MDAs, PORASD
			No. of workshop to MDAs	-	3	2	-	-	ZCT, MDAS
1.4 Finalize and facilitate the enhancement of tourism bill	Draft tourism Act	July/June 2016	Tourism Act	Tourism Act in place	-	-	-	-	ZCT, MICTS, LRC, AGC, NSAs
1.5 Operationalise the Tourism Act	Sensitize stakeholders	Continuous	No. of copy printed.	200	-	-	100	-	ZCT
	Review Tourism regulation (T.reg)	July - Dec 2017	Tourism regulation	T. reg. In place	-	-	-	-	ZCT, AGC

Objective 2: To increase international & domestic tourist from 311891 and 9,850 in 2014, respectively, to 649,342 and 20,414 by 2020

Strategies	Activities	Time Frame	KPI	Base line	Target					Responsibility
					2015/16	2016/17	2017/18	2018/19	2019/20	
2.1 Intensify promotional	Implement Zanzibar Tourism Marketing strategy (2015-	Continuous	No. of inter. tourists	311891	352437,	398254	450027	508530	649,342	

campaigns in traditional and emerging markets	2020)		Occupancy rate increased (%)	38	42	47	52	59	70	
			No. fair attended	3	5	5	5	5	5	
			No. of direct jobs	20,792	27110	30634	34617	42377	64934	
			No. of road show organized	0	1	1	1	1	1	8
			No. of advertisement	4	7	7	8	9	9	
			Copy of brochures	3000	6000	9000	12000	12000	12000	
			No. of DVD/CD /collaterals	18000	20,000	20,000	22,000	22,000	22,000	
			No. of oversea office functioning	1	1	1	2	2	3	
		Carry out a study on emerging markets		Market study report	0	Report	-	-	-	-
	Venture into viable emerging markets		Number of new markets	3	4	5	5	5	5	
2.2 Intensify domestic tourism promotion campaign		Conduct feasibility studies to identify the most viable options that will ensure the growth of domestic tourism	Study report	0	Report	-	-	-	-	
		Implement recommendation of the study	Number of domestic tourist(Excursionists	9,850	12,343	13,584	14,974	18,274	20,227	
2.3			No. of domestic fair attended	5	6	6	6	6	6	ZCT
2.4 Improve market access and connectivity		Encourage international airline to service destination Zanzibar.	Number of inter. flight		TBC	TBC				
		Support Multisectoral Development (MTDP)	Implement Tourism Program	MTDP annual implementation report	0	Report	Report	Report	Report	Report

Objective 3: To increase average spending per visitor & average length of stay from USD 307 and 7 days in 2014 respectively, to USD 570 and 10 days by 2020

Strategies	Activities	Time Frame	KPI	Target						Responsibility
				B/line	2015/16	2016/17	2017/18	2018/19	2019/20	
3.1 Develop and diversity tourism products	Facilitate investments in sports tourism, marine based tourism, ecotourism and MESE	Continuou s	Number of MESE facilities	7	12	15	15	17	17	ZCT, MICTS, MTIM, ZCCIA,

										NSAs.
			No. of days	7	7	8	9	10	10	NSAs, ZCT, MDAs
			spending per visitor	USD307	322.10	354.5	390	429	471	NSAs, ZCT, MDAs
			Number of eco-lodge licensed	5	8	8	9	9	10	NSAs, ZCT, MDAs
	Encourage and facilitate the use of culture, heritage and history to support the growth of tourism		Number of culture and heritage oriented tourism products	10	15	18	20	23	25	ZCT, MICTS, NSAs
	Study the use of government tourist sites/island		Study report	-		report	-	-	-	
		No. of new tourism products established	0	-	-	-	1	1	ZCT, MICTS, NSAs, MDAs	
		No. of government tourism site upgraded	0	-	-	1	-	1	ZCT, MICTS, NSAs, MDAs	
	Attract a Major Flagship Resort developer		No. of New flagship resort approved	8	10	10	10	12	12	
		Number of new flagship licensed		9		1	1	2	ZIPA, ZCT, ZNCCIA	
3.2 Improve standards of facilities and services	Classify of tourism establishment		No. of tourism establish. graded	74	0	0	130	-	150	ZCT, EAC, MICTS
	Develop comprehensive tourism standards		Tourism standard in place	-	T/Opera tor std in place	-	MESE standar d in place	-	-	ZCT,ZBS MICTS, MDAs
	Improve the function of tourism operators		No. of workshops conducted	0	1	2	2	2	2	ZCT, ZNCCIA, NSAs
			No. of participants		55	50	50	50	50	ZCT,

	Enhance availability and quality of public facilities, amenities and services at tourist areas	Continuou s	MTDP implementation report	-	Report	Report	Report	Report	Report	NSAs MDAs
	Reduce number of low profile accommodation unit by 20%	Continuou s	No. of un graded accommodation unit graduated to star level	300	-	12	14	16	18	ZCT, NSAs, MDAs
	Inspect tourist establishment		No. of establishment	200	300	400	500	500	500	ZCT

Objective 4: To improve governance relating to safety, security and handling of tourists and tourism resources

Strategies	Activities	Time Frame	KPI	Target					Responsibility
				2015/16	2016/17	2017/18	2018/19	2019/20	
4.1 Develop capacity of the Tourist Police Unit	Scale up the Tourist Police Unit	Continuous	No. of tourism zone patrolled	through ought Zanzibar	through ought Zanzibar	through ought Zanzibar	through ought Zanzibar	through ought Zanzibar	
			No. vehicle purchased	0	1	1	-	2	ZCT
			No. of crime/harassment reported (19	7	3	-	-	ZCT, PF, PORASD, NSAs
	Develop and implement e-security system in tourism sector	July 2015	E-security system	E- security System in place	-	-	-	-	ZCT, PORASR, PF, NSAs,
		Continuous	No. of tourism business use e-security.	20	28	36	39	42	ZCT, NSAs, PORASD
	Establish tourism crisis management committee	Continuous	Tourist crisis committee	Tourist crisis committ ee in place	-	-	-	-	ZCT, MDAs,NSAs

		Continuous	No. of training organized	1	1	1	1	1	ZCT, MDAs, NSAs
	Coordinate management of beach activities	Continuous	No. of beach market operator established	-	-	-	1	-	ZCT, PC, MICTS
		July – June 2015/17	No. of beach operators sensitized	-	45	-45	-	-	ZCT, PORASD
	Support the safeguard natural and cultural resources, and vulnerable groups	Continuous	No. of workshops conducted.		2	2	1	1	ZCT, MDAs
		Continuous	No. of radio/TV program	36	36	36	36	36	ZCT, MEDIA

Objective 5: To enhance and sustain the financial resources for the tourism sector

Strategies	Activities	Time Frame	KPI	Target					Responsibility
				2015/16	2016/17	2017/18	2018/19	2019/20	
5.1 Establish a funding mechanism for the sector	Establish tourism development fund (TDF)	July – June 2015/16	TDF operational	TDF in place	-	-	-	-	MICTS, ZCT, MoF
5.2 Mobilized resources from external sources	Write funding proposals to development partners and private sectors	Continuous	Number of proposals	2	2	2	2	2	ZCT, PC, MICTS
			Number of projects	-	1	2	3	3	ZCT, PC, MICTS, MDAs, DP
5.3 Improve efficiency of resource utilization	Ensure efficient procurement procedure								
		Continuous	Procurement plan documents	Procurement Plan in place	-	-	-	-	ZCT
5.4 Improve efficiency of resource utilization	Ensure proper budgeting and budget administration	Continuous	Extent of staff Participation (%)	50	55	60	65	70	ZCT
	Improve internal control system	Continuous	Level of compliance with review report recommendations	90	95	100	100	100	ZCT

Objective 6: To attract, develop and retain competent and motivated staff

Strategies	Activities	Time Frame	KPI	Target					Responsibility
				2015/16	2016/17	2017/18	2018/19	2019/20	
6.1 Develop competent, well motivated and productive work force	Implement ZCT Human Resource Development Plan		No. of staff trained						ZCT, DFP
	Develop National Tourism HR Development Plan	July –June 2015/16	HRD plan	Concept note in place	HRD in place	-	-	-	MICTS, PC, ZIToD, DFP, MDAs, NSAs
	Undertake workload analysis	July –June 2015/17	Report	Report	-	-	-	-	ZCT
			% or recommendation implemented	-	60	40	-	-	ZCT
6.2 Improve work environment	Supply adequate working equipments and facilities	Continuous	Budget allocated for procurement (%)	21%	21%	21%	21%	21%	ZCT
	Conduct performance appraisal	Continuous	Report	Report	Report	Report	Report	Report	ZCT
	Prepare succession plan	July –June 2015/16	Succession Plan	Succession Plan in place	-	-	-	-	ZCT
6.3 Improve staff efficiency and effectiveness	Develop and implement staff regulations	July –June 2015/16	Staff regulation	Staff regulation in place	-	-	-	-	ZCT
6.4 Reduce spread of HIV/AIDS to ZCT staff and people working in tourism sector	Enhance awareness of ZCT staff on HIV/AIDS pandemic	Continuous	No. of workshop conducted	2	2	2	2	2	ZCT, ZAC

Objective 7: To increase awareness and involvement of local people from 60 percent and 28 percent, respectively, in 2013 to 80 percent and 60 percent by 2020

Strategies	Activities	Time Frame	KPI	Target						Responsibility
				B/line	2015/16	2016/17	2017/18	2018/19	2019/20	
7.1 Prepare training package for local people	Conduct training on tourism to the locals	Continuous	No. local people trained	60	90	90	120	120	150	ZCT, DFP
7.2 Develop awareness program covering both Unguja and Pemba	Implement communication strategy	Continuous	Local people be aware about tourism (%)	60	63	66	70	75	80	ZCT, MICTS
	Construct tourists information bureau	Continuous	No. of information bureaus established	3	4	5	6	7	8	ZCT, PC, MICTS
7.3 Support the establishment of at least ten (20) community based organization in tourism by 2020	Develop and implement tourism for all action plan	July –June 2015/16	Tourism for All Action Plan (TAAP)	TAAP in place	-	Implementation Report	Implementation Report	Implementation Report	Implementation Report	ZCT, MDAs
	support establishment of CBOs in tourism sector		No. of CBOs supported	0	20	20	20	20	20	ZCT, NSA
	Build capacity on CBOs in tourism		No. of workshops to CBOs	0	20	20	20	20	20	ZCT, CBOS, PORASD, ZNCCIA, MDAs
	Support implementation of a CSR Plan		No. of tourism entity supporting community	0	7	10	13	16	19	PORASD, NSAS

Objective 8: To enhance tourism information management and research capacity

Strategies	Activities	Time Frame	KPI	Target					Responsibility
				2015/16	2016/17	2017/18	2018/19	2019/20	
8.1 Improve use of ICT in tourism sector	Develop and implement ICT master plan in tourism sector	July –June 2016/17	ICT master plan	-	ICT Master plan in place	-	-	-	ZCT
8.2 Strengthen and empower	Conduct researches on tourism and hospitality	Continuous	No. of research conducted	3	3	4	4	4	ZCT, MDAs, NSAs, OCGS

tourism research unit	Collaborate with both national and international research institutes	Continuous	No. of collaboration established	1	2	5	7	10	ZCT, MICTS, NSAs, SUZA
	Develop Tourism Satellite Account (TSA) project	Continuous	Tourism exist Report	Report	Report	Report	Report	Report	ZCT, OCGS, NSAs
Statistics report			Report	Report	Report	Report	Report	ZCT, OCGS	
8.3 Enhance publicity and information flow on tourism	Publish the Commission's newsletter and other publicity materials	Continuous	No. of publication published	2	4	4	4	5	ZCT, NSAs
	Coordinate media coverage of Commission's activities	-	No of media coverage	1	1	1	1	1	ZCT, ZBC,