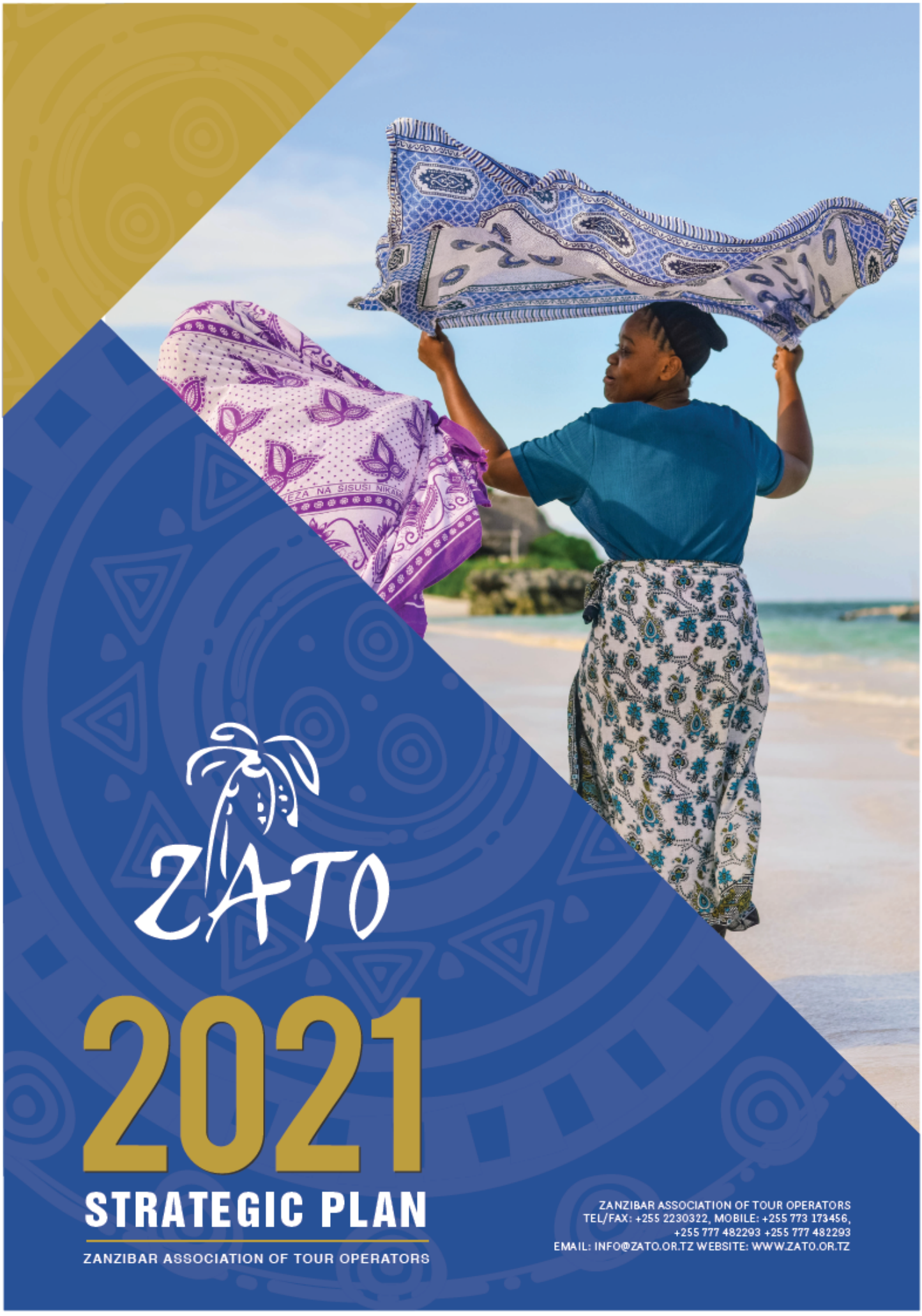

ZATO

2021

STRATEGIC PLAN

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ZANZIBAR ASSOCIATION OF TOUR OPERATORS

STRATEGIC PLAN

2021 - 2025

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Chapter one:

Introduction

1. Back ground

Zanzibar Association for Tour Operators (ZATO). A membership organisation formed by Zanzibar Tour Operators. **It** incorporated in December 1993 as non-government, non-political and non-religious organisation. It then re – inaugurated in 2007 under the Companies Decree [Cap. 153] and that it is a company limited by guarantee. Its aim to unite tour operators in Zanzibar for the purpose of marketing Zanzibar as an internationally competitive tourist destination by promoting and arranging inbound travel of the highest standards through the encouragement on development of services, facilities and training

Membership of the company is open to the tour operators who are registered and licensed to operate the tourism business industry in Zanzibar in accordance to the Law of Zanzibar. ZATO has currently 86 members, although as of today there are more than 250 licenced Tour Operators and Travel Agents in Zanzibar. Efforts are being made offering more benefits to attract more operators joining the organization. ZATO is committed to work together with stakeholders from the private and public sector to make sure Zanzibar's tourism industry attains its full economic potential through boosting employment opportunities and betters the quality of life for Zanzibaris.

ZATO organizational structure is governed by the General Assembly whose authority is delegated to the Board of Directors operationalized through the Chairperson. The Board is responsible on forming working committees as well as establishing secretariate including appointment of chief executive officer (CEO) responsible of running organization daily operational activities.

ZATO offers a range of services and benefits to members by uniting and protecting interests by engaging on following activities; Training, Seminars and professional developments to Tour Operators and tour guides. It also;

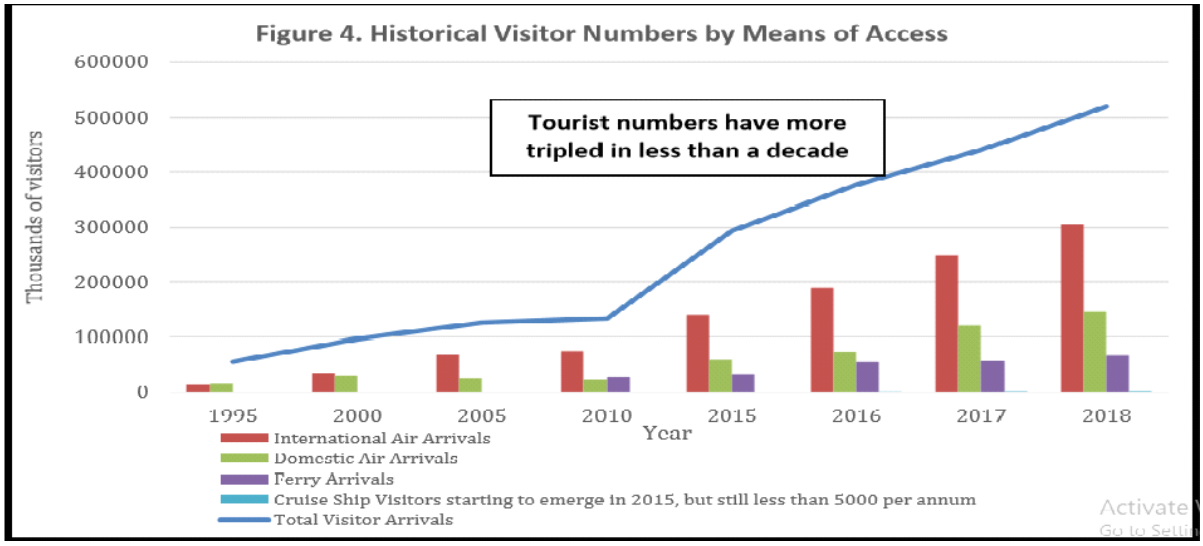
- Offering Supports and exposures on Exhibitions and Networking Events.
- Information and knowledge sharing on improving Standard of Tour Operation Services.
- Lobbying and advocacy on improving business environment to boost Employments on Tour Operations in Zanzibar and Tanzania.
- Acting as link to open employment positions from Members and Job applicants.
- Acting as Link to win-win partnerships between members with Service Providers like Hotels, Airlines, Boat riders, Diving Centres, Kites organisers and Car Hire Companies.
- Support Members to conduct Tour Operation Business with decency, Transparency with observations on ethics and high end value added standards.

- Support Members socially and encourage on trading to themselves on win-win style.
- Engage on Classification and Grading of Tour Operators and Tour Guides.
- Involve members on Corporate Social Activities and other events to make sure Tourism sector benefits Zanzibar people in general.

1.2. Overview of the Tourism Industry in Zanzibar

To most people if not all, a mention of Zanzibar evokes an array of sentiments. Zanzibar has been described as land of exotic natural species, Romantic Island, land of all kinds of merchants, traders, missionaries and explorers, mother city of East Africa, paradise of Africa, isles of harmony and hospitality and the cradle of standard Kiswahili. Due to the diversity of attractions which are found in Zanzibar, they can be grouped into coastal tourism, cultural and heritage tours, terrestrial wildlife, dhow cruising and spice tours. Despite of the diversity of tourism attractions most of tourism activities focus on the sun, beach and sea. Example of the tourism attractions which are founded in Zanzibar are Coastal tourism, Stone Town and Heritage sites, Spice Tour, Jozani forest and Kidike Root Site, Misali island, Vumawimbi beach, Ngezi forest reserve, Pemba flying fox forest etc.

Zanzibar's tourism sector has grown rapidly in recent years, registering 13 percent year-on-year growth, on average, in international visitor numbers over the past four years. The number of international visitors has grown over the last 30 years, from about 18,000 in 1985 to 520,809 in 2018. The economic opportunity to harness this tourism growth for improved local economic benefits, improved social outcomes, and more sustainable environmental management to achieve Zanzibar's Tourism for All vision is the rationale for developing. Tourism in Zanzibar is a relatively recent economic activity the first resort hotel, Blue Bay, was built in 1987. The number of resorts have been mushrooming in the last 30 years.



Although Zanzibar has enjoyed an extensive growth in the supply of tourism accommodation (about 429 registered hotels and resorts with over 8,500 rooms have

been built (ZCT 2017). In addition, there are 300 licensed ground tour operators and diving units. Despite the large number of licensed operators, this sector is dominated by a comparatively small number of major companies, which account for the bulk of the business.

Tourism is now a significant source of income in Zanzibar's economy and the largest source of foreign exchange. In 2018, the sector contributed an estimated 28 percent to the island's GDP and 82 percent of its foreign exchange earnings. In 2017, tourism accounted for 68 percent of investments approved by the Zanzibar Investment Promotion Authority (ZIPA). According to national accounts, accommodation and food services earned around $135 million from 520,809 tourist arrivals in 2018; approximately US$ 260 per tourist per visit. Year-on-year tourist arrivals have increased by around 15 percent for the last three years. This growth has exceeded the Zanzibar Tourism Development Policy of 2003 that targeted 500,000 tourist arrivals annually by 2020.

On the other hand, Zanzibar now receives mostly mid and low spending tourists and a small number of high spending tourists. There are some international quality hotels in Stone Town and on the East and South East Coast, but still the overall beach product (flights, transport, accommodation, food, beverage, excursions, shopping etc) is just on the boundaries of being acceptable to the charter inclusive tourists, who themselves and still a step down from the top quality tourists. This, in fact, doesn't change the reality that tourism makes a significant contribution to the economy.

When tourism development started, local people were not particularly interested in applying for jobs in the hotel and restaurant sectors, largely due to the incompatibility with the culture of the predominantly Muslim population. Accommodation managers, being predominantly Europeans, thus found difficulty in recruiting locals, which led to hiring people from Tanzania Mainland. Managers claim that mainland people have higher level of hospitality education, better language skills and fewer cultural constraints to interact with the lifestyle of tourists. As a result, over the past decades, Mainland Tanzanians (and more recently, with the opening of the East Africa Economic Zone, Kenyans) have occupied most of the best paid jobs in the tourism industry.

The COVID 19 pandemic is characterized by an almost unprecedented increase in unemployment. The government has introduced restrictions such as closure of borders, social distancing which have impacted many industries and the delivery of personal services; resulting in demand and supply side shocks which has disproportionately affected the labor market. Due to the dramatic contraction in the tourism industry, many workers became unemployed or displaced. Displaced workers could move to other sectors within countries, but it deemed difficult to find employment in other sectors or industries during the economic downturn.

A decline in tourist arrivals affects employment and income along the supply chain. Therefore, the GDP and employment effects are much greater than the inbound tourist expenditure data would suggest. Zanzibar dependence on tourism has experienced dramatic effects in the labor market and national income.

1.3. **Rational**

Tour guiding operation is a growing subsector in the tourism industry, and the significance and contribution to the delivery of quality and sustainable tourism is increasingly appreciated by the stakeholders. It is estimated that a tourist spends more than 60% of their time with a tour guide, making the guide a critical element of the tourism value chain. The Tour operation is therefore strategically positioned to support policy and business development by identifying opportunities to improve or develop tourism products, and also communicate issues of strategic and policy significance to other stakeholders in the value chain.

ZATO is obvious need strategic plan as guiding strategy of achieving its vision, mission and stated objectives. The plan will also contribute implement the country tourism framework such as Zanzibar Tourism Policy and Master Plan and Zanzibar Investment Policy.

Chapter Two

SITUATION ANALYSIS

2. Overview

This chapter provides internal analysis by provide the main challenges encountered to the implementation of ZATO operation activities. It also uses the Strengths,

Challenges, Opportunities and Threat (SWOT) on the positioning current status of the association. The external analysis uses Political, Economic, Socio-cultural, Technological, Environmental and Legal (PESTEL) analytical tools. Stakeholder analysis has also been undertaken to establish the role of each stakeholder in the implementation of the strategy. This chapter provides the basis for identification of the strategic issues to be addressed in this Strategic Plan for the years 2021 -2025.

2.1 Internal Analysis

Table 3.1 Internal Analysis

S/N	Area	Strategic Issue	Strategic Responses
1	Human Resource Management	• Under staffing • No personnel policies related to salary structure and benefits • No volunteering programme for staffing • The office space is inadequate	• Prepare staff recruitment plan • Develop a salary structure and staff • benefits manual • Conceptualise and develop the ZATO Volunteers programme • Aquire large and equipped office space
2	Organizational Management and governance	• Board meetings - irregular, poorly attended • No available structure plan , i.e strategic plan , annual work plan • No structured system for internal and communication	• Develop Board Manual to guide operations of the board; • Implemented the develop strategic plan • Prepare a stakeholder engagement strategy that also addresses lobby and advocacy issues;
3	Financial Management and Resource	• No formal master budget for its activities • Limited knowledge on donor financing regulations • Limited range and unreliable financing sources • Weak resource mobilisation capacities	• Training on staff on finance procedures, planning/ budgeting, resource mobilisation, documentation, reporting, etc

2.2 External Environment Analysis (PESTEL Analysis)

This PESTIEL Analysis looks at the factors within the operating external environment that are political, economic, social, technological, environmental or legal and their implications to the work of the ZATO and its associate members.

Table 3.2 below; present Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis.

External environment	Factor	Strategic Implication	Strategic Responses
Political	High political will in the current government in supporting Tourism industry and private sector	Increase in Public and Private Partnership	Continue partnership with Government in policy formulation and implementation.
	Future political stability with the current formulation of Government of National Unit (GNU)	Availability and peace and stability in Zanzibar	
Economical	Strong emphasis on blue economy including tourism sector	Full government support	Continue support the government effort
	Threat of Increased in taxation and other government charges	Reduce the company's profit	Continue to advocate to the government authorities in the reducing of number of unnecessary charges and encourage the use of real time portals and electronic equipment (Cards, EFD, POS and Charge Meters) on Tour Operations, Restaurants, Hotels, Taxis and Private Hire Vehicles
	Decline of Tourism industry due to current global pandemic of Covid 19	Decline of global economy which might also lead to the fall of tourism industry	Increase marketing strategies to attract more tourism on unexploited market to cover the gap.
Social	Unique character, culture and history for Zanzibar	Increase tourist attraction	Collaborate with the government in preserving tourist attractions
	Social contacts across international and regional	Spread of infectious diseases	Observe all health protection measures
	Drug and substance abuse	Increase of misconduct to visitors	Security measures continue be strengthen in control drugs and general security in all areas of Zanzibar
	Few emerge of misconduct behavior to tourist	Might destroy the good image of Zanzibar	Zero tolerance for the unwanted practice to tourism industry

Technological	Technological advancement	Marketing opportunity of tour operators	More strategies for e-marketing and uses of realtime portals and electronic equipments (Cards, EFD, POS and Charge Meters) on Tour Operations, Restaurants, Hotels, Taxis and Private Hire Vehicles
Environmental	Climatic Change	Threat to destroy the costal environment	Increase measure of protecting environment, provide latest equipment to Marine Conservation Units other conservation authorities (Speed Boats, Jet Sky, Drones and Helicopters)
	Old buildings	Threat deterioration of heritage buildings	Increase the effort of renovating the old buildings and heritages .
Legal	low legal entry barrier	Threat of new entrance	Regulate the new established tour operators company

2.3. SWOT Analysis

Table 3.3 SWOT Analysis

Strength	**Weakness**
• ZATO is the only recognized organization that brings together Tour operators in Zanzibar • Committed and dynamic Board members; • Experience in participating on different global tourism showcase • Members are continually skilling(training, excursions, etc.),and obtaining qualifications in tourism; • Good relations with government and other stakeholders in the tourism industry, and a good national image; • Passionate and motivated members; • Large membership; • Identity and proper branding of ZATO (ZATO website) • Recognised professional training programme for members;	• Low financial resource base and inadequate funding for core activities and to procure critical assets such as furniture and equipment. The association also depends on a few partners and donors to resource its activities; Insufficient financial resources for tourism development and marketing • Under staffed, and relies on volunteer input from some members for the discharge of its activities, including the Executive who already have other obligations; • Small office space • No clear organization structure • No legal mandate of controlling tour operator in Zanzibar • Weak public private partnership ·

• Active networking among members on social network; and Coordination point/office in place.	• Over-reliance on western Europe markets
Opportunity	**Threat**
• Zanzibar is well known for its uniqueness and cultural experiences • Government prioritization of tourism industry as key sector for national development • ZATO is recognized as key tourism stakeholder and involved in key policy development frameworks related to tourism industry • Available of many tour guiding operators; • Opportunities for ZATO to actively engage in training and conducting research in collaboration with other institutions • Growing of tourism industry in Zanzibar and Tanzania. • Formulation of National Government Unit (GNU) is promising factor for future Political stability in Zanzibar; • Completion of new terminal of Zanzibar international airport • Growing numbers of graduates in related fields(tourism, natural resources conservation, business development, etc.); • Changing trends in technology and favouring tourism development e.g. virtual tourism, e – marketing and other online portals. • Available varieties of unexploited tourist attraction in Zanzibar • Emerging markets in tourism in Africa, Asia and the Middle East.	• Special favour of international tour operators • Industry competition in the region with very strong in the region; • Non-ZATO members offering unprofessional and cheap guiding services; • The inconsistent tourist inflows affecting guides income with some contracted only during the tourist season by tour operators; • Unregulated wages by tour operators which compromises the quality of guiding services; • Limited legal barrier of establishing tour operator company • The Global fall of the tourism industry due the Covid 19 pandemic and decline of global economy resulted to lock down restriction in most of Zanzibar tourism markets. • Strong competing destinations across region. • Unfavorable travel advisories. • Increasing tourism competition in the region. • Limited enforcement tourism Act

2.4. Stakeholder Analysis

Stakeholders have certain expectations which should be fulfilled by the Corporation in the execution of its mandate. The following is the outcome of the Corporation's stakeholder analysis.

Table 2.8: Stakeholder Analysis

Stakeholders	Stakeholder Expectation	ZATO Expectation
Revolutionary Government of Zanzibar	• Tourism to contribute more to future growth and livelihood to the people of Zanzibar. • Increased in national economic empowerment programmes targeted at the youth and women • Collaborate with other institution including higher learning institution in providing tourism related training and conducting research	• Coordination of policy implementation • Conducive business environment • Monitor policy implementation • Increase budget in tourism marketing • Strengthen public and private partnership • Digitalize all payments in tourist sectors

	• Growth number of international tourist	
Zanzibar Commission for Tourism (ZCT)	• Expansion of Tourist markets • Preparation and participation of tourism showcase (exhibitions) • Inclusion and destination promotion • Regular updates on destination marketing initiatives • Collaborate with the existing tourist district committee	• Policy consistence • Enabling policy framework and legislation • Strengthen collaboration • Involve ZATO in Ministry technical committee • Increased of ZCT marketing budget • Regular round tables meetings
Department of Museum and Heritages	• Promote the heritage sites • Increase number of tourism visit heritage sites	• Improve the standard of heritage site • Document the history of existing mosques in stone town
Zanzibar Association of Tourism Investors (ZATI)	• Promote seasonal opportunities as to increase all round beds occupancy • Partnership and consultation in the industry initiative • Jointly promote	• Offer the same booking rate between local and international tours operators • Offer services to registered tour operators
Zanzibar Association of Tour Guides (ZATOGA)	• Training on tour guiding • Consultation o industry initiatives e,g product development & marketing strategies.	• Quality of Services to the to customers • Control unregistered tour guiders
International Tourists	• Safety and Security • Quality standard • Information on the services and product • Diversified product and services	• Abide with country laws, regulation , norms and culture
Service providers in tourism attraction sites in Zanzibar	• Active collaboration in the promotion of tourism attraction sites	• Quality service provision • Good market packaging
Taxation Regulation Authorities	• Pay regular tax • Promote marketing as to increase number of tourists	• Charge Hotels and Restaurants tax based on the price given to local tour operators. • Digitalise taxation with real-time EFDs, POS and Taxis and Private Hires Meters Portals. • Impose high penalties on Tax Evaders including declarations. • Smooth transaction of their tax mandate
Citizens of Zanzibar/communities	• Increased employment • Respect of culture and norm of Zanzibar people	• Maintain peace and security in the country • Friendly welcoming to visitors

2.5. Strategic Summary

- Unfair competition between local and international tour operators as they are offered discounted price by the hotel
- Available of Unrestricted operation for the non –registered tour operators
- Existed Limited technical cooperation with ZCT

- Inconsistence and inadequate fund to support ZATO activities
- Constrain of human resource to run ZATO office operation
- The growing industry and opportunities therein, and the need to strengthen capacities within ZATO and its associate members to take advantage of these opportunities (local, regional and global) e.g. policy and frame work development process as to support the sustainable development
- ZATO training programme is the organisation's unique strength and its important that this is redefined to respond to the growing demands of tourism industry

Chapter Three

Vision, Mission and Mandate

3.1. Vision

"To be Leading Tourism Organization that promote Sustainable and Ethical high end Tourism practices in Zanzibar."

3.2. Mission

To unite tour operators of Zanzibar for the purpose of forwarding their voices, protecting their interest, market Zanzibar as high end competitive tourism destination.

3.3. Mandates

- Ensure Zanzibar offers sustainable and professional tourism services of the highest standards with ethics and guidelines.
- Assisting members on adding value to our tourism products offerings on development of services, facilities and trainings
- Ensure that all tour operators are licensed and members of ZATO, obtain fair treatment and opportunities
- Ensure only licensed tour operators are allowed to engage on tours operation activities around Zanzibar

3.4. Objectives

1. To unite and support all persons engaged in the business of tourism industry and serve as voice of tour Operators through Networking, partnering and engagement with other associations and stakeholders to improve quality and standards of tourism products in Zanzibar.
2. To market and Promote Zanzibar as unique Destination on Indian Ocean by offering high end Tourism products that are Environmentally, socially friendly and sustainable to Regional and International Tourism Markets.
3. To initiate, Engaged and participate on Tourism Research, surveys and Analysis that support and improve Tourism Products Offerings in Zanzibar.
4. To advise, Lobby and Advocate to the Zanzibar Government on all aspects of tourism on cooperations with all government agencies and Authorities.
5. To engage and co-ordinate sustainable development plan in the tourism industry of Zanzibar to make sure all tourism resources and national heritage are well protected for future generations.
6. To encourage and foster education, training and seminars to improve professionalism on Zanzibar Tourism Industry.
7. To engage on fund raising activities through subscriptions, affiliation fees, grants, donations and supports by partnering with persons and organisations for the purposes of carrying out the objectives of the Company

8. To do all or any of the above objects and other activities, ancillary or supplementary thereto in any part of the world either as principals, agents, trustees or otherwise and generally to do all such other lawful things as are incidental or may be thought by the association to be conducive to the attainment of the above objects or any of them.

3.5. Operating Principles

Active Members pledge to adhere to the following principles:

1. **Ethical Conduct:** Members must conduct business with competence and professionalism, representing truthfully and accurately all facts, conditions and requirements relating to their tours and travel packages.
2. **Truth In Advertising:** Advertising and quoting of prices must clearly show total deliverable prices, accurately identifying facilities, accommodations and services used. Any changes or substitutions must be communicated expeditiously to the travel agent and/or client involved.
3. **Ethical and Financial Responsibility:** Active members' business conduct must install confidence in their financial stability, reliability and integrity.
4. **Membership**: 80 members registered and licensed to operate the tourism business in Zanzibar in accordance to the Law of Zanzibar.
5. **Membership Requirements**: Must be a tour operator who are registered and licensed to operate the tourism business industry in Zanzibar in accordance to the Law of Zanzibar and admitted as member of the company under Rule 3 of the ZATO Articles of Association

Chapter Four

STRATEGIC MODEL

4. Overview and Focus Area

ZATO seeks to improve the Zanzibar branding and market competiveness in tourism industry. To achieve this goal, the identified strategic issues have been grouped into four strategic areas;

1. Stakeholder networking and Partnership
2. Marketing and Innovation
3. Organization development
4. Resource mobilization

4.1. Strategic Objectives and Strategies

The following are the strategic objectives which will guide the Corporation to realize its mandate during the planning period of five years:

1. Improve stakeholder networks/partnerships in order to support the ZATO advocacy agenda:
2. Strengthen the output of ZATO marketing system
3. Strengthen operational efficiency of the organization

Table 4. 1 Focus Areas, Strategic Objectives and Strategies

Strategic Focus 1	Stakeholder networking and Partnership	
Strategic Objective	**Strategies**	**Activities**
Improve stakeholder networks/partnerships in order to support the ZATO advocacy agenda:	Improve ZATO engagement with ZTC and other government institutions	• Maintain active participation of government officials in the ZATO executive meetings and functions • Lobby to the government authorities on more representation of ZATO in different government forum • Conduct joint marketing with ZTC • Conduct joint training to assist ZATO member to expand their market share.
	Improve engagement with local and international partners	• Develop stakeholder engagement strategy • Implement joint activities, e.g project, training, conference etc. • Enter membership with different affiliations such as World Travel Network (WTN) etc. • Enter MoUs with different stakeholders including national and international tour operators network • Facilitates exchange progrommes with different stakeholders and partner associations. • Develop the training plan

	Built strong media partnership with constant engagement	• Develop programme to deliver holistic media engagement • Earn media outreach
Strategic Focus 2	Marketing and Innovation;	
Strategic Objective	**Strategies**	**Activities**
Strengthen the output of ZATO marketing system	Leverage digital marketing	• Recruit/hire digital marketing specialist • Train partners marketing team on the destination and usage of digital marketing tool i.e ; email marketing, social media marketing, paid search, display and video advertising , website optimization, etc. • Update ZATO website
	Strengthen research activities	• Recruit/hire research officer • Partner with development partners, government and research institutions to conduct joint tourism research • Mobilize more fund for research activities • Produce annual research newsletter to present research findings
	Prepare/participate national and international tourism showcase	• Mobilize fund for national and international show case • Partner with other stakeholders on the preparation of different innovative exhibitions
	Focus on innovation branding	• Create inspiring content on Visit the Zanzibar • Participate in innovative storytelling Multi-international Channel Programs • Engage in new growing tourism markets
	Extend tourism market for Zanzibar destination	• Introduce umra plus tourism • Develop strategies for religion tourism in Zanzibar • Conduct special visit to Pemba Islands for looking different existing opportunity on the growth of tourism • Collaborate with Department of museum
	Grow market share of ZATO members	• Design and production of a members' directory and product manual for distribution • Develop and implement effective joint digital market and co- marketing campaign • Lobby taxation authorities to charge tax based on the price given local tour operators • Conduct annual Tour Operator Product Audits
Strategic Focus 3	Organization development and resource mobilization	
Strategic Objective	**Strategies**	**Activities**
Strengthen operational efficiency of the organization	Strengthen Human resource capacity and management	• Develop new organization structure • Develop and implement office manual and operation • Recruit qualified staff • Acquire the new and full equipped office to serve the needs of ZATO operation • Develop volunteering programme

	Improve efficiency of ZATO governance and management	• Reformulate Vision and objectives of the organization • Hold frequent meeting according to ZATO calendar • Conduct Training to Board members on improvement of their roles and engagement in organization activities
	Strengthen efficiency of member operation	• Facilitate the implementation of Tourism Act • Advocacy to the government authority to restrict the operation of un – registered tourist operator • Abolish illegal tour operators • Build capacity of ZATO member in their operation • Prepare number of training to ZATO members • Conduct different social responsibility events especial in rural areas.
	Improve accountability of ZATO management	• Conduct annual external auditing of ZATO activities • Recruit qualified financial officer
	Mobilize fund for operational budget	• Lobby the government of necessitate the registered tour operator to be the member of ZATO • Establish new sustainable revenue stream • Conduct different fund raising events • Coordinate the conducting of different events and exhibitions such as Zanzibar heritage shows, food exhibitions etc. • Develop various project funding proposals • Engage with different stakeholders in financing of organization activities

Chapter Five

ORGANIZATION STRUCTURE AND MANAGEMENT

5. Overview

ZATO has a secretariat, but this is understaffed and ill equipped to effectively implement the strategic plan. Chief Executive officer has continued to play a key role in coordinating and supporting implementation of the secretariat activities, this however is outside its mandate, and it is therefore important that the rightful structure is defined and supported to carry out the ZATO mandate.

5.1. ZATO Members

Members of the association are tour operators who are registered and licensed to operate the tourism business industry in Zanzibar in accordance to the Law of Zanzibar and admitted as member of the company under Rule 3 of the ZATO Ariticle.

5.2. The Secretariat

This is the administrative arm of the ZATO. Its role will include formulating the annual work plans based on the strategic plan and ensuring that it is implemented. Other roles include coordinating membership, recruitment of members, information sharing with all stakeholders and providing logistical support to members. Staff at the secretariat is recruited by the Board of Directors and therefore the secretariat reports to the body. The Secretariat will have three staff members, the chief executive officer, Administrative Assistant and secretary.

The Chief Executive officer as the Head of the Secretariat is responsible for overall management and coordination of the secretariat, monitoring and reporting on ZATO accomplishments and activities. The Chief reports to the Board of Directors. The Administrative Assistant and office secretary are responsible to support office operations including documentation and filing.

5.3. General Meeting

Reference is made to the Articles of ZATO Constitution. General Meeting of comprising of all members of the association. The Annual General Meeting held once a year in December, At the General Meeting, the annual plan (narrative and financial), annual reports and audited financial statements shall be subjected for review and ideas for the way forward generated. Other detailed roles and regulations of the GM are spelt out in Constitution.

5.4. Board of Directors

Board of Directors comprises of seven members including; The Chairperson of the Company, The Vice Chairperson of the Company, The Treasurer of the Company, Three representatives elected amongst the financial Members of the Company and one member amongst the presidential nomination in tourism sector. The composition, roles and regulations of the Board of Director are clearly spelt out in ZATO Constitution.

5.5. Governance and Management Organs of *ZATO*

The governance and management organs of ZATO comprise: the General Assembly as the supreme policy organ, an Board of Director elected by the General Assembly as its management organ, and a Secretariat as its administrative organ.

5.6. Monitoring and Evaluation of ZATO

The Secretariat leaded by Chief Executive Officer will prepare quarterly activity progress reports and submit these to the Board of Directors, which will monitor implementation of the agreed work plan. A mid-term review shall be undertaken by the secretariat, Board of Director and some partners at the end of the first year of implementation of this plan. The findings of the review shall feed into the draft Annual Operational Plan, which will be submitted to the Annual General Meeting for endorsement, and the outcome will inform the subsequent annual plans. There will be a final evaluation of the strategic plan by a team of external consultants contracted by ZATO and the funders by the end of SP. Based on the recommendations from the evaluation, the next strategic plan shall be drafted. In order to assess whether ZATO has achieved the stated goals, a set of specific indicators are part of the Implementation Matrix (see Annex 1).

5.7. Financial Resource

Implementation of this Corporate Strategic Plan (CSP) will constitute the day to day functions of ZATO. The plan will be financed through the annual allocations of both development and recurrent budgets. An activity-based costing method will be adopted both as a tool for activity planning (work plan) and financial control. This will ensure that the Corporation allocates costs of inputs based on each planned and prioritized activity as depicted in the implementation matrix of this CSP. This means the costs of activities will be traced to the product or service for which the Corporation activities over plan period are performed.

The main sources of financing are expected to be, Internal Revenue Generation, support from business and Development partners , events fees collection etc.

Appendix 1

Implementation Plan Matrix

1. **Stakeholder networking and Partnership**

Strategic Objective 1: Improve stakeholder networks/partnerships in order to support the ZATO advocacy agenda										
Strategies	**Target**	**Line of Activities**	**Indicators**	**Time**					**Estimated Budget (USD)**	**Responsible**
				1	**2**	**3**	**4**	**5**		
Improve ZATO engagement with ZTC and other government institutions	Regular participation of government in ZATO executive meeting and functions	Maintain active participation of government officials in the ZATO executive meetings and functions	Numbers of meetings and functions attended by government officials	√	√	√	√	√	25,000	Zato, Zct, Ministry of Tourism and Heritage, Other relevant Ministries.
	Increased ZATO representation in different forum by 2025	Lobby to the government authorities on more representation of ZATO in different government forum	Numbers of meeting/forum attended	√	√	√	√	√	25,000	Zato, Zct, Ministry of Tourism and Heritage, Other relevant Ministries.
	At least 5 joint marketing conducted annually	Conduct joint marketing with ZTC	Numbers of joint marketing conducted	√	√	√	√	√	250,000	Zato, Zati, Zatoga, Zct, Ministry of Tourism and Heritage, Other relevant Ministries.
	At least 5 Joint training conducted annually	Conduct joint training to assist ZATO member to expand their market share	Numbers of joint meeting conducted	√	√	√	√	√	100,000	Zato, Zati, Zatoga, Zct, Ministry of

										Tourism and Heritage, Other relevant Ministries.
Improve engagement with local and international partners	Stakeholder engagement strategy in place by Dec 2022	Develop stakeholder engagement strategy	Stakeholder engagement strategy in place		√				25,000	Zato, Zati, Zatoga, Zct.
	At least 5 joint activities conducted by 2025	Implement joint activities, e.g project, training, conference etc.	Number of jointed activities conducted	√	√	√	√	√	100,000	Zato, Zct, Ministry of Tourism and Heritage, Other relevant Ministries.
	At least 4 membership affiliated by 2025	Enter membership with different affiliations such as World Travel Network (WTN) etc	Numbers membership affiliated	√	√	√	√	√	50,000	Zato
	At least 3 exchange programme implemented annually	Facilitates exchange programmes with different stakeholders and partner associations.	Numbers of exchange programme implemented	√	√	√	√	√	50,000	Zato
	Training programme in place by Dec 2021	Develop the training plan	Training programme in place	√					10,000	Zato
	At least 15 MoUs in place by 2025	Enter MoUs with different stakeholders including national and international tour operators network	Numbers of MoUs implemented	√	√	√	√	√	50,000	Zato

Built strong media partnership with constant engagement	Media engagement programme developed by 2022	Develop programme to deliver holistic media engagement	Media engagement programme in place		√				15,000	Zato, Local Media
	Regular media visit annually	Earn media outreach	Numbers of visit in media conducted	√	√	√	√	√	35,000	Zato, Local Media

2. **Marketing and Innovation**

Strategic Objective 2: Strengthen the output of ZATO marketing system											
Strategies	**Target**	**Activities**	**Indicators**	**Time**					**Estimated Budget (USD)**	**Responsible**
				1	**2**	**3**	**4**	**5**		
Leverage digital marketing	1 digital marketing staff hired/recruited by Jan 2022	Recruit/hire digital marketing specialist	Digital marketing staff available	√					25,000	Zato
	At least three training conducted by 2025	Train partners marketing team on the destination and usage of digital marketing tool i.e ; email marketing, social media marketing, paid search, display and video advertising , website optimization, etc	Numbers of members participated in the training	√		√		√	50,000	Zato, Zct, Zati, Zatoga
	Regular updated of ZATO website	Update ZATO website	Type of website content updated	√	√	√	√	√	5,000	Zato

Strengthen research activities	1 research officer hired/recruited by Jan 2022	Recruit/hire research officer	Research officer in place	√	√				5,000	Zato
	At least four studies conducted by 2025	Partner with development partners, government and research institutions to conduct joint tourism research	Numbers of studies conducted	√	√	√	√	√	40,000	Zato
	At least four research proposal submitted for funding by 2025	Mobilize more fund for research activities		√	√	√	√	√	25,000	Zato, Suza, Development Partners
	1 newsletter produced annually	Produce annual research newsletter to present research findings	Numbers of newsletter produced	√	√	√	√	√	35,000	Zato
Prepare/participate national and international tourism showcase	100% increased of fund for showcase	Mobilize fund for national and international show case	Amount of fund mobilised	√	√	√	√	√	40,000	Zato
	At least one new partnership entered	Partner with other stakeholders on the preparation of different innovative exhibitions	Numbers of stakeholders engaged in exhibition preparation	√	√	√	√	√	90,000	Zato, Development Partners
Focus on innovation branding	Inspiring content on Visit the Zanzibar updated regularly	Create inspiring content on Visit the Zanzibar	Inspiring content on Visit the Zanzibar in place		√	√	√	√	24,000	Zato

	ZATO participated in story telling programs at least twice by 2025	Participate in innovative storytelling Multi-international Channel Programs	Numbers of storytelling programmed involve ZATO members		√		√		5,000	Zato, Media
	Increased market share by 100% to the new emerging market	Engage in new growing tourism markets	% increase of market share increased	√	√	√	√	√	45,000	Zato, Zct, Ministry of Tourism and Heritage.
Extend tourism market for Zanzibar destination	Umra plus tourism practiced in Zanzibar by 2022	Introduce umra plus tourism	Umra plus tourism practiced		√	√	√	√	4,000	
	Strategies for Religion Tourism Developed by Dec 2022	Develop strategies for religion tourism in Zanzibar	Strategies for religion tourism in Zanzibar in place		√				30,000	
	1 visit conducted by 2021	Conduct special visit to Pemba Islands for looking different existing opportunity on the growth of tourism	Number of visit conduced	√					22,000	
	MoUs with Department of museum in place by Dec 2021	Collaborate with Department of museum	MoUs in place	√					1,000	

Grow market share of ZATO members	A members' directory and product manual developed annual	Design and production of a members' directory and product manual for distribution.	A members' directory and product manual in place	√	√	√	√	√	9,000	
	At least one joint marketing campaign conducted annually	Develop and implement effective joint digital market and co-marketing campaign	Numbers of joint marketing campaign implemented	√	√	√	√	√	38,000	
	Availability of taxation charge based on the price given to local tour operators by July 2022	Lobby taxation authorities to charge tax based charge Hotels and Restaurants tax based on the price given to local tour operators.	taxation charge based on the price given to local tour operators initiated	√	√				5,000	
	Tour Operator Product Audits by 2022	Conduct annual Tour Operator Product Audits	Operator Product Audits in practice		√	√	√	√	35,000	

3. **Organization development and resource mobilization**

Strategic Objective 3: Strengthen operational efficiency of the organization											
Strategies	**Target**	**Line of Activities**	**Indicators**	**Time**					**Estimated Budget**	**Responsible**
				1	**2**	**3**	**4**	**5**		
Strengthen Human resource capacity and management	A new organization structure in place Dec 2021	Develop new organization structure	Organization structure in place	√					5,000	
	Office manual and operation in Place by 2022	Develop and implement office manual and operation	An office manual and operation in Place	√	√				30,000	
	At least 3 staff recruited administrative by 2022	Recruit qualified staff	Numbers of new staff recruited	√	√	√	√	√	15,000	

	New building to be constructed for ZATO staff office is available by Jan 2023	Acquire the construction of new and full equipped office to serve the needs of ZATO operation	Availability of new and equipped office building	√	√	√			800,000	Zato, Partners Financial Institutions.
	Volunteering rogramme Developed Dec 2022	Develop volunteering programme	Volunteering rogramme in place		√				2,000	Zato,
Improve efficiency of ZATO governance and management	Reviewed ZATO vision and Mission available by Jun 2021	Reformulate Vision and objectives of the organization	Reformulate Vision and objectives of the organization are available	√					2,000	Zato,
	ZATO meeting conduced according to ZATO annual Calendar	Hold frequent meeting according to ZATO calendar	Numbers of meeting conducted	√	√	√	√	√	100,000	Zato,
	At least 2 training conduced to ZATO Board members by 2025	Conduct Training to Board members on improvement of their roles and engagement in organization activities	Numbers of training conducted		√		√		50,000	Zato, Development Parners
	Increased of Tourism Act	Facilitate the implementation of Tourism Act		√	√	√	√	√	35,000	Zato, Zct

Strengthen efficiency of member operation	implementation by 95% by 2025	Advocacy to the government authority to restrict the operation of un – registered tourist operator	% of Tourism Act implemented	√	√	√	√	√		Zato, Zct, Zrb, Police department
		Abolish illegal tour operators		√	√	√	√	√		Zato, Zct, Zrb, Police department
	At least 2 trainings to ZATO member conducted annually	Build capacity of ZATO member in their operation	Numbers of training conducted	√	√	√	√	√	100,000	Zato, Zct, Development Partners
		Prepare number of training to ZATO members		√	√	√	√	√	100,000	Zato, Zct, Development Partners
	At least 5 social responsibility events conducted annually	Conduct different social responsibility events especial in both urban and rural areas.	Numbers of social responsibility events conducted	√	√	√	√	√	100,000	Zato, Zct, Development Partners
	An external audit conducted annually	Conduct annual external auditing of ZATO activities	External auditing report available	√	√	√	√	√	100,000	Zato, Development Partners
	1 financial officer recruited by Jan 2022	Recruit qualified financial officer	1 financial officer available	√					5,000	Zato, Development Partners
Mobilize fund for operational budget	Tour operator operation developed by Dec 2022	Lobby the government of necessitate the registered tour operators to be the member of ZATO.	Tour operator operation in place	√	√				2,000	Zato, Zct, Ministry of Tourism and Heritage.

	ZATO revenue increased by 100% Jan 2023.	Establish new digital sustainable revenue stream for Zato.	% of revenue increased	√	√	√	√	√	10,000	Zato, Development Partners
	At least 5 local Events and exhibition coordinated by ZATO annually	Coordinate the conducting of different events and exhibitions such as Zanzibar heritage shows, food exhibitions etc.	Numbers of events and exhibitions coordinated	√	√	√	√	√	750,000	Zato, Development Partners
	At least 1 fund events annually	Conduct different fund raising events	Numbers of fundraising events conducted	√	√	√	√	√	50,000	Zato, Development Partners
	At least 1 project funding proposal developed.	Develop various project funding proposals.	Numbers of proposal developed	√	√	√	√	√	50,000	Zato, Development Partners
	At least 2 stakeholder engaged in funding of the ZATO activities.	Engage with different stakeholders in financing of organization activities	Numbers of stakeholders engaged	√	√	√	√	√	50,000	Zato, Development Partners