



GOVERNMENT OF MALAWI

DRAFT NATIONAL TOURISM POLICY



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Foreword

Tourism is one of the fastest growing sectors in the world, contributing significantly to the global economy. Malawi Government, therefore, recognises the significant role tourism plays as a vehicle for inclusive development and poverty reduction, especially in the rural areas where most tourist attractions, facilities and services are located. In this regard, the Malawi Growth and Development Strategy (MGDS) includes tourism among the priority sectors for economic growth. In addition, the National Export Strategy (NES) cites tourism as an important cluster for transforming Malawi to economic prosperity.

In the past, lack of appreciation and prioritisation of the tourism sector has resulted in failure to adopt proactive and coherent strategies for ensuring full exploitation of the sector's potential. As such, the development of this National Tourism Policy (NTP) represents a major milestone towards achieving inclusive tourism development in Malawi.

The Policy provides a framework for developing the tourism sector for the next five years. Consistent with the multi-dimensional and multi-sectoral nature of the sector, the policy incorporates mechanisms for effective coordination and close collaboration among stakeholders. It also highlights key priority areas and strategies for developing the sector and provides a platform and direction to all stakeholders to develop and implement tourism programmes and activities.

This Policy is a product of significant collaboration and commitment of several stakeholders whom I would like to commend and thank for their respective contributions. It is my hope that we will all intensify our efforts and continue to work together even in a more collaborative manner during its implementation.

Government is fully committed to the implementation of this policy as part of the on-going public sector reforms aimed at streamlining and improving public service delivery. Thus, it is no surprise that the Policy has taken on board some of the reforms which are likely to have a great impact in improving the sector's capacity and ability to contribute significantly to the socio-economic development of the country.

Hon. Francis Kasaila, M.P.
Minister of Industry, Trade and Tourism

Preface

This National Tourism Policy provides a platform and opportunity to all stakeholders to fully participate in the positive transformation of the Malawi Tourism Sector to ensure its sustainable contribution to socio-economic development of the country. In addition to technical, human and financial needs, the effective implementation of the policy requires increased commitment to continuous participation, engagement and dialogue among all stakeholders, including Government, private sector, local communities, development partners, politicians and civil society.

The Policy adequately responds to the goals and objectives of the national policy frameworks and development strategies as outlined in the MGDS. It specifically contributes to the goal of developing and promoting a vibrant tourism industry in Malawi by focusing on increasing the contribution of the tourism industry to Gross Domestic Product (GDP), improving the environment for doing business in tourism, increasing number of tourists and increasing local participation in the tourism industry. The policy is also responding to international commitments such as the African Union Agenda 2063 and Sustainable Development Goals (SDGs) aimed at ending poverty, protecting the planet, encouraging participation of women, youth and other vulnerable groups and ensuring prosperity for all.

The formulation of this policy followed a participatory process that involved various stakeholders, including Government, private sector, development partner institutions as well as Parliament and local Government institutions.

This policy will be implemented over a five year period and its implementation will be reviewed after that period.

Ken Ndala (PhD)
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LIST OF ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AIDS	Acquired Immunodeficiency Syndrome
AU	African Union
CBO	Community Based Organisation
EASA	European Aviation Safety Agency
EIB	European Investment Bank
FBO	Faith Based Organisation
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICAO	International Civil Aviation Organization
IFAW	International Fund for Animal Welfare
JICA	Japan International Cooperation Agency
KIA	Kamuzu International Airport
MDAs	Ministries Departments and Agencies
MGDS	Malawi Growth and Development Strategy
M&E	Monitoring and Evaluation
MICE	Meetings, Incentives, Conferences and Events
MIERA	More Income and Employment in Rural Areas
MIT	Malawi Institute of Tourism
MK	Malawi Kwacha
MSME	Micro, Small and Medium Enterprises
MZUNI	Mzuzu University
NCHE	National Council for Higher Education
NES	National Export Strategy
NGO	Non-Governmental Organisation
NTP	National Tourism Policy
PPP	Public Private Partnership
RETOSA	Regional Tourism Organisation of Southern Africa
SADC	Southern African Development Cooperation
SDG	Sustainable Development Goals
TEVETA	Technical, Entrepreneurial and Vocational Education and Training Authority
TMIS	Tourism Management Information System
TWCSWG	Tourism, Wildlife and Culture Sector Working Group
TTWG	Tourism Technical Working Group
UNWTO	United Nations World Tourism Organization
USP	Unique Selling Proposition/Product
WTTC	World Travel and Tourism Council

GLOSSARY/DEFINITION OF KEY TERMS

Tourism: The activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

Tourist: A person who is travelling to and staying in places outside his or her usual environment for not more than one consecutive year for leisure, business and other purposes.

Community Tourism: A form of Tourism that emphasizes the development of local communities and allows for local residents to have substantial control and involvement in its development and management, and a major proportion of the benefits remain within the community.

Inclusive Tourism: The systematic application of universal design by the travel and hospitality industry at every stage of its product, service, and policy life cycle. It starts by looking at real people as they exist in all their diversity of abilities.

Sustainable Tourism: Tourism committed to making a low impact on the environment and local culture, while helping to generate future employment for local people and ensuring a positive experience for local people, tourism companies and tourists themselves.

Responsible Tourism: Tourism which minimizes negative social, economic and environmental impacts, generates greater economic benefits for local people and enhances the wellbeing of host communities.

Destination Branding: The Identification of the destination's strongest and most competitively appealing assets in the eyes of its prospective visitors, building a story from these that makes the destination stand out above its competitors, and running this narrative consistently through all marketing communications.

Direct contribution to GDP: GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal Travel and Tourism spending within a country less the purchases made by those industries (including imports).

Total contribution to GDP: GDP generated directly by the Travel and Tourism sector plus its indirect and induced impacts.

Visitor Exports: Foreign exchange earned within the country generated by international tourists' expenditure on business and leisure trips, including spending on transport, but excluding international spending on education.

1.0 INTRODUCTION

The tourism sector in Malawi is a high growth export service sector, capable of making a substantial contribution to the socio-economic development of the country if fully developed. The sector has the potential to generate foreign exchange through visitor exports and Government revenue through tax and non-tax revenues. Tourism also creates more jobs since it is labor-intensive. Unlike other traditional sectors, the tourism sector is less vulnerable to economic shocks. Because of its strong multiplier effects, tourism also positively impacts on the rest of the social and economic sectors.

However, over the years, the sector has been operating without a policy. This has affected the successful implementation of various strategies employed by the sector. As such, implementation of tourism activities have been haphazard and ad hoc. Although a number of strategic tourism plans have been developed and utilized, there has still been a need for the sector to be guided and led by a recognized and adopted policy.

The National Tourism Policy, therefore, provides the direction the Government will take towards transforming the sector into a major tool for socio-economic development. The Policy has outlined the key challenges that hinder the full exploitation of the sector's potential and provides possible remedies for addressing them. It presents six outcomes to be achieved through six policy priority areas and specifies the institutional arrangements for its successful implementation. The policy has clear linkages to several policies but their coverage in this document is restricted to those that depict gaps and pose challenges to the development of the tourism sector.

The Malawi Growth and Development Strategy (MGDS III) recognizes that Tourism, as one of the priority sectors, is largely nature based, and that culture and other related sectors are also expected to play important roles. As such, with the ultimate objective of increasing tourism contribution to the socio-economic development of the country, the policy integrates tourism with other sectors while ensuring a balance with environmental protection and cultural conservation.

The outline of the Policy includes the Introduction and Background in section 1, Broad Policy Directions in section 2, Policy Priority Areas in section 3, and Implementation and Institutional Arrangements in Section 4. The implementation plan and monitoring and evaluation plan are presented as annexes 1 and 2, respectively.

1.1 Background

Malawi is endowed with rich natural and cultural resources that make it one of the attractive tourist destinations both regionally and internationally. As a tourist destination, the country is rich in contrast due to beach and water experience, scenic landscapes, diverse wildlife, favourable climate and unique cultural assets. The short distances amongst various tourist attractions make it is easy to move from one attraction to another within a short period. The peaceful environment, neighbourly social interaction, tolerant and authentic relationships of locals with visitors and other cultures make it big in hospitality. Tourists from all over the

world visit the country to experience the lake, the nature, wildlife and the Malawian culture. In recent years, Malawi is also becoming a popular destination for Meetings, Incentives, Conferences and Events (MICE) locally and internationally. The industry provides growth that is less susceptible to variable weather and climatic conditions and international commodity price volatility to which Malawi is very vulnerable. The industry also promotes inclusive involvement of local communities - the youth, women and other vulnerable groups, through creation of many entry level employment and business opportunities in both urban and rural areas.

Realising the potential that lies within the sector, the Government of Malawi adopted tourism as one of the potential growth sectors for sustainable socio-economic development of the country. Specifically, the country's current overarching medium-term strategy, the Malawi Growth and Development Strategy (MGDS III), prioritizes tourism among the major growth sectors in Malawi. In addition, the Malawi National Export Strategy (NES 2013 - 2018), which represents Malawi's practical approach towards adoption of measures aimed at exploiting the country's numerous export opportunities, cites tourism as an important cluster which can transform Malawi into an economically prosperous nation.

1.1.1 Tourism Performance

Tourism plays a significant role to the economy of Malawi. According to the World Travel and Tourism Council (WTTC), in 2017, the sector directly contributed MK158 billion, representing 3.5 percent of the total GDP. The sector's total (direct and indirect) contribution to GDP was MK 345 billion, representing 7.7 percent of GDP. The sector also directly supported 233,000 jobs, representing 3 percent of total employment. The total (direct and indirect) contribution of the sector to employment was about 524,500 jobs, representing 6.7 percent of total employment. The sector also contributed about MK25 billion to foreign exchange earnings through visitor exports in 2017, representing 2 percent of total exports. Investment in the sector amounted to about MK25 billion, representing 4.7 percent of total investment. Growth prospects in 2018 and beyond are also promising. It is envisaged that the sector's total contribution to GDP will double to 15 percent in five years owing to successful implementation of policy interventions. Contribution to investment is expected to rise by 3.3 percent annually over the next ten years. In terms of visitor numbers, Malawi attracted about 837,000 visitors in 2017 (NSO, Annual Tourism Report, 2017).

1.1.2 Challenges

Despite this growth potential, the tourism sector in Malawi is facing several challenges that hinder its full exploitation. These, among others, include:

- 1.1.2.1 Under-developed product: Malawi's diversity of natural, cultural and man-made attractions are generally underdeveloped. These include sites and events linked to cultural, colonial and religious heritage. They also include the lakeshore, mountains and protected areas. Further, wildlife population is also low due to poaching, encroachment, inadequate funding for wildlife conservation and enforcement and environmental degradation of areas with outstanding natural

- beauty. Finally, most tourist structures/facilities/services are of sub-standard quality affecting negatively on the destination image.
- 1.1.2.2 Limited tourism mainstreaming across all sectors: Tourism issues have not been integrated at all planning levels across sectors leading to conflicting policies being implemented. The situation has been exacerbated by the lack of an effective cross-sectoral public-public and public-private dialogue platforms.
 - 1.1.2.3 Limited destination marketing in selected markets: There is low visibility of Malawi's tourism products in source markets due to inadequate resources for destination marketing. Malawians also lack awareness of local attractions and available product offers.
 - 1.1.2.4 Low service quality: This is due to limited supply of skilled labour, lack of high-quality training institutions and outdated curriculum, low literacy levels, limited number of specialist investors and unattractive conditions of service leading to unmotivated labour force. Low quality of services adversely affects the competitiveness of the destination.
 - 1.1.2.5 Inadequate supporting infrastructure and services: Some roads are below internationally acceptable standards. Air and railway transport is costly and limited. There is also lack of vessels and port infrastructure to support water transport. Gaps in service delivery in other sectors such as health, ICT and financial sectors also affect tourism growth.
 - 1.1.2.6 Low investment: There is limited investment as a result of lack of zoning of land in strategic sites for tourism investment, weak coordination and information flow. Conflicting interests amongst stakeholders and risks of community-investor conflicts also contributes to this. In addition, fluctuating, inconsistent, unclear and uncompetitive investment incentives discourage local and foreign direct investment. Moreover, the current incentives structure is quantitative rather than qualitative and disadvantages the MSMEs that represent the majority of operators in Malawi.
 - 1.1.2.7 Limited and costly accessibility: There is lack of seamless flights from regional hubs. Domestic air connectivity is very limited and costly. In addition, ground facilities for transfers including shuttles, taxis, luxury coaches, ships and water vessels are costly and unreliable.
 - 1.1.2.8 Gaps in the tourism regulatory and institutional framework: The tourism sector is dynamic and the present law does not address the current and emerging issues. For instance, it does not provide for planning and development issues. The Ministry responsible for Tourism doubles as a policy maker and implementer. The Government undertakes operational activities such as licensing, grading and destination marketing that are generally agreed to be more appropriately housed in a semi-autonomous body responsible for regulation and promotion.
 - 1.1.2.9 Inadequate Tourism Information Base: This includes limitations in data gathering, analytical and storage capacity to support and inform decision-making in the sector.
 - 1.1.2.10 Fragmented private sector: There are divisions and lack of coordination amongst private sector operators which makes it difficult for the sector to advance consensus on important issues.

1.1.3 Current Interventions

Efforts have been made and some of these are currently on-going to address these challenges. Malawi Government, through the Ministry responsible for Tourism, is currently implementing a project aimed at upgrading access roads to tourism attraction sites. This is to address accessibility challenges that are there especially during the rainy season to reach these sites. In order to improve the quality of tourism services, the Government is also implementing the Hotel Star Grading system. This is in addition to the regular inspection and licensing of hospitality and travel enterprises. In addition to that, currently, the Government is implementing several strategic documents for the development of the tourism sector:- the Malawi 2020 Tourism Development Strategy, a five-year strategic plan, aims at providing guidance for the development and growth of Tourism; the implementation of the Tourism Marketing Strategy Framework for Malawi has seen the increase in marketing initiatives in key source markets such as recruitment of market representatives and use of digital advertising; and the newly developed Domestic Tourism Marketing Strategy is also set to boost local travel.

Recently in 2018, Government, through support from the African Development Bank (AfDB), started implementing the Promoting Investment and Competitiveness in the Tourism Sector (PICTS) project. The Project's broad development objective is to create an enabling environment for investment in the tourism sector through enhanced capacity in planning and business management, and improved governance in management of natural resources. The project will contribute towards addressing challenges affecting the country's performance in attracting investment and tourists into the country. Specifically, the project focuses on five areas namely: (a) development of a Tourism Investment Master Plan for ensuring that the sector is well planned and monitored; (b) capacity building for tourism statistics so that data on tourism is readily available and the economic contribution of the sector is clearly known or quantified; (c) development of touristic products with a focus on ecotourism; (d) strengthening capacity in management of touristic products, enterprises, and related businesses with a view increase the economic performance of the sector; and (e) strengthening collaboration between Government, private sector and communities in conservation and product development with an aim to create employment opportunities and generate revenue.

The Government is also undertaking a number of development projects and programmes aimed at transforming the tourism landscape. Specifically, in the air transport sub-sector, Malawi has recently witnessed an increased frequency of flights from regional hubs into the country's airports. Likoma Island is now a designated port of entry and exit for international flights. In addition, JICA is supporting the Government to expand KIA and provide modern facilities for handling more passengers and aircrafts. The Government is also upgrading facilities at Chileka International Airport. The EIB, in partnership with EASA and ICAO, is supporting the Government to strengthen the civil aviation sector by creating a semi-autonomous authority aimed at improvement of safety oversight.

In the area of skills development, the World Bank is supporting Government, through the Skills Development Project at Mzuzu University (MZUNI) aimed at increasing access, market relevance, sustainability and cost efficiency of hospitality and tourism courses. The focus of the project at MZUNI is to establish a Skills Development Centre, supply equipment and upgrade staff skills. On the other hand, GIZ, through the MIERA programme, is also supporting the Government to strengthen vocational education and training at Malawi Institute of Tourism.

In the field of wildlife conservation, Parliament recently passed a bill that will curb poaching by, among other things, imposing stiffer penalties for wildlife crimes. Further, several partners are supporting Government in transfrontier conservation through joint management on protection of wildlife in national parks and wildlife reserves. For example, the World Bank and Norway are promoting the protection of wildlife in Nyika Malawi and Nyika Zambia, Vwaza Wildlife Reserve and Lundazi Forest Reserve in Zambia. GIZ and IFAW are also funding a similar programme in Kasungu National Park and Lukusuzi Wildlife Reserve in Zambia.

Within the principles of Public-Private Partnerships (PPP) and for effective management in a bid to increase wildlife populations, the Government has concessioned-out the Liwonde National Park, Majete Wildlife Reserve and Nkhotakota Wildlife Reserve to a private operator, African Parks. This initiative has seen a tremendous increase of animal population in the concessioned areas.

This NTP, therefore, presents an avenue to harness the various efforts towards achieving growth and development of the tourism sector.

1.2 Linkages with other relevant policies, legislations and international instruments

Tourism in Malawi has a cross-sectoral foundation, encompassing natural, cultural and man-made assets. As such, the National Tourism Policy is linked to and will complement other national policies, thereby enabling economic productivity, protecting the environment and conserving culture as follows:

- 1.2.1 **National Culture Policy (2014):** The NTP shall support the development, preservation and sustainable use of cultural assets as part of tourism products.
- 1.2.2 **Wildlife Policy (2000):** The NTP shall support the conservation and management of Malawi's environmental resources as part of tourism products.
- 1.2.3 **Environmental Policy (2004):** The NTP shall support the conservation and management of Malawi's natural resources and the environment for the promotion of tourism.
- 1.2.4 **National Trade Policy (2016):** The NTP shall support the transformation of Malawi as a globally competitive export-oriented economy through tourism as trade in services.

- 1.2.5 **National Industrial Policy (2016):** The NTP shall support the structural transformation of Malawi's economy through the promotion of tourism as one of the competitive industries.
- 1.2.6 **MSME Policy (2012):** The NTP shall support the participation of MSMEs in the Tourism industry.
- 1.2.7 **National HIV and AIDS Policy (2013):** The NTP shall support the prevention of HIV infection and mitigation of the impact of HIV and AIDS in the tourism sector.
- 1.2.8 **The National Youth Policy (2013):** The NTP shall facilitate promotion of inclusive development by integrating "youth in tourism" through provision of guidance and directions for active involvement of youth in various tourism programs.
- 1.2.9 **National Gender Policy (2011):** Likewise, the NTP shall facilitate promotion of inclusive development by integrating "women in tourism" through streamlining of gender issues into all subsectors of tourism and its strategic documents. Further, the policy shall ensure equal opportunities for both men and women in accessing tourism facilities, services and its benefits.
- 1.2.10 **National Education Policy (2013):** The NTP shall support the development of human capital for the tourism sector as well as the improvement of understanding of tourism issues among Malawians.
- 1.2.11 **Malawi National Land Policy (2002):** The NTP shall support efforts for ensuring tenure security and equitable access to land as well as efforts for facilitation of availability of land for tourism investment and development. It will also support proper and sustainable use of land.
- 1.2.12 **National Policy on Equalisation of Opportunities for Persons with Disabilities (2006):** The NTP shall support the full integration of universal accessibility and equal opportunities within the tourism sector.
- 1.2.13 **Foreign Policy (2006):** The NTP shall support economic diplomacy, enhancement of international peace and security by encouraging bilateral, regional and multilateral cooperation agreements in tourism.
- 1.2.14 **National Transport Policy (2015):** The NTP shall support the use of multi-modal transport system and the development of transport infrastructure as a means of facilitating movement of tourists from one place to another.
- 1.2.15 **National Sports Policy (2013):** The NTP shall encourage sporting activities as part of tourism products.

- 1.2.16 **National Forest Policy (2016):** The NTP shall support the sustainable management of forests as part of tourism products.
- 1.2.17 **National Decentralization Policy (1998):** The NTP shall encourage tourism development at the national, district and local levels and facilitate the devolution of tourism functions to local Governments.
- 1.2.18 **National Health Policy (2012):** The NTP shall support efforts to ensure availability of health information and services to tourists and promotion of inbound health tourism.
- 1.2.19 **Technical, Entrepreneurial and Vocational Education and Training Policy (2013):** High quality services in the tourism industry require adequate training. Therefore, this policy will support and facilitate development of appropriate skills required in the sector.
- 1.2.20 **National Employment and Labour Policy (2011):** The NTP recognises that tourism is a labour-intensive sector. As such, it shall support adherence to best practices including better conditions of services, safe and secure working environment in the tourism sector.

Through synergies with these policies and in line with the MGDS II, the National Tourism Policy will contribute to the socio-economic development of the country by integrating and mainstreaming tourism issues across all sectors of strategic importance and into all development planning processes, initiatives and interventions so as to ensure that all sub-sectors and related sectors are accorded their relative significance in contributing to sustainable tourism development in Malawi.

The Policy is also linked to the following legislations:

- 1.2.21 **The Constitution of Malawi (1994):** The adoption of inclusive development in this policy is consistent with the fundamental principle outlined in Chapter III of the constitution on achievement of a sensible balance between the creation and distribution of wealth through the nurturing of a market economy and long term investment in health, education, economic and social development programmes.
- 1.2.22 **Tourism and Hotels Act (1968):** The NTP provides direction for the review, development and implementation/enforcement of a comprehensive tourism law aimed at ensuring an effective regulatory and institutional arrangement for sustainable tourism development in Malawi.
- 1.2.23 **TEVETA Act (1999):** The NTP shall support the sustainable acquisition of internationally competitive and recognizable skills in the tourism sector.
- 1.2.24 **Investment and Export Promotion Act (2012):** The NTP shall support investment in tourism as trade in services.

- 1.2.25 **Competition and Fair Trading Act (1998):** The NTP shall support competition and fair trading in the Tourism sector.
- 1.2.26 **Education Act (2013):** The NTP shall facilitate the establishment, organization, governance, control, regulation and financing of schools and colleges to provide tourism training to students.
- 1.2.27 **Local Government Act (1998):** The NTP shall support interventions and development of tourism at local level.
- 1.2.28 **Environmental Management Act (1996):** The NTP shall support the protection and management of the environment as well as the conservation and sustainable utilization of natural resources.
- 1.2.29 **Companies Act (2015):** The NTP shall facilitate the easy incorporation and effective protection of investment in the tourism sector.
- 1.2.30 **Malawi National Parks and Wildlife Act (2016):** The NTP shall support the sustainable management of protected areas and wildlife in Malawi.
- 1.2.31 **Employment Act (2000):** The NTP shall support compliance with employment standards in enhancing peace and accelerating economic growth and social justice.
- 1.2.32 **Immigration Act (1964):** The NTP shall support efforts aimed at facilitating the entry and exit of tourists.
- 1.2.33 **Exchange Control Act (1989):** The NTP recognises that Tourism is a foreign exchange earner. As such, it will support the regulations outlined in the Act.
- 1.2.34 **Electronic Transactions Act (2016):** The NTP recognises that electronic payments play a significant role in the tourism sector. Therefore, it will support the regulations outlined in the Electronic Payments Act.
- 1.2.35 **Taxation Act (2006):** The NTP recognises that tourism is a source of Government revenue and a tool for socio-economic development. As such, it shall support adherence to the Government Taxation Act and promote appropriate incentives for the tourism sector.
- 1.2.36 **Trafficking in Persons Act (2015):** NTP shall support the fight against human trafficking and child labour as outlined in the Act.
- 1.2.37 **Financial Crimes Act (2017):** The NTP shall support compliance with the regulations that fight against Money-Laundering, Proceeds of Crime and the Financing of Terrorism.

- 1.2.38 **Energy Regulation Act (2004):** The NTP recognises that energy is a major resource for tourism development. It shall, therefore, support the regulations outlined in the Act.
- 1.2.39 **Disability Act (2012):** The NTP shall support universal accessibility of all tourism facilities.
- 1.2.40 **Child Care and Protection Act (2010):** The NTP shall support the protection of children and the elimination of child labour in the Tourism sector.
- 1.2.41 **Gaming Act (1996):** The NTP shall encourage diversification of tourism products through its support for the introduction of responsible gaming as one form of tourism products in Malawi.

The Policy is also linked to the following regional and international instruments:

- 1.2.42 **SADC Protocol on Tourism Development (1998):** The NTP shall domesticate the Protocol for an even distribution of tourism development in the region by creating a favorable environment for tourism development in Malawi.
- 1.2.43 **SADC Protocol on Trade in Services (2012):** The NTP shall support the domestication of the Protocol on liberalization of intra-regional trade in services including tourism on the basis of fair, mutually equitable and beneficial trade arrangements.
- 1.2.44 **COMESA Treaty (1994):** The NTP shall support the liberalization of trade in services.
- 1.2.45 **UNWTO Statutes (1975):** The NTP shall support the promotion of responsible, sustainable and universally acceptable tourism as a driver of economic growth, inclusive development and environmental sustainability in Malawi.
- 1.2.46 **AU Agenda 2063 (2013):** The NTP shall domesticate the AU agenda to optimize the use of Africa's resources for the benefit of all Africans.
- 1.2.47 **SDGs (2015):** The NTP shall domesticate the UN sustainable development goals to end poverty, protect the planet and ensure prosperity for all.

1.3 Purpose

Despite the prioritization of tourism among the major potential growth sectors in Malawi, the absence of a National Tourism Policy inhibited the country's adoption of a proactive and coherent strategy to fully exploit the sector's potential. This policy, will therefore, serve the following purposes:

- 1.3.1 Double the total contribution of Tourism to GDP from the current 7.7 percent to 15 percent;
- 1.3.2 Enhance integration and mainstreaming of tourism issues into development planning and programming at all levels and across sectors;
- 1.3.3 Improve capacity and coordination in the implementation of tourism programmes among stakeholders in the country;
- 1.3.4 Promote and strengthen enforcement of policy, legal and regulatory mechanisms for developing tourism; and
- 1.3.5 Increase visibility, knowledge and public awareness to promote tourism, protect and conserve wildlife and the environment, and preserve culture.

2.0 BROAD POLICY DIRECTIONS

2.1 Policy Goal

The goal of the National Tourism Policy is to **create an enabling environment for the development, regulation and promotion of a sustainable tourism sector** which enhances tourist experiences and satisfaction whilst improving the socio-economic wellbeing and maintaining cultural identity of the local communities.

2.2 Policy Outcomes

- 2.2.1 Tourism mainstreamed at all planning levels;
- 2.2.2 Institutional and regulatory framework strengthened and enforced;
- 2.2.3 Coordination and effective delivery of sector programs improved;
- 2.2.4 Competitive and attractive tourism products and services developed;
- 2.2.5 Effective and efficient Tourism destination marketing strategies implemented; and
- 2.2.6 Crosscutting issues integrated in Tourism planning

2.3 Policy objectives

- 2.3.1 To ensure mainstreaming of tourism across all sectors for tourism development;
- 2.3.2 To strengthen institutional and legal framework;
- 2.3.3 To facilitate capacity building and strengthening for improved coordination and effective delivery of programs and services;
- 2.3.4 To guide tourism development and adoption of best practices;
- 2.3.5 To facilitate the development and enforcement of standards (skills, facilities, services, investments) of the industry and improve service delivery;
- 2.3.6 To provide for the development and adoption of an effective and efficient tourism marketing system; and
- 2.3.7 To ensure integration of crosscutting issues in tourism sectoral strategies

3.0 POLICY PRIORITY AREAS

The policy has prioritized implementation of measures in six priority areas in order to achieve the Policy goal and ensure that Malawi meets its commitments under the international instruments as follows:

3.1 Policy Priority Area 1: Mainstreaming Tourism across all sectors

Tourism is a sector that has multiple linkages with other sectors such as transport, agriculture, security, health and the environment. The decisions made at all planning levels have a bearing on the growth and development of the tourism sector. The developments in key support sectors such as transport, land, mining and health, among others, have an impact on tourism hence the need to mainstream tourism in the strategies, programs and activities of all the relevant sectors.

3.1.1 Policy Statements:

The policy will provide direction for the:

3.1.1.1 Mainstreaming of tourism across all sectors;

Key Strategies:

3.1.1.1.1 Collaborate and cooperate with other stakeholders to mainstream tourism in their sectoral policies and strategies;

3.1.1.1.2 Create awareness of the linkages between tourism and other sectors in order to gain their support.

3.1.1.2 Promotion of public private dialogue and partnership;

Key Strategy:

3.1.1.2.1 Strengthen the Tourism stakeholder dialogue.

3.2 Policy Priority Area 2: Improving and Strengthening the Institutional and Regulatory Framework

Whilst policies provide guidelines for the implementation of sector programmes, laws prevent the application of undesirable elements and prescribe punishment for culprits that perpetrate these elements. However, the tourism sector has had no policy to date, thereby inhibiting the country's adoption of a proactive and coherent strategy aimed at full exploitation of the sector's potential. In addition, the existing law is outdated and not comprehensive, thereby presenting challenges and limitations in its application and coverage. Further, the current institutional framework is inadequate to effectively facilitate implementation of plans and programs.

3.2.1 Policy Statements:

This policy will provide direction for the:

3.2.1.1 Review of the tourism law;

Key strategies:

3.2.1.1.1 Develop a comprehensive tourism law; and

3.2.1.1.2 Strengthen enforcement and compliance with minimum standards.

3.2.1.2 Establishment of appropriate institution for regulation and marketing;

Key strategies:

3.2.1.2.1 Develop an act that will create a semi-autonomous Tourism Authority/Board; and

3.2.1.2.2 Conduct functional review for the Ministry responsible for Tourism.

3.2.1.3 Strengthening of the Tourism Sector Working Group (TSWG) as platform for stakeholder dialogue aimed at improved coordination and implementation of tourism interventions.

Key strategy:

3.2.1.3.1 Ensure full operationalization of the Tourism Sector Working Group (SWG).

3.2.1.4 Empowerment of local authorities to monitor and enforce standards for tourism developments in their vicinities;

Key strategies:

3.2.1.4.1 Devolve tourism functions to local authorities; and

3.2.1.4.2 Collaborate with the Malawi Tourism Council (MTC) and other relevant tourism private sector associations.

3.3 Policy Priority Area 3: Developing, Building and Strengthening Capacities

The sector faces insufficient supply of well trained and motivated staff, with the private sector being more concerned about the graduates' quality, staff calibre, curriculum quality and relevance as well as management capability of training providers. Besides, unattractive working conditions and motivation factors compromise delivery of quality services. In addition, the sector lacks a management information system that gathers and analyses tourism data and research on a regular basis. This limits the development, implementation and monitoring of informed tourism programmes and strategies. It also limits appreciation of the contribution of the tourism sector at various levels of decision-making. Due to low entry barriers, the sector is flooded with entrepreneurs with limited knowledge of the tourism/hospitality industry.

3.3.1 Policy Statements:

This policy will provide direction for the:

3.3.1.1 Development and enhancement of human resource capacities for quality tourism service delivery;

Key strategies:

3.3.1.1.1 Develop relevant skills for the sector;

- 3.3.1.1.2 Collaborate with other stakeholders to develop and enforce training standards and certification; and
 - 3.3.1.1.3 Support resource mobilization for institutions responsible for the training of tourism workforce.
- 3.3.1.2 Capacitation of indigenous businesses;
- Key strategies:**
- 3.3.1.2.1 Encourage local participation in the tourism businesses;
 - 3.3.1.2.2 Collaborate with relevant stakeholders to provide specific investment incentives for the indigenous investors;
 - 3.3.1.2.3 Collaborate with stakeholders to introduce business mentoring and counselling programs;
 - 3.3.1.2.4 Establishment of tourism clusters;
 - 3.3.1.2.5 Collaborate will relevant stakeholders to reduce forex leakages from the sector; and
 - 3.3.1.2.6 Promote awareness of tourism investment opportunities.
- 3.3.1.3 Improvement of working conditions in the tourism sector.
- Key strategies:**
- 3.3.1.3.1 Collaborate with relevant stakeholders for best labour practices in the tourism sector;
 - 3.3.1.3.2 Collaborate with relevant stakeholders to introduce sector specific minimum wage; and
 - 3.3.1.3.3 Encourage the employment of local Malawians in the sector.

3.4 Policy Priority Area 4: Product Development and Improvement

Malawi is endowed with rich natural and cultural resources. However, most of these are not fully developed for tourism purposes. Furthermore, rapid population growth and climate change puts pressure on these resources. In areas where tourism development has taken place, the development has been haphazard resulting in incompatible land use. The sector also faces challenges in terms of support infrastructure and service such as access roads.

3.4.1 Policy Statement:

The policy will provide direction for the:

- 3.4.1.1 Proper planning of land use for tourism development;

Key strategies:

- 3.4.1.1.1 Develop a tourism investment masterplan to identify, zone and secure land for Tourism development; and
- 3.4.1.1.2 Collaborate with relevant stakeholders to provide support infrastructure and services for tourism development.

- 3.4.1.2 Creation of conducive environment for investment in tourism;
Key strategies:
 - 3.4.1.2.1 Collaborate with relevant authorities to establish a Tourism Development Fund;
 - 3.4.1.2.2 Collaborate with relevant stakeholders to introduce competitive investment incentives for Tourism; and
 - 3.4.1.2.3 Publicize and implement the Service Charter.
- 3.4.1.3 Public and private investment in tourism support infrastructure and services;
Key strategy:
 - 3.4.1.3.1 Collaborate with relevant stakeholders to provide support infrastructure and services for tourism development.
- 3.4.1.4 Promotion of responsible tourism and adoption of industry ethics and best practices;
Key strategies:
 - 3.4.1.4.1 Enforce minimum standards;
 - 3.4.1.4.2 Improve the grading system;
 - 3.4.1.4.3 Develop industry ethics; and
 - 3.4.1.4.4 Incentivize adoption of best practices and innovation.
- 3.4.1.5 The establishment of a comprehensive Tourism Information System;
Key strategy:
 - 3.4.1.5.1 Establish and maintain comprehensive Tourism Management Information System;
 - 3.4.1.5.2 Geo-tag and geo-position tourism attractions and facilities; and
 - 3.4.1.5.3 Establish and maintain Tourism Satellite Accounting system.
- 3.4.1.6 Diversification of the product base.
Key strategy:
 - 3.4.1.6.1 Promote research and innovation in tourism product development and sustainable use; and
 - 3.4.1.6.2 Deliberate development and promotion of new tourism products and events (e.g. Mega events, sports tourism, agri-tourism, health tourism, etc.)

3.5 Policy Priority Area 5: Improving destination awareness, brand positioning and utilization of tourist products

Malawi has diversified tourist attractions. However, these still remain unknown in some major tourist source markets due to limited resources for destination marketing.

3.5.1 Policy Statements:

The Policy will provide direction for the:

- 3.5.1.1 Use of Information and Communication Technology to broaden market access;

Key Strategies:

3.5.1.1.1 Promote the adoption digital marketing; and

3.5.1.1.2 Collaborate with relevant stakeholders to increase investment in ICT infrastructure.

3.5.1.2 Effective management of the country's tourism brand and positioning;

Key Strategies:

3.5.1.2.1 Strengthen the tourism brand positioning;

3.5.1.2.2 Capacitate Malawi's foreign offices to extensively promote Malawi tourism especially in potential tourism source markets; and

3.5.1.2.3 Improve Malawi's international relations and collaboration with foreign countries for tourism promotion, investment and service quality.

3.5.1.3 Balancing of competition and collaboration among private operators;

Key Strategies:

3.5.1.3.1 Enhance stakeholder collaboration in destination marketing; and

3.5.1.3.2 Encourage private sector dialogue and competition

3.5.1.4 The utilisation and patronage of tourism attractions, facilities and services by local people.

Key Strategies:

3.5.1.4.1 Implement a Domestic Tourism Strategy to guide the promotion of domestic tourism;

3.5.1.4.2 Encourage domestic travel and tourism; and

3.5.1.4.3 Collaborate with various stakeholders to remove barriers to local travel.

3.6 Policy Priority Area 6: Integrating crosscutting issues in sectoral strategies and activities

The success of Tourism, just like other economic sectors, is affected by crosscutting issues such as environmental issues, HIV/AIDS and gender. As such, there is need to recognise these issues by integrating them in tourism sectoral strategies and activities.

3.6.1 Policy statements:

The policy will provide direction for the:

3.6.1.1 Promotion of universal accessibility in the tourism sector;

Key Strategy:

3.6.1.1.1 Promote universal accessibility in tourism.

3.6.1.2 Adaptation and mitigation measures for HIV/AIDS, climate change and rapid population growth;

Key Strategy:

3.6.1.2.1 Promote mitigation measures for HIV/AIDS, rapid population growth, environment degradation and climate change adaptation.

3.6.1.3 Promotion of best practices in crosscutting issues including youth and women empowerment.

Key Strategies:

3.6.1.3.1 Promote youth and women empowerment in tourism; and

3.6.1.3.2 Promote the adoption and implementation of inclusive & ethical tourism.

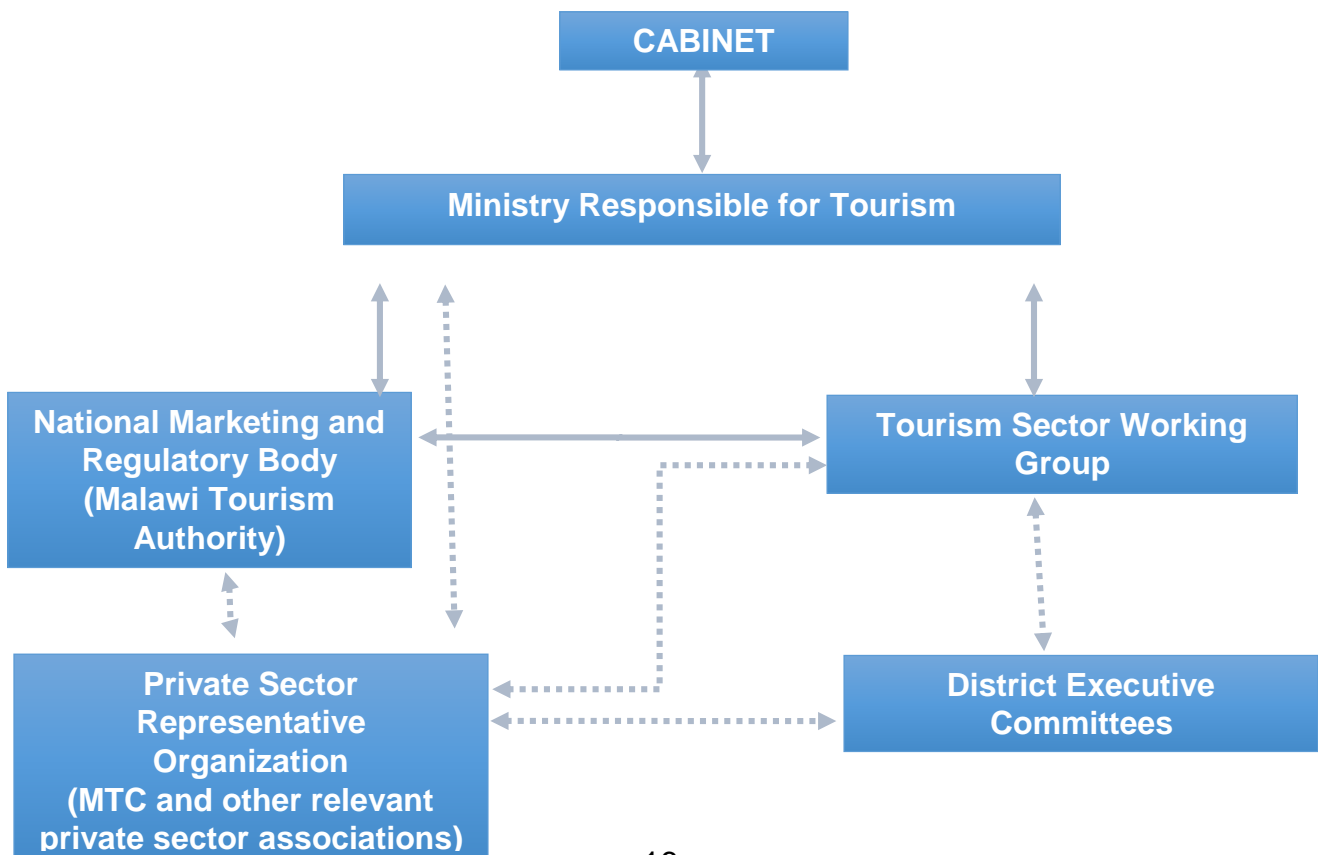
4.0 IMPLEMENTATION ARRANGEMENTS

The multi-dimensional and multi-sectoral nature of tourism calls for policy implementation by a wide range of stakeholders at all levels. As such, since the implementation arrangement cannot cover all the stakeholders, only stakeholders that play key roles and responsibilities in tourism development and promotion in the country are outlined in this policy. To guide its implementation, the policy also includes an implementation plan which will be coordinated by the Ministry responsible for tourism and closely monitored by relevant stakeholders at all levels.

4.1 Institutional Arrangements

While the actual implementation of the policy will be carried out by different stakeholders at local, district, regional and national levels, its coordination will be done centrally and the institutional setup and coordination structure will be as shown below:

INSTITUTIONAL SETUP OF THE TOURISM SECTOR



4.1.1 The Tourism Sector Working Group

The Tourism Sector Working Group (TSWG) is a multi-stakeholder body that serves as the national dialogue platform. With membership from Government Ministries, Departments and Agencies (MDAs), private sector firms and associations, development partners, civil society organizations, academia and research institutions, the group provides advice and recommendations to the Ministry responsible for tourism. It reports to the Ministry which also chairs and provides secretariat services to the group.

4.1.2 The Decentralized Tourism Structure

The District Executive Committee and its local structures is responsible for the coordination, implementation and reporting of tourism activities at the district and local level.

For effective implementation of the strategies outlined above, there is need to specify the roles that different stakeholders and actors shall play as follows:

4.1.3 Ministry Responsible for Tourism

The Ministry responsible for Tourism will have the primary responsibility of coordinating the implementation of the policy. The Ministry will also serve as Chair and Secretariat for the TSWG. Specifically, the Ministry will:

- 4.1.3.1 Ensure strict adherence to laws relating to tourism;
- 4.1.3.2 Coordinate and facilitate tourism development interventions and related efforts by various implementing agencies and departments and all relevant institutions;
- 4.1.3.3 Facilitate relevant surveys for systematic tourism data collection and management;
- 4.1.3.4 Coordinate capacity building activities for stakeholders on tourism issues;
- 4.1.3.5 Facilitate the development and review of policies and laws governing tourism development;
- 4.1.3.6 Monitor, review and update the national tourism policy and strategy in collaboration with relevant stakeholders;
- 4.1.3.7 Develop integrated national tourism plans in collaboration with all relevant stakeholders;
- 4.1.3.8 Maintain an enabling environment for proliferation of tourism investment;
- 4.1.3.9 Promote the development of major tourism projects in collaboration with the Malawi Investment and Trade Centre; and
- 4.1.3.10 Promote active participation of local communities in tourism development by promoting joint venture partnerships and community tourism.

4.1.4 National Marketing and Regulatory Body (Malawi Tourism Authority)

- 4.1.4.1 Set standards for tourism facilities and services;
- 4.1.4.2 Ensure compliance with relevant regulations and laws by all players in the development of tourism related facilities and businesses; and
- 4.1.4.3 Facilitate and conduct effective domestic and international marketing and promotion of tourism products.

4.1.5 Ministry of Civic Education and Culture

- 4.1.5.1 Preservation, conservation, presentation and safeguarding of Malawi's Culture for national identity, education and posterity.

4.1.6 Department of National Parks and Wildlife

- 4.1.6.1 Conservation and restoration of Malawi's wildlife resources inside and outside protected areas; and
- 4.1.6.2 Facilitate investment in protected areas.

4.1.7 Ministry of Finance, Economic Planning and Development

- 4.1.7.1 Allocate adequate financial resources for tourism development;
- 4.1.7.2 Provide guidance in the generation of tourism projects for submission under PSIP;
- 4.1.7.3 Mainstream and integrate tourism issues in the national development framework; and
- 4.1.7.4 Provide overall national monitoring and evaluation of tourism programmes.

4.1.8 Ministry of Health

- 4.1.8.1 Ensure provision of health services to visitors.

4.1.9 Ministry of Home Affairs and Internal Security

- 4.1.9.1 Ensure safety and security of visitors;
- 4.1.9.2 Facilitate easy movement of visitors; and
- 4.1.9.3 Enhance the capacity of frontline staff in handling visitors.

4.1.10 Ministry of Foreign Affairs

- 4.1.10.1 Promoting Malawi as a Tourist destination in key source markets and other markets through its foreign offices.

4.1.11 Ministry of Justice and Constitutional Affairs

- 4.1.11.1 Establish and facilitate enabling and appropriate legal frameworks for the industry;
- 4.1.11.2 Provide advice on ratification of international instruments relating to tourism; and
- 4.1.11.3 Provide technical support in the drafting of a comprehensive law on tourism.

4.1.12 Ministry of Transport and Public Works

- 4.1.12.1 Provide appropriate transport infrastructure.

4.1.13 Ministry of Information and Communication Technology

- 4.1.13.1 Provide appropriate telecommunication infrastructure.

4.1.14 Ministry of Energy, Natural Resources and Mining

- 4.1.14.1 Provide appropriate energy infrastructure;
- 4.1.14.2 Provide guidelines on environmental protection;
- 4.1.14.3 Conservation and restoration of Malawi's forest resources inside and outside protected areas; and
- 4.1.14.4 Facilitate investment in protected areas.

4.1.15 Malawi Investment and Trade Center

- 4.1.15.1 Facilitate and provide appropriate incentives for private sector and community investment in tourism;
- 4.1.15.2 Encourage and facilitate foreign and domestic investment;
- 4.1.15.3 Promote the development of major tourism projects in collaboration with the Ministry responsible for tourism; and

4.1.15.4 Promote active participation of local communities in tourism development by promoting joint venture partnerships and community tourism.

4.1.16 Mzuzu University, Malawi Institute of Tourism and Other Training Institutions

4.1.16.1 Ensure the provision of relevant and affordable training befitting the human resource requirements of the sector.

4.1.17 Malawi Gaming Board

4.1.17.1 Assist in the development and promotion of tourism through control, regulation and monitoring of the gaming sector.

4.1.18 Tourism and Hotels Board

4.1.18.1 Assist in monitoring and enforcing standards of all tourism enterprises.

4.1.19 Ministry of Education, Science and Technology

4.1.19.1 Assist in promoting tourism awareness by including tourism in the school curriculum.

4.1.20 Private Sector Representative Organizations (MTC and Other Relevant Private Sector Associations)

4.1.20.1 Invest in the tourism industry;

4.1.20.2 Advertise and promote individual tourism services as well as the country both locally and internationally;

4.1.20.3 Operate and manage the tourism establishments efficiently and profitably;

4.1.20.4 Continuously upgrade the skills of workforce by providing training and refresher courses;

4.1.20.5 Provide quality products and services to satisfy customer needs;

4.1.20.6 Develop and promote environmentally and socially responsible tourism;

4.1.20.7 Ensure the safety, security and health of visitors in collaboration with Government;

4.1.20.8 Collaborate with Government in planning, promoting and marketing tourism;

4.1.20.9 Involve local communities in tourism development and product diversification through establishing partnership ventures using land as equity for communities and purchase of goods and services from communities;

4.1.20.10 Enable communities to benefit from tourism development through the provision of social amenities like village electrification programmes, piped water supply to communities, new reticulation systems and supply of ablution blocks;

4.1.20.11 Operate according to standards stipulated by Government; and

4.1.20.12 Ensure efficient organization of the private sector.

4.1.21 District Councils

4.1.21.1 Mainstream tourism issues in District Development Plans;

4.1.21.2 Plan and implement projects and activities aimed at promoting tourism;

4.1.21.3 Mobilize community support for tourism development; and

4.1.21.4 Facilitate effective coordination of stakeholders in tourism at district level.

4.1.22 Ministry Responsible for Labour

4.1.22.1 Provision of quality services to the sector;

4.1.22.2 Continuously upgrading skills by taking advantage of available training opportunities provided by the industry;

- 4.1.22.3 Ensuring flexibility in responding to the changing needs of the customer;
- 4.1.22.4 Negotiating for reasonable wage, working hours, working conditions, job security and remuneration based on qualifications, experience and merits; and
- 4.1.22.5 Organization of labour into unions and associations in order to speak with one voice.

4.1.23 Local Communities

- 4.1.23.1 Identify potential tourism resources and attractions within their communities;
- 4.1.23.2 Utilize training opportunities for tourism, awareness, finance and incentives for tourism development;
- 4.1.23.3 Establish tourism community committees, clubs co-operatives and associations so that they can play a more effective role in the tourism industry and interact with Government and other role players at all levels and to maximise sharing of information and experiences and create better opportunities for financing of their tourism projects;
- 4.1.23.4 Actively participating in conservation of natural resources and other tourist attractions in their area for the development of tourism;
- 4.1.23.5 Seek partnership opportunities with the established tourism private sector;
- 4.1.23.6 Participate in decision making with respect to major tourism developments planned or proposed for their areas;
- 4.1.23.7 Enhance the positive impacts of tourism and minimise the negative impacts;
- 4.1.23.8 Work closely with NGOs to educate communities about tourism and to seek financial assistance for tourism development; and
- 4.1.23.9 Promote the safety and security of visitors.

4.1.24 NGOs, CBOs and FBOs

- 4.1.24.1 Contribute to the development of policies and plans for the tourism industry;
- 4.1.24.2 Attract funding from donor agencies to develop specific community based tourism projects;
- 4.1.24.3 Assist communities and community groups in organizing themselves for tourism and implementing tourism projects;
- 4.1.24.4 Assist the Government in conducting tourism and environmental awareness programmes among communities;
- 4.1.24.5 Liaise with the private sector and communities to generate more community involvement in the tourism sector and stronger private sector commitment; and
- 4.1.24.6 Comply with regulations and laws in development and promotion of tourism in the country.

4.1.25 Media

- 4.1.25.1 Conduct tourism awareness programmes to the population at large;
- 4.1.25.2 Promotion of domestic tourism through familiarization trips and press reports on different places of tourist attraction;
- 4.1.25.3 Co-operate with communities to promote community tourism;
- 4.1.25.4 Provide an important link to the national public relations efforts in overseas markets; and
- 4.1.25.5 Portray a positive image of Malawi as a tourism destination.

4.1.26 Conservation Agencies

- 4.1.26.1 Contribute to the development of policies and plans for the tourism industry;

- 4.1.26.2 Ensure the protection of biological diversity in Malawi in all national parks, wildlife reserves forests and other areas, which contribute to nature conservation and tourism;
- 4.1.26.3 Facilitate the provision of tourist facilities and experiences in conservation areas where appropriate;
- 4.1.26.4 Promotion of community tourism adjacent to protected areas. Such promotion will ensure diversification of the product;
- 4.1.26.5 Proactively integrate protected areas into the tourism resource base by providing access to and use of the protected areas to the public and commercial tourism operators;
- 4.1.26.6 Ensure reasonable accessibility of nature based tourism to local Malawians by making strategic alliances with service providers;
- 4.1.26.7 Facilitate and support the formation of partnership tourism ventures between communities, private businesses and conservation agencies inside or adjacent to protected areas in line with relevant policies;
- 4.1.26.8 Promote and provide opportunities for local entrepreneurs to integrate their operations with tourism activities inside and outside protected areas in line with relevant policies; and
- 4.1.26.9 Assist the tourism sector in conducting environmentally sustainable tourism awareness programmes.

4.1.27 Other Stakeholders

While development partners will assist in providing technical and financial support towards tourism programmes at all levels, Parliamentarians will be responsible for enacting tourism related laws in order to provide legislative basis for enforcement.

4.2 Implementation Plan

Given the multi-dimensional and multi-sectoral nature of tourism, the key issue of the Implementation Plan remains the coordination of a wide range of stakeholders in the implementation of the policy at all levels. As the Ministry responsible for tourism, together with lead sector Ministries or Departments, supported by development partners and other relevant key stakeholders represented in the TSWG, shall implement this Policy, there is need to regularise structured meetings of the TSWG.

The second issue of the Implementation Plan has to do with resource mobilisation to fund implementation of key activities. Budgets of Ministries, Departments, as well as those of the city, municipal and district assemblies shall form an integral part of the financial resources for the implementation of the policy. Further, civil society organisations and development partners are expected to accommodate the policy aspirations of this document in their normal programmes and programming cycles.

To ensure effective implementation of the policy, a detailed implementation plan is attached as annex I. The plan provides a linkage between the policy goal and objectives on one hand and strategies and institutions responsible for implementing those strategies on the other hand. It also includes a time frame for the implementation of each strategy.

4.3 Monitoring and Evaluation

The implementation of the policy requires a Monitoring and Evaluation (M&E) system, with focus on implementation effectiveness in meeting the intended goal and objectives of the policy. The system must provide feedback information needed to identify implementation challenges and gaps. As such, a detailed monitoring and evaluation plan of this policy, coupled with appropriate performance indicators, outputs, and targets is attached as annex II.

The monitoring and evaluation system incorporates internal self-monitoring and evaluation activities to be carried out by the Ministry responsible for Tourism. Thus, the Ministry will be responsible for collection and analysis of data necessary for preparation of quarterly Monitoring and Evaluation reports. The reports will, thereafter, be submitted to the TSWG for consideration and adoption. The M&E reports may also be used to inform policy direction on tourism issues.

The Policy shall be reviewed at the end of five years implementation period in line with the annual reviews adopted by Government for national medium-term development frameworks. The end of term review will be initiated by the Ministry responsible for tourism.

ANNEX I: IMPLEMENTATION PLAN

Policy Priority Area 1: Mainstreaming tourism across all sectors			
Policy Statement 1: The Policy will provide direction for the mainstreaming of tourism across all sectors			
Objective	Strategy	Responsibility	Timeframe
To ensure mainstreaming of tourism across all sectors for tourism development	Collaborate with other stakeholders to mainstream tourism in their sectoral policies and strategies	Ministry responsible for Tourism, OPC, EP&D	2019-2023
	Create awareness of the linkages between tourism and other sectors	Ministry responsible for Tourism	2019-2023
Policy Statement 2: The Policy will provide direction for the promotion of public private dialogue and partnership			
To ensure mainstreaming of tourism across all sectors for tourism development	Strengthen the Tourism sector dialogue	Ministry responsible for Tourism, private Sector through Malawi Tourism Council (MTC)	2019-2023
	Cooperate with other stakeholders to mainstream tourism in their sectoral policies and strategies	Ministry of Industry, Trade and Tourism	2019-2023
Policy Priority Area 2: Improving and Strengthening the Institutional and Regulatory Framework			
Policy statement 1: This policy will provide direction for the review of the tourism law			
To strengthen institutional and legal framework	Review the tourism law	Ministry responsible for Tourism, Ministry of Justice and Malawi Parliament	2019-2020
	Strengthen enforcement and compliance of minimum standards	Ministry responsible for Tourism	2019-2020

Policy statement 2: This policy will provide direction for the establishment of appropriate institution for regulation and marketing			
To strengthen institutional and legal framework	Create a semi-autonomous Tourism Authority/Board	Ministry responsible for Tourism, Ministry of Finance, Ministry of Justice and Malawi Parliament	2019-2020
	Conduct functional review for the Department of Tourism	Ministry responsible for Tourism, Department of human Resources Management and Development (DHRMD), Office of President and Cabinet (OPC)	2019-2020
Policy statement 3: This policy will provide direction for the strengthening of the Tourism Sector Working Group (TSWG) as platform for stakeholder dialogue aimed at improved coordination and implementation of tourism interventions			
To strengthen institutional and legal framework	Strengthen Tourism Sector Working Group (SWG)	Ministry responsible for Tourism, All stakeholders	2019
Policy statement 4: This policy will provide direction for the empowerment of local authorities to monitor and enforce standards for tourism developments in their vicinities			
To strengthen institutional and legal framework	Devolve tourism functions to local authorities	Ministry responsible for Tourism, OPC, Ministry of local Government and Rural Development	2019-2023
	Collaborate with Malawi Tourism Council (MTC) and other relevant tourism private sector associations	Ministry responsible for Tourism, MTC, Tourism Technical Working Group (TTWG)	2019-2020

Policy Priority Area 3: Developing, Building and Strengthening Capacities			
Policy statement 1: This policy will provide direction for the development and enhancement of human resource capacities for quality tourism service delivery			
Objective	Strategy	Responsibility	Timeframe
To facilitate capacity building and strengthening	Develop relevant skills for the sector	Ministry responsible for Tourism, Academia	2019-2023
for improved coordination and effective delivery of programs and services	Develop and enforce training standards and certification;	Ministry responsible for Tourism, Ministry of Education, Academia, National Council for Higher Education (NCHE), TEVETA, MTC, MZUNI, MIT	2019-2023
	Support resource mobilization for institutions responsible for training of tourism	Ministry responsible for Tourism, MIT, MZUNI	2019-2023
Policy statement 2: This policy will provide direction for the capacitation of indigenous businesses			
To facilitate capacity building and strengthening for improved coordination and effective delivery of programs and services	Encourage local participation in tourism businesses	Ministry responsible for Tourism, MTC and other tourism private sector associations	2019-2023
	Collaborate with relevant stakeholders to provide specific investment incentives for the indigenous investors	Ministry responsible for Tourism, Ministry of Finance, Economic Planning and Development, Malawi Revenue Authority, MTC and other tourism private sector associations	2019-2023
	Collaborate with stakeholders to introduce business mentoring and counselling programs	Ministry responsible for Tourism, MTC and other	2020-2023

		tourism private sector associations	
Establish tourism clusters		Ministry responsible for Tourism, MTC and other tourism private sector associations	2019-2023
Collaborate with relevant stakeholders to reduce forex leakages from the sector		Ministry responsible for Tourism, Ministry of Finance, Economic Planning and Development, Reserve Bank of Malawi, Malawi Revenue Authority	2019-2023
Promote awareness of tourism investment opportunities		Ministry responsible for Tourism, Ministry of Finance, Economic Planning and Development, MITC, Ministry of Foreign Affairs and Malawi Missions abroad.	2019-2023
Policy statement 3: This policy will provide direction for the improvement of working conditions in the tourism sector.			
To facilitate capacity building and strengthening for improved coordination and effective delivery of programs and services	Collaborate with relevant stakeholders for best labour practices in the tourism sector	Ministry responsible for Tourism, Ministry responsible for Labour, Tourism Private Sector Operators, MTC	2019-2023

	Collaborate with relevant stakeholders to introduce sector specific minimum wage	Ministry responsible for Tourism, Ministry responsible for Labour, Tourism Private Sector Operators, MTC	2019-2023
	Encourage the employment of local Malawians in the sector.	Ministry responsible for Tourism, Ministry responsible for Labour, Tourism Private Sector Operators, MTC	2019-2023
Policy Priority Area 4: Product Development and Improvement			
Policy Statement 1: The policy will provide direction for the proper planning of land use for tourism development			
Objective	Strategy	Responsibility	Timeframe
To guide tourism development and adoption of best practices	Develop a tourism investment masterplan to identify, zone and secure land for tourism development	Ministry responsible for Tourism, Ministry of Lands, Local councils, Ministry of Transport	2019-2023
Policy Statement 2: The policy will provide direction for the creation of conducive environment for investment in tourism			
To guide tourism development and adoption of best practices	Collaborate with relevant authorities to establish a Tourism Development Fund	Ministry responsible for Tourism, Ministry of Finance, Economic Planning and Development, Private Sector operators, MTC	2019-2021
	Collaborate with relevant stakeholders to introduce competitive investment incentives for Tourism	Ministry responsible for Tourism, Malawi Investment and Trade Center (MITC), Malawi Revenue Authority (MRA), MTC and other private sector associations	2019-2022

	Publicize and implement the Service Charter	Ministry responsible for Tourism	2019-2022
Policy Statement 3: The policy will provide direction for the public and private investment in tourism support infrastructure and services			
To guide tourism development and adoption of best practices	Collaborate with relevant stakeholders to provide support infrastructure and services for tourism development	Ministry responsible for Tourism, Ministry of Transport and Public Works, City and District Councils	2019-2023
Policy Statement 4: The policy will provide direction for the promotion of responsible tourism and adoption of industry ethics and best practices			
To facilitate the development and enforcement of standards (Skills, facilities, services, investments etc.) of the industry and improve service delivery.	Enforce minimum standards	Ministry responsible for Tourism, Tourism and Hotels Board	2019-2023
	Intensify the national grading system	Ministry responsible for Tourism, Tourism and Hotels Board	2019-2023
	Develop industry ethics	Ministry responsible for Tourism, Tourism and Hotels Board	2019-2023
	Incentivize innovation and adoption of industry's best	Ministry responsible for Tourism, Tourism and Hotels Board	2019-2023
Policy Statement 5: The policy will provide direction for the establishment of a comprehensive Tourism Information System			
To guide tourism development and adoption of best practices	Establish a comprehensive Tourism Management Information System	Ministry responsible for Tourism, National Statistics Office, Reserve Bank, Tourism Private sector operators, MTC	2019-2022

	Geo-tag and geo-position tourism attractions and facilities	Ministry responsible for Tourism, DNPW, Department of Museums and Monuments, tourism private sector operators	2019-2023
	Establish and maintain Tourism Satellite Accounting (TSA) system	Ministry responsible for Tourism, NSO, Reserve Bank of Malawi, Ministry of Finance, Economic Planning and Development, Chancellor College, Mzuzu University, Department of Immigration, MTC and other tourism private sector associations	2019-2021
Policy Statement 6: The policy will provide direction for the diversification of the product base			
To guide tourism development and adoption of best practices	Promote research and innovation in tourism product development and sustainable use	Ministry responsible for Tourism, MZUNI, MIT and other institutions of higher learning	2019-2023
	Deliberate development and promotion of new tourism products and events (e.g. Mega events, sports tourism, agri-tourism, health tourism, etc.)	Ministry responsible for Tourism, private sector and other relevant stakeholders	2019-2023
Policy Priority Area 5: Destination Awareness and Brand Positioning			
Policy Statement 1: The policy will provide for use of Information and Communication Technology to broaden market access			
Objective	Strategy	Responsibility	Timeframe
To provide for the development and adoption of effective and efficient tourism marketing system	Promote the adoption digital marketing	Ministry responsible for Tourism, Tourism Private sector operators	2019-2023

	Collaborate with relevant stakeholders to increase investment in ICT infrastructure	Ministry responsible for Tourism, Ministry responsible for ICT, Private sector	2019-2023
Policy Statement 2: The policy will provide direction for the effective management of the country's tourism brand and positioning			
To provide for the development and adoption of effective and efficient tourism marketing system	Strengthening brand positioning	Ministry responsible for Tourism, MTC and other tourism private sector associations	2019-2023
	Capacitate Malawi's foreign offices to extensively promote Malawi tourism especially in potential tourism source markets	Ministry responsible for Tourism, Ministry of Foreign Affairs	2019-2023
	Improve Malawi's international relations and collaboration with foreign countries for tourism promotion, investment and service quality	Ministry responsible for Tourism, MITC, Ministry of Foreign Affairs and Malawi missions abroad	2019-2023
Policy Statement 3: The Policy will provide direction for the need to balance competition and collaboration among private operators			
To provide for the development and adoption of effective and efficient tourism marketing system	Enhance stakeholder collaboration in destination marketing	Ministry responsible for Tourism, Tourism and Hotels Board, MTC & other tourism private sector associations, Ministry of Foreign Affairs and Malawi missions abroad.	2019-2023

	Encourage private sector dialogue and cooperation	Ministry responsible for Tourism, Tourism and Hotels Board, MTC & other tourism private sector associations	2019-2023
Policy Statement 4: The Policy will provide direction for the utilization and patronization of tourism attractions, facilities and services by local people			
To provide for the development and adoption of effective and efficient tourism marketing system	Implement a Domestic Tourism Strategy to guide the promotion of domestic tourism	Ministry responsible for Tourism	2019
	Encourage domestic travel and tourism	Ministry responsible for Tourism, Tourism and Hotels Board, Malawi Tourism Council, Ministry of Information, Ministry of Civic Education, NGOs, City and local (district) councils	2019-2023
	Collaborate with various stakeholders to remove barriers to local travel,	Ministry responsible for Tourism, DNPW, Department of Museums and Monuments, MTC and other tourism private sector associations, Ministry of Information, Ministry of Civic Education, NGOs, City and local (district) councils	2019-2023

Policy Priority Area 6: Integrating crosscutting issues in sectoral strategies and activities			
Policy Statement 1: The Policy will ensure universal accessibility in the tourism sector			
Objective	Strategy	Responsibility	Timeframe
To ensure integration of crosscutting issues in the tourism sectoral strategies	Promote universal accessibility in tourism	Ministry responsible for Tourism, Department of Disability, Department of Buildings, City and District Councils	2019-2023
Policy Statement 2: The Policy will provide direction for the adaptation and mitigation measures for HIV/AIDS, climate change and population growth			
To ensure integration of crosscutting issues in the tourism sectoral strategies	Promote mitigation measures for HIV/AIDS, rapid population growth, environment degradation and climate change	Ministry responsible for Tourism, Ministry of Natural Resources and Environment, NGOs, tourism operators , Ministry of Health, National Aids commission	2019-2023
Policy Statement 3: The Policy will provide direction for the integration of youth, women and rural communities in tourism (economic activities)			
To ensure integration of crosscutting issues in the tourism sectoral strategies	Promote youth and women empowerment in tourism	Ministry responsible for Tourism, MTC and other relevant tourism private sector associations	2019-2023
	Promote the adoption and implementation of inclusive & ethical tourism	Ministry responsible for Tourism, Ministry of Labour, MTC and other relevant tourism private sector association	2019-2023

ANNEX II: MONITORING AND EVALUATION PLAN

Policy Priority Area 1: Mainstreaming Tourism across all sectors						
Outcome: Mainstreamed tourism at all planning levels						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks
To ensure mainstreaming of tourism across all sectors for tourism development	Tourism Sector Working group established and fully operational	Number of annual SWG meetings	2	0	SWG reports	Stakeholder cooperation and collaboration
	Improved coordination and integrated planning at all levels	Number of institutions sensitized	50	0	Reports	Stakeholder cooperation and collaboration and availability of resources
	Tourism mainstreamed in policies and strategies for other sectors	Number of policies and strategies mainstreaming tourism	20	5	Strategies and policies	Stakeholder cooperation and collaboration
Policy Priority Area 2: Improving and Strengthening the Institutional and Regulatory Framework						
Outcome: Strengthened and enforced Institutional and regulatory framework						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks
To strengthen institutional and legal	Tourism laws and regulations reviewed	Number of laws and regulations reviewed	1	1	Government gazette and reports	Political will

framework

Enforcement and compliance of minimum standards strengthened	Number of tourism enterprises inspected and licensed	2000	1000	Reports	Availability of resources
National grading system intensified	Number of tourism enterprises graded	100	30	Reports	Stakeholder cooperation, Availability of resources
Functional review for the Ministry responsible for tourism done	Number of functional reviews for the tourism sector done	1	0	Functional review report	Stakeholder cooperation,
A semiautonomous body responsible for enforcement of standards and destination marketing created	Number of autonomous bodies	1	0	Act of Parliament	Stakeholder cooperation Political will
Tourism Sector Working Group (SWG) fully operationalized	Number of SWG operationalized	1	0	SWG reports	Stakeholder cooperation and collaboration
Government/Private sector/donor funding commitments	Amount of resources committed to sector initiatives	MK25 billion	MK 8 billion	SWG reports	Stakeholder cooperation and collaboration

	Tourism functions devolved to local authorities	Number of local authorities implementing tourism functions	6	0	Reports	Political will, availability of resources, Stakeholder cooperation and collaboration
Policy Priority Area 3: Developing, Building and Strengthening Capacities						
Outcome: Improved coordination and effective delivery of sector programs						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks
To facilitate capacity building and strengthening for improved coordination and effective delivery of programs and services	Tourism operators sensitized on best labor practices	Number of tourism operators sensitized	1000	0	Sensitization reports	Resource availability
	Tourism clusters established	Number of tourism clusters established	15	0	Reports	Stakeholder cooperation and collaboration
	Relevance of curriculum for various tourism training institutions assessed	Number of institutions assessed	50	0	Reports	Stakeholder cooperation
	Tourism training institutions accredited	Number of tourism training institutions accredited	15	3	Reports	Stakeholder cooperation and collaboration

Training standards and certification developed and enforced	Set of training standards and certification developed and enforced	1	0	Reports	Stakeholder cooperation and collaboration
Investment incentives for the indigenous investors provided	Number of investment incentives for indigenous investors provided	3	0	Reports	Political will Government commitment Stakeholder cooperation and collaboration
Tourism Development Fund established	Number of Tourism Development Funds established	1	0	Reports	Stakeholder cooperation and collaboration
Tourism investment literature produced	Number of investment literature produced	5	1	Compendium of investment opportunities	Stakeholder cooperation and collaboration
Business mentoring and counselling programs introduced	Number of business mentoring and counselling programs introduced	3	0	Reports	Stakeholder cooperation and collaboration
Working conditions in the tourism sector improved	Number of liaison meetings with	30	1	Reports	Stakeholder cooperation and collaboration

		stakeholders conducted				
	Sector specific minimum wage introduced	Number of sector specific minimum wages introduced	1	0	Reports	Stakeholder cooperation and collaboration
Policy Priority Area 4: Product Development and Improvement						
Outcome: Competitive and attractive tourism products and services						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks
To guide tourism development and adoption of best practices	Tourism Investment Masterplan developed	Number of masterplans developed	1	0	Reports Maps	Stakeholder cooperation and collaboration Political will
	Relevant support infrastructure and services for tourism development provided	Number of relevant support infrastructure and services for tourism development provided	5	5	Reports	Stakeholder cooperation and collaboration
	Tourism Development Fund established	Number of Tourism Development Funds established	1	0	Reports	Stakeholder cooperation and collaboration

Competitive investment incentives for the Tourism sector introduced	Set of competitive investment incentives for the tourism sector	1	0	Reports	Political will Government commitment Stakeholder cooperation and collaboration
A comprehensive Tourism Management Information System established	Number of Tourism Management Information Systems established	1	0	Reports	Stakeholder cooperation and collaboration
Research in tourism product development and sustainable use conducted	Number of research in tourism product development and sustainable use conducted	5	0	Research reports	Resource availability
A Tourism Satellite Accounting system established and maintained	Number of TSA systems established and maintained	1	0	TSA system	Stakeholder cooperation and collaboration
Tourism attractions and facilities geo-tagged and geo-positioned	Percentage of tourism facilities geo-tagged and geo-positioned	100%	0%	Global Positioning System, Maps, Reports	Stakeholder cooperation and collaboration

	New tourism products and events developed and promoted	Number of new tourism products and events developed and promoted	5	0	Reports	Stakeholder cooperation and collaboration
	Support infrastructure and services for tourism development provided	Length of access road to tourism facilities constructed	15km	4.7km	Access roads, reports	Stakeholder cooperation and collaboration
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks
To facilitate the development and enforcement of standards (Skills, facilities, services, investments etc.) of the industry and improve service delivery.	Tourism standards developed and enforced	Set of tourism standards developed and enforced	1	0	Reports	Stakeholder cooperation and collaboration
	Tourism facilities graded	Number of tourism facilities graded	100	15	Grading reports	Stakeholder cooperation and collaboration
	Industry ethics developed	Set of industry ethics developed	1	0	Reports	Stakeholder cooperation and collaboration
	Incentives for innovation and adoption of best practices introduced	Set of incentives for innovation and adoption of best practices introduced	1	0	Reports	Stakeholder cooperation and collaboration

Policy Priority Area 5: Destination Awareness and Brand Positioning						
Outcome: Effective and efficient Tourism marketing adopted.						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks
To provide for the development and adoption of effective and efficient tourism marketing system	Digital marketing promoted	Number of operators oriented on digital marketing	1000	75	Reports	Stakeholder collaboration
	Brand positioning strengthened	Number of tour operators packaging Malawi	60	16	Reports	Stakeholder cooperation and collaboration
	Market research conducted	Number of market research conducted	5	0	Research reports	Stakeholder cooperation and collaboration
	Joint marketing initiatives introduced	Number of joint marketing initiatives introduced	50	10	Marketing reports	Stakeholder cooperation and collaboration
	Domestic tourism promoted	Number of awareness campaigns undertaken	50	10	Marketing reports	Stakeholder cooperation and collaboration
Policy Priority Area 6: Mainstreaming of crosscutting issues in tourism sectoral strategies						
Outcome: Crosscutting issues integrated in Tourism planning						
Objective	Output	Performance Indicator	Target	Baseline	Source of Verification	Assumptions/ Risks

To ensure integration of crosscutting issues in the tourism sectoral strategies	Compliance to standards of universal accessibility enforced	Number of tourism facilities complying to standards of universal accessibility	500	43	Reports	Stakeholder cooperation and collaboration
	Awareness of universal accessibility requirements created	Number of awareness campaigns conducted	10	0	Reports	Stakeholder cooperation and collaboration
	Adoption of industry best practices with a view to minimize environmental degradation promoted	Number of tourism facilities adopting industry best practices with a view to minimize environmental degradation	650	10	Reports	Stakeholder cooperation and collaboration
	Youth and women in tourism empowered	Number of women and youth involved in tourism	100	38	Reports	Stakeholder cooperation and collaboration
	Crosscutting issues integrated in tourism sectoral strategic plan	Number of tourism institutions integrating cross cutting issues	1000	1	Strategic documents	Stakeholder cooperation and collaboration