



Annual Plan

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Forbes

ZIMBABWE

NAMED THE WORLD'S BEST COUNTRY TO VISIT
IN 2025, ACCORDING TO TRAVEL EXPERTS





2026

ANNUAL PLAN



Hon. B. Rwodzi

Preface.

This Strategic Plan provides a clear policy and implementation framework through which the Ministry of Tourism and Hospitality Industry will guide sector growth and transformation in 2026. Tourism remains the third-largest contributor to Zimbabwe's Gross Domestic Product (GDP). Our strategic intent is to elevate the sector into a leading contributor to national GDP, or, at a minimum, to double its current contribution within the medium term.

Following the unprecedented disruptions of the COVID-19 pandemic, Zimbabwe's tourism sector has demonstrated remarkable resilience in repositioning itself as the fastest engine of economic transformation. Through decisive policy interventions, the industry has not only recovered

but has re-emerged with renewed global visibility. This progress has been affirmed by Zimbabwe's recognition as Forbes' Number One Destination in 2025, a milestone that underscores growing international confidence in our destination.

Our success remain anchored on a heritage-based tourism development philosophy, supported by a tourism cluster approach that enhances destination competitiveness, expands product offerings, and strengthens linkages across the tourism value chain. This model places communities at the centre of development, ensuring that tourism growth is inclusive, sustainable, and nationally transformative.

As we implement this Annual Plan, we are resolute in strengthening the sector's competitiveness, resilience, and sustainability. Our focus is on delivering unique, authentic, and memorable visitor experiences, while diversifying and deepening cultural tourism products that celebrate Zimbabwe's rich heritage and identity.

The successful implementation of this plan depends on a broad based ecosystem collaboration as tourism is more than a sector, but an interconnected ecosystem where enabling industries work together. Cognisant of This, the implementation of this strategy will adopt a whole-of-government and whole-of-society approach. This entails close collaboration with public institutions, the private sector, and communities that enable the promotion and development of tourism in Zimbabwe.

Through this collective effort, we commit to shaping tourism as a transformative force for economic, social, and environmental progress, anchored on sustainable tourism principles to ensure that sector growth delivers inclusive value across the tourism value chain.

We further recognise that strengthened collaboration across key enablers such as infrastructure, finance, technology and innovation, and human capital development, together with the accelerated adoption of emerging technologies, including artificial intelligence, is fundamental to achieving positive and lasting sectoral transformation.

Accordingly, we commend this annual strategic plan to all stakeholders within the tourism and hospitality industry. The Ministry of Tourism and Hospitality Industry remains committed to providing strategic leadership, policy direction, and an enabling environment that supports sector growth, enhances destination competitiveness, and ensures that tourism contributes meaningfully to the attainment of Vision 2030. Together, we aim to position Zimbabwe as a premier and competitive tourism destination.



Dr. T. Munyanyiwa

Foreword.

The tourism sector continues to register sustained growth, with an increasing contribution to national GDP and broader socio-economic development. As one of the key low-hanging fruits within the national development agenda, the sector presents significant opportunities for inclusive growth, employment creation, and foreign currency generation. This underscores the imperative to pursue effective, efficient, and sustainable tourism development and promotion practices that are responsive to market dynamics and stakeholder expectations.

This Annual Plan provides the overarching framework that will guide the growth and transformation of the tourism sector under National Development Strategy 2 (NDS2). It articulates the strategic direction, priority interventions, and performance targets designed to consolidate the gains achieved under NDS1, while enhancing Zimbabwe's competitiveness as a preferred tourism destination. Anchored in the Tourism and Hospitality Industry Policy, our vision and core values, the plan seeks to position tourism as a key pillar of national economic development.

The Annual Plan is the product of an extensive and inclusive consultative process involving government institutions, the private sector, communities, and development partners. This collaborative approach has fostered shared ownership and commitment, ensuring that the Plan reflects sector-wide priorities and is positioned for effective implementation. The collective resolve demonstrated throughout this process provides a strong foundation for coordinated action and sustained impact.

This plan is being implemented at a particularly opportune moment, as Zimbabwe's global tourism profile continues to strengthen. The country's recognition as the “Best Country to Visit in 2025” by Forbes Magazine reinforces the need to strategically leverage this visibility. Over the period 2026–2030, the ministry will focus on deepening destination competitiveness by capitalising on Zimbabwe's unique cultural heritage, diverse natural assets, and commitment to sustainable tourism development.

Building on the 2025 historical achievements this Annual Plan outlines targeted strategies, policies, projects and programmes that will be employed to maintain the momentum and increase international tourist arrivals, stimulate domestic tourism, grow tourism receipts, and attract, making us even more competitive in the global tourism environment. Central to its success is the strengthening of partnerships among stakeholders ensuring a coordinated approach to tourism development. I am confident that our collective efforts will transform the tourism sector



**"To be a prime tourist destination
through pursuance of international best
practices."**

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Executive Summary.



Zimbabwe's tourism sector has recorded significant progress in recent years, underpinned by a strong recovery from the impacts of the COVID-19 pandemic and sustained growth throughout the NDS1 period. The year 2025 marks a decisive turning point, with the sector reaching 104% of pre-pandemic performance levels in terms of tourism receipts. Performance trends demonstrate a remarkable upward trajectory, with international tourist arrivals increasing from 1.62 million in 2024 to 1.78 million in 2025, while tourism receipts expanded from about US\$1.18 billion to US\$1.301 billion in the same period. This growth reflects a substantial rebound in both arrivals and expenditure, highlighting the sector's resilience and its increasing contribution to national economic development.

Zimbabwe's standing on the global profile was elevated through prestigious international recognition, as the **“Best Country to Visit in 2025” by Forbes**. This accolade represents a pivotal milestone, reaffirming Zimbabwe's status as a premier tourism destination and creating renewed momentum to attract visitors from both traditional and emerging markets.

Zimbabwe's commitment to **responsible and sustainable tourism**, supported by strong collaboration with international partners such as UN Tourism, has further strengthened its global standing. Hosting the Inaugural UN Africa Regional Gastronomy Conference in July 2024, assuming the Vice Presidency of the UN Tourism General Assembly (26th Session), and securing election to the UN Tourism Executive Council for the 2025–2029 term are clear testimonies to the country's growing influence and visibility on the global tourism stage.

The accelerated growth of the sector reflects the effectiveness of key strategic interventions, particularly the Heritage-Based Tourism and Cluster-Based Tourism Strategy. Targeted destination promotion initiatives, improved connectivity, and deliberate product diversification have reinforced tourism as a critical driver of economic growth.

Zimbabwe's tourism sector stands at a pivotal juncture, the foundation for a transformational growth has been set. However, boosting international arrivals and visitor spending requires strategic focus, innovation, and collaborative leadership. Looking ahead, the sector focuses on consolidating Zimbabwe's position as a premium destination by enhancing destination visibility, diversifying cultural and heritage offerings, and embedding inclusivity and sustainability across tourism development.

The sector recorded notable increases in arrivals from key source markets, including America, Europe, Africa and Asia, signaling the success of market diversification efforts. Building on this momentum, the sector will continue to priorities market expansion, including the planned deployment of additional tourism attachés to deepen penetration in emerging markets

Recognising the strategic importance of domestic tourism, the plan seeks to stimulate domestic travel, increase tourist expenditure, and diversify product offerings. By strengthening domestic tourism, the sector seeks to mitigate challenges related to seasonality and over-reliance on international markets, thereby building a more resilient and

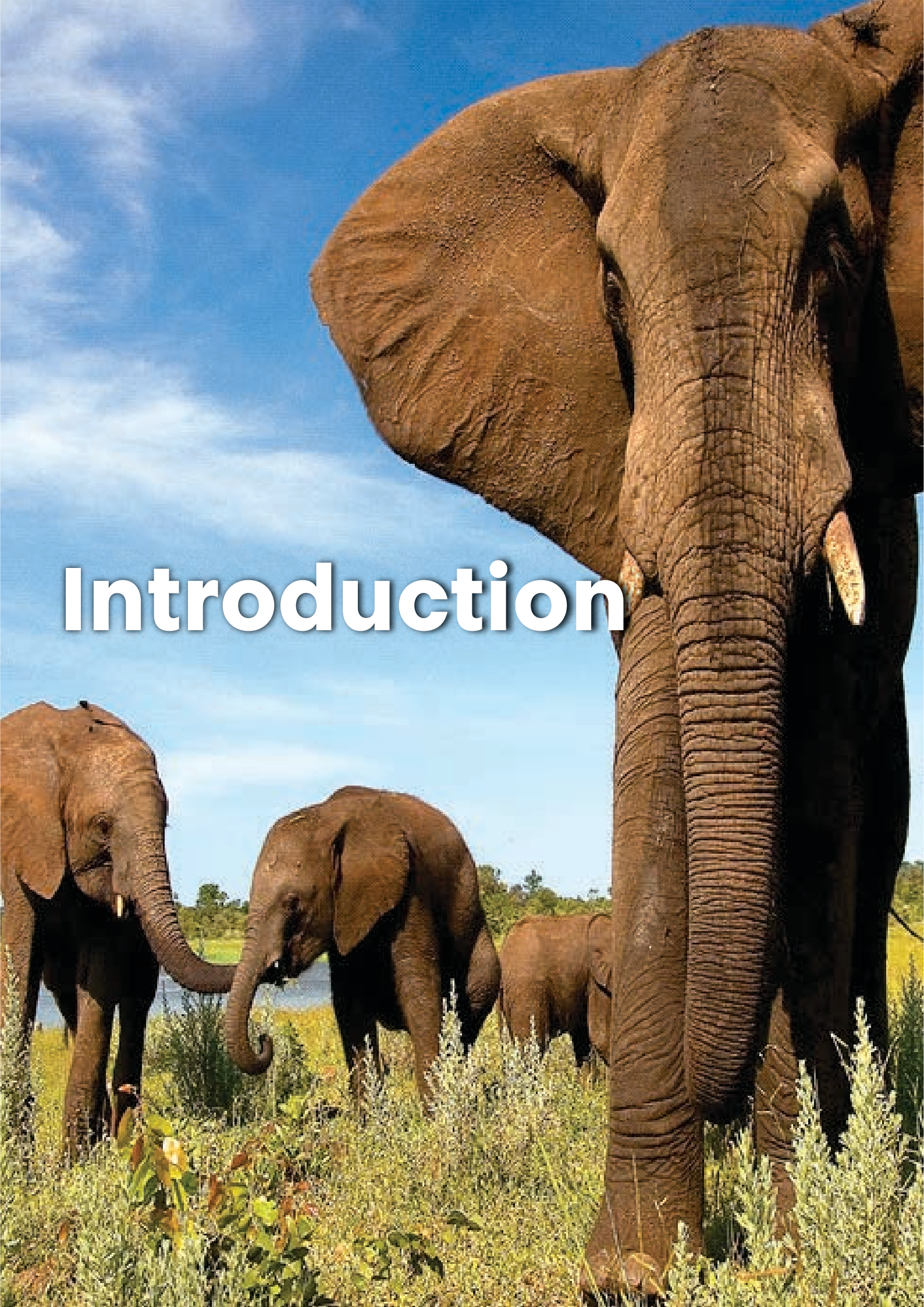
balanced tourism ecosystem. This will be achieved though scaling-up of the Cluster – Based Tourism Strategy, together with the upscaling of targeted interventions to strengthen niche segments such as Gastronomy Tourism.

The anticipated passing of the new Tourism Act in 2026 is expected to further bolster the development and facilitation efforts of the Ministry during the performance period. The new Act is expected to strengthen regulation of the sector, facilitate inclusive community participation, embed sustainability in tourism, promote strategic investment in tourism infrastructure and enhance standards & quality control among other key provisions.

Overall, through a deliberate focus on sustainability, inclusivity, and competitiveness, this Strategic Plan positions tourism as a cornerstone of national development. Its successful implementation will play a critical role in advancing Zimbabwe's vision of becoming a leading global tourism destination—celebrated for its authentic cultural experiences, rich natural heritage, and sustainable development pathways.



Introduction



1.0 Introduction.

1.1 Background

Tourism is increasingly reclaiming its position as an engine for economic growth, in the Zimbabwe national agenda. Zimbabwe is endowed with unique tourism attractions ranging from abundant and diverse wildlife species, unparalleled natural wonders, exceptional natural heritage assets, scenic landscapes and authentic visitor experiences.

Owing to its socio-economic importance to Country's G.D.P growth, the strategy is aligned with key continental and national policy frameworks. These include the UN Tourism Transformational Strategy, the African Union Agenda 2063 flagship initiative of “Making Africa the Preferred Destination for Tourism”, the National Development Strategy 2 (2026–2030), and the National Tourism and Hospitality Industry Policy (2025–2030).

Collectively, these frameworks provide a coherent basis for developing a competitive and sustainable tourism industry. Zimbabwe pursues this agenda through synchronization of ongoing sectoral strategies and plans, strategically positioning tourism as a catalyst for economic turnaround.

Tourism as a priority sector contribute to the Inclusive Growth and Transformation and Image Building, International Relations and Trade Pillars due to its capacity to generate foreign currency, create employment, and attract investment. In addition, the industry provides a platform for destination branding and image building, establishing a unique national asset that delivers multiplier benefits across the tourism value chain.

1.2 Strategy Programming

The Ministry of Tourism and Hospitality Industry is mandated to promote and develop the sector in accordance with Section 13 of the Constitution of Zimbabwe on National Development and the provisions of the Tourism Act (Cap 14:20). Guided by Vision 2030 and NDS2, the 2026–2030 Strategic Plan seeks to facilitate inclusive economic growth through sustainable tourism development. Implementation will be undertaken through two core programmes:

1. Policy and Administration
2. Tourism Development and Promotion.

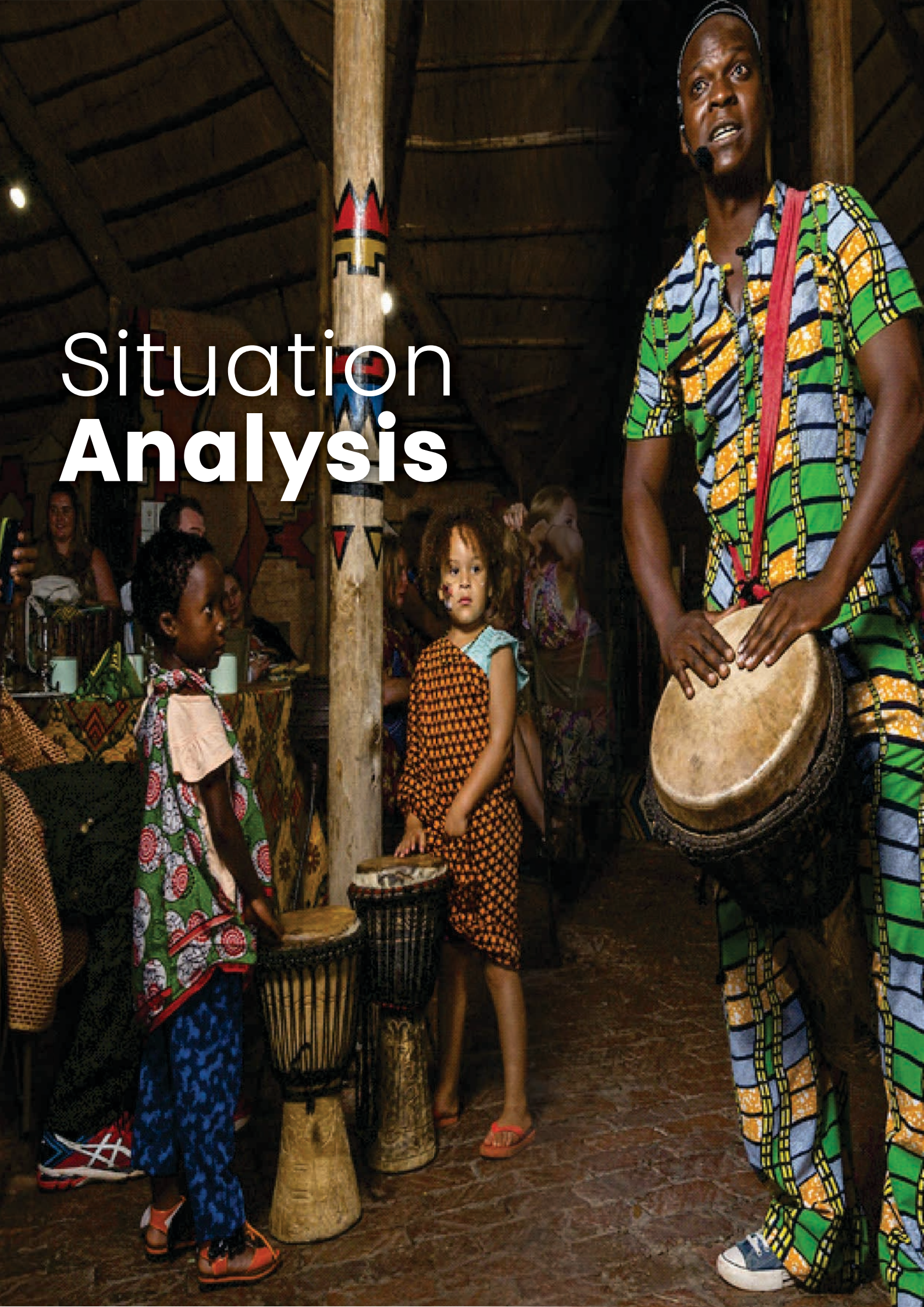
These programmes are fully aligned with the Integrated Results-Based Management (IRBM) framework adopted by the Government of Zimbabwe. They will inform the Ministry's budgetary allocations, performance contracts, annual work plans, and monitoring mechanisms throughout the implementation period. Progress will be assessed against anticipated results to ensure accountability and measurable impact.

The strategy is grounded on an integrated planning approach in order to build a resilient and robust tourism sector. The strategy put emphasis on strong stakeholder collaboration consistent with the Whole-of-Government and Whole-of-Society approach,

Table 1

Whole of Government Tourism Approach (Line Ministries)	
Department	Areas of Engagements
Ministry of Sports, Recreation, Arts and Culture	Sports Tourism, Culture and Rural Tourism. Gastronomy Tourism.
The Office of the President and Cabinet	Collaborate on State Events in and outside the country
Ministry of Health and Child Care	Medical Tourism.
Ministry of Home Affairs and Cultural Heritage	Museums and Monuments, Ports of Entry and Exit (Border) Facilitation.
Ministry of Higher and Tertiary Education, Innovation, Science and Technology Development	Skills and Infrastructure development.
Ministry of Transport and Infrastructural Development	Destination Accessibility – Roads, Air and Rail.
Ministry of Local Government and Public Works	Community Based Tourism, Land and Policy Harmonization.
Ministry of Lands, Agriculture, Water, Fisheries and Rural Development	Land and Water Bodies and Agro Tourism
Ministry of Environment, Climate and Wildlife	Climate Action, Environmental Conservation, Nature Based Tourism.
Ministry of Finance, Economic Development and Investment Promotion	Tourism Investment Promotion.
Ministry of Energy and Power Development	Energy and Power supply- Green Energy.
Ministry of Foreign Affairs and International Trade	Bilateral and Multilateral Tourism Relations and Foreign Tourism Offices.
Ministry of Information, Publicity and Broadcasting Services	Media Engagements. Marketing and Promotion.
Ministry of Women Affairs, Community, Small and Medium Enterprises Development	Mainstreaming tourism- Women in Tourism.
Ministry of Youth Empowerment, Development and Vocational Training	Mainstreaming tourism-Innovation and Youth in Tourism

Situation **Analysis**



2.0 Situation Analysis.

2.1 Global and Africa Tourism Trends

2.1.1 Global Tourism Trends

The World Travel & Tourism Council (WTTC) forecasts that by 2035, the Travel and Tourism sector will inject US\$16.5 trillion into the global economy, accounting for 11.5% of global GDP. The sector is projected to grow at an average annual rate of 3.5% over the next decade, significantly outpacing the wider global economy, which is expected to grow at 2.5% annually. Employment in the sector is forecast to reach one in every eight jobs globally, supporting more than 460 million jobs across the tourism value chain. Globally, 2024 marked the consolidation of tourism's recovery, with international arrivals reaching approximately 99% of pre-pandemic levels, and many destinations surpassing 2019 performance. However, the recovery remains uneven across regions, with some destinations recording historic highs while others show signs of plateauing due to structural and economic constraints.

Growth has been driven by strong post-pandemic demand, as travellers continue to prioritise travel despite rising living costs—demonstrating sustained consumer confidence and underscoring tourism's resilience and enduring relevance. Looking ahead, tourism is increasingly envisioned as a force for good, driving global resilience, inclusive economic growth, equity, cultural exchange, and environmental stewardship.

2.1.2 Zimbabwe Tourism Trends

Zimbabwe's tourism sector is on a positive recovery trajectory, ranked number 7 most visited Africa destination in 2024 by Kayak travel, with tourism receipts recovery of 104% of pandemic levels, supported by improved destination visibility, targeted marketing efforts, increased air access, and renewed investor confidence. The country's iconic attractions, Victoria Falls Hwange National Park, Mana Pools, Great Zimbabwe, and emerging cultural and eco-tourism destinations, continue to anchor its tourism value proposition.

The rebound in both leisure and business travel, alongside growing interest in regional and intra-African tourism, presents Zimbabwe with opportunities to consolidate gains made post-pandemic. Improved air connectivity—particularly within Africa and key source markets—combined with infrastructure upgrades and destination revitalisation initiatives, is expected to further stimulate arrivals and length of stay. Over the years, there has been increasing outbound travel from developing regions including Africa.

The future outlook points to accelerated growth in tourism business, supported by the opening of new air routes, increased airline capacity, and expanded tourism infrastructure. The positive global and regional recovery trajectory has translated into rising demand across business, corporate, and leisure travel segments.

Strategic Drivers Shaping the Future of Tourism in Zimbabwe

1. Sustainable and Responsible Tourism

Sustainability is becoming a central determinant of destination competitiveness globally and across the region. Zimbabwe is a custodian of globally significant biodiversity and cultural heritage assets, placing responsibility on the sector to balance conservation with economic utilisation. There is growing demand for low-impact, conservation-led, and community-based tourism models, particularly in wildlife, nature, and rural destinations. While the adoption of green technologies and sustainable practices presents cost challenges, it also offers opportunities to attract high-value markets, enhance destination reputation, and strengthen climate resilience. Integrating sustainability into tourism planning will be essential to safeguarding natural assets while ensuring inclusive growth.

2. Technology and Digital Transformation

Digitalisation and emerging technologies, including AI, present transformative opportunities for tourism development in Zimbabwe. Enhanced use of digital platforms can improve destination marketing, visitor information systems, data-driven decision-making, product development, and service delivery. However, uneven digital readiness across the country risks widening competitiveness gaps. Strategic investment in digital infrastructure, skills development, and data systems—tailored to local socio-economic contexts—will be critical to ensure that technology enhances, rather than excludes, participation across the tourism value chain.

3. Product Diversification and Regional Integration

Tourists are increasingly seeking authentic, immersive, and culturally rich experiences, creating opportunities for Zimbabwe to diversify beyond traditional wildlife and resort tourism. Expanding offerings in heritage tourism, cultural tourism, agro-tourism, adventure tourism, meetings and events, and creative industries will be key to sustaining long-term growth. Regional integration presents a major opportunity to promote multi-destination tourism circuits, leveraging shared natural and cultural assets

across SADC countries. Harmonised visa regimes, improved border facilitation, and coordinated destination marketing can enhance the region's attractiveness and competitiveness.

4. Infrastructure and Investment

Improved air access remains a critical enabler for tourism growth in Zimbabwe. Regional airports, national carriers, and open-skies initiatives are central to increasing connectivity, reducing travel costs, and expanding market reach. Ongoing investments in airports, roads, accommodation, and tourism facilities are expected to support rising demand across both established and emerging destinations. Accommodation capacity expansion, including hotels, lodges, and alternative lodging models, is responding to increased visitor flows, particularly in high-demand nodes such as Victoria Falls, Harare and Kariba tourism corridors.



Key characteristics of Key source markets

Highlighted below are the key characteristics of the key international markets for Zimbabwe

United States of America (USA)



- Top outbound travel market – 149 million
- Average expenditure per capita – USD 2,500- 3,500
- Seek authentic wildlife safaris, culture and heritage
- Preference for independent travel arrangements
- Long haul travel 12-16 nights
- Growth rate of 20% p.a.

United Kingdom



- Second top outbound market – 67 million
- Average expenditure per capita – USD 960
- Among top key source markets in Kenya and Tanzania
- Preference for independent travel arrangements
- Growth of 18-20% p.a

China



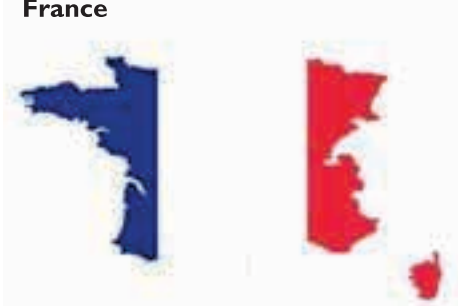
- Historically the world largest outbound market
- Average expenditure per capita – USD 185
- Affluent travellers average 5.9 trips per year
- Average of 8.7 days per trip
- Seek slow, recuperative travel, nature and culture
- Utilize Chinese social media as primary information
- Growth rate of 25%

Germany



- Fourth top outbound market – 83.3 million
- Average expenditure per capita – USD 800- 1500
- Average nights 3-2 nights
- Preference for Leisure and environmental conscious
- Growth rate of 15% p.a

France



- Fifth outbound tourism market – 16 million
- Average expenditure per capita – USD 2000-3000
- Average night 3-4 with potential of 10-14 nights
- Preference for Safaris, Ecotourism and Culture
- Projected growth of 5% p.a

Japan



- Sixth top outbound tourism market- 20 million
- Average expenditure per capita – USD 445
- Preference for authentic experiences: culture and adventure
- Language barriers
- Average growth of 10-15%

India



- 7th outbound market- 30-32 million
- Average expenditure per capita- 1500-3000
- Average nights- 8-12 nights
- Preference of adventure, wildlife safaris, culture and heritage
- Growth 15% p.a

South Africa



- Largest Africa Outbound Market- 63 million
- Average expenditure per capita- USD 600-900
- Average nights- 4-7 nights
- Preference VFR, leisure, M.I.C.E and Safari
- Growth of 20-22% p.a

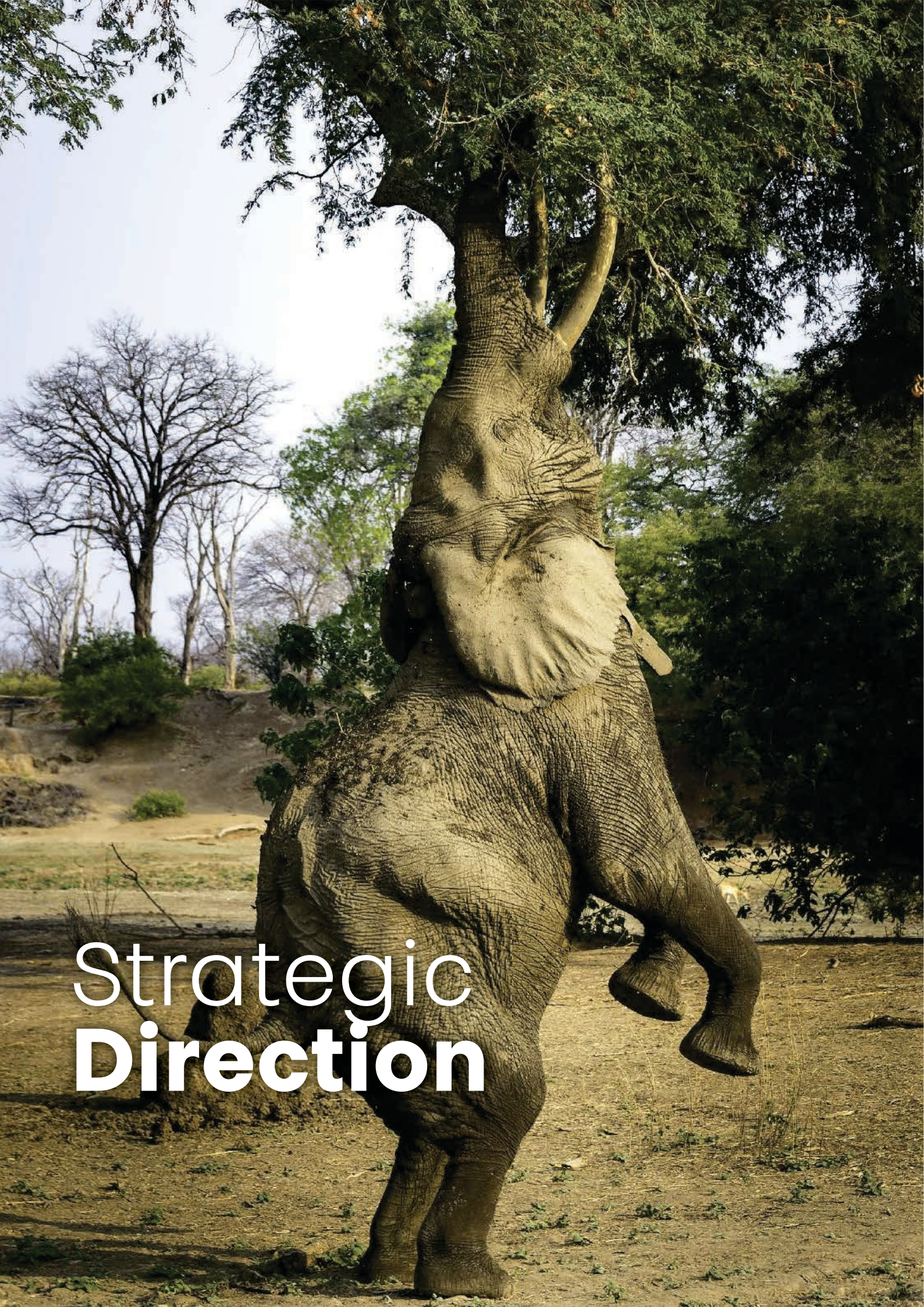
2.2 Pestile and Swot Analysis

Based on the above situational analysis, the table below summarizes external and internal threats and opportunities related to the development and promotion of tourism from a policy perspective.

Factor	Analysis
POLITICAL	• Zimbabwe maintains a generally stable political environment that supports the growth of its tourism sector. • Ease of doing business and regulatory reforms enhancing the investment climate • Strengthened engagement and re-engagement with regional and international partners continues to improve Zimbabwe's visibility. • Zimbabwe remains one of the safer destinations in the region, particularly when compared to neighbouring markets where crime and security concerns affect tourist perceptions. • Global geopolitical instability continues to dampen international travel confidence in some markets.
ECONOMIC	• Moderate global growth, alongside easing inflation in major source markets. • Zimbabwe's economy is outpacing regional peers, with a steady economic growth rate stimulating demand for tourism. • Periodic exchange rate volatility affects pricing structures and market competitiveness. • The use of USD stabilises operations but creates dual-pricing perceptions and affordability challenges. • Low disposable income levels limit domestic travel demand, with participation concentrated around peak holiday periods. • Relatively High tax rates affect destination pricing
SOCIAL	• Zimbabwe's tourism relies on ageing Western markets and rapidly growing regional, Middle Eastern, and Asian markets. • Domestically, a young population with an appetite for travel. • Zimbabwe's strong basic education system continues to meet foundational skills requirements for the sector. • Zimbabweans are widely recognised for warmth and hospitality, • Rich cultural and heritage assets (local crafts, cultural music/dance, authentic rural life, conservation projects) • Community-based tourism and conservation models, including CAMPFIRE, create inclusive value-chain opportunities • English is widely spoken, with limited availability of other international languages (e.g., Mandarin, German, French)- which weakens competitiveness at key visitor touchpoints.
TECHNOLOGICAL	• Slow digital adoption with a limited innovation culture • Limited automation of booking systems in the industry • Research capacity exists, with limited funding and weak linkages to industry needs. • Huge infrastructure gaps remain outside major cities and towns. • Cybersecurity measures are weak -high reliance on open systems. • Mobile penetration is relatively high, but data costs remain prohibitive • Data collection is fragmented and lacks integration. Zimbabwe does not yet have a centralised, real-time visitor analytics system, limiting evidence-based policy and marketing.
LEGAL	• Alignment of laws with the constitution provides a window for enhancing the policy and regulatory environment • Dynamic legal environment creates inconsistencies • Delays in the review of the statutory acts impacts on good governance
ENVIRONMENTAL	• Increasing climate variability, including droughts and irregular rainfall, continues to put pressure on the destination Zimbabwe. • High cost of retrofitting green technologies with limited sector-specific green energy incentives. • Weak waste management systems in many tourism nodes, with limited recycling infrastructure • Rampant cases of environmental degradation (veld fires, land, pollution).
GOVERNANCE	• Whole of government approach, enhancing cross-coordination among MDAs • Policy inconsistencies and gaps remain despite efforts to improve the policy environment • Creation of Ministry Boards and Integrity Committees promotes sound corporate governance within the organisation • IRBM system leading to efficient utilization of scarce resources within MOTHI

SWOT

STRENGTHS	WEAKNESSES
• Enabling Policies and Legislation (Tourism Act 14:20, National Tourism Policy, Tourism Master Plan) • National, regional and international market representation • Representation in the UN tourism council • Eased travel within the region - One stop border posts • Diverse natural and cultural resources • Active tourism private sector players at national level	• Inadequate financial resources and tools of trade and office space • High Vacancy rate • Limited ICT Infrastructure • Outdated tourism legislation • Tourism data gaps – Tourism satellite account operationalization
OPPORTUNITIES	THREATS
• Establishment of the Zimbabwe Tourism Fund Board • Tourism Product Diversification • Improved destination image • Whole of government and whole of society approach • Growing investment opportunities- Intra-Africa Trade fair, AATC, ICC etc • Expansion of digital marketing and AI technologies • Growing high-value markets – Middle East; Oceania, Americas	• Exchange Rate fluctuations • Emergency of extremist environmental groups • Climate change • Environmental degradation, pollution, and over-exploitation of resources • Geopolitics and trade tensions • Global pandemics •



Strategic **Direction**

3.0 Strategic Direction.

Vision

To make Zimbabwe a Prime Tourist Destination through pursuance of International Best Practices

Mission

To facilitate the development and promotion of sustainable tourism policies and universally accessible products and competitive services that promote socio-economic growth

Core Values

Professionalism

Deliver work outcomes to agreed quality standards and time scales

Agility

Our ability to adjust, adapt and respond to the ever-changing environment

Innovation

Creating unique tourism opportunities for service Excellency

Team Work

Working together to develop and promote tourism

3.4 Guiding Principle

The Strategy is guided by the fundamental principles that tourism should be based on:
'Heritage- Based Tourism- Nhaka Yedu/Ilifa Lethu/ Our Heritage'

3.5 Strategic Objectives

The Ministry undertake to achieve the following objectives:

1. Develop sustainable and competitive tourism products
2. Expand regional and international tourism cooperation;
3. Strengthen domestic tourism
4. Promote Cluster Based Tourism Approach to stimulate tourism growth
5. Strengthen Institutional Capacity to effectively deliver on mandate

Strategic Objective and Actions

To achieve the vision, mission of this Strategy, the following strategic objectives and priority actions shall be pursued and undertaken:

3.5.1 Strategic Objective 1: Develop sustainable and competitive tourism products and investments

For Zimbabwe tourism to flourish, there is a need to develop attractive tourism products that encourage travel across key segments. The Ministry targets investments in infrastructure, investments across all regional areas. Without targeted investment and coordinated development interventions, the country risks losing competitiveness.

3.5.1.1 Priority Action 1: Undertake National Tourism Product Audit

- Undertake a comprehensive product mapping and profiling around key destinations and along the tourism corridor
- Tourism development planning to take into consideration the natural heritage assets and the competitiveness of the products, their geographical distribution, and thematic characteristics.
- Assessment of the existing and potential product offer shall guide the development of a comprehensive plan to be implemented across the tourism value chain.

3.5.1.2 Priority Action 2: Develop Diversified Tourism Products

The development of new tourism products shall be based on the cluster approach and the extent to which the products enrich tourist experiences whilst ensuring benefits to local communities. Emphasis shall be given to developing products in underrepresented provinces and following product categories;

- Community-Based Tourism Products
- Heritage and Culturally Based Products
- Township and Rural Tourism Products
- Religious Tourism Products

3.5.1.3 Priority Action 3: Operationalize the Zimbabwe Tourism Fund

The product and investment offering shall be diversified by developing a financial system. The strategy will implement the following measures as part of strengthening product development across the tourism sector

- Developing a system for Zimbabwe Tourism Fund
- Development of a Sector Tourism Development Plan
- Benchmarking on the application of Tourism Development Finances across the sector

3.5.1.4 Priority Action 4: Mainstream tourism to local-level development programs

To enhance full participation of the community, especially women, youth, and persons with disabilities in tourism product development, the following actions shall be undertaken;

- Establishment of Women in Tourism and Youth in Tourism Chapters
- Collaboration with the Ministry of Women, Small to Medium Enterprise Development in empowering women programs
- Conducting innovation challenges for women and youth to encourage innovative products

3.5.1.5 Priority Action 5: Establish Strategic Partnerships with Pension Funds, Financial Institutions, and local authorities

The Ministry will partner with pension funds and institutions to further develop the tourism offer. These include pension funds such as PSC, ZESA, NSSA, among others. The partnership shall leverage products such as hotels, attractions, restaurants, and other services. The whole of government approach will be utilized with MDAs and provincial states to ensure that tourism products are developed equitably among regions and tourism corridors

3.5.1.6 Priority Action 6: Promote Sustainable Tourism Practices

The ministry will spearhead sustainable tourism practices through the development of a sustainability framework and statutory instruments to guide industry compliance. The Ministry will promote eco-tourism programs and projects, including facilitation of programs in the Safaris and Transfrontier conservation areas. The beautification programs will be accelerated to all local authorities and new programs such as Annual Green Awards will be implemented to promote implementation. Climate financing shall be strengthened to enhance retrofitting of existing infrastructure to sustainability measures.

3.5.2 Strategic Objective 2: Enhance Regional and International Tourism Promotion

3.5.2.1 Priority Action 1: Expand Market Presence

New market segments in emerging and key source markets shall be enhanced through the deployment of tourism attachés. The targeted markets include Russia, Australia, Turkey, Canada, Malaysia, and Belgium, among others. These markets provide immense potential to the destination as indicated by their growing increase in tourist arrivals over the past years. In this regard, continuous market profiles shall be undertaken to ensure that the unique preferences of these markets inform product development.

3.5.2.2 Priority Action 2: Enhance Tourism Promotion

The Ministry will enhance participation in key Tourism Fairs at regional and international level. The participation will be augmented through the deployment of innovative promotion channels. These include leveraging on A.I, strategic partnerships with diasporan influencer marketing initiatives, and joint tourism promotion committees. The strategy will host international tourism forums and reposition the brand Zimbabwe through the Experience Zimbabwe campaign. Promotion of tourism will also focus on rolling out liberation of trade in services in the Midlands and Matabeleland North province.. The Hosting of UN Tourism international tourist events will enhance visibility and visitor traffic into the destination.

3.5.2.3 Priority Action 3: Strengthen Bilateral and Multilateral Cooperation Agreements

Tourism diplomacy will be intensified through bilateral and multilateral meetings, engaging new markets, the implementation of existing agreements and relations. The strategy will focus on concluding the signing of M.O.U.s between Zimbabwe and China, Zimbabwe and Spain as well as participating in the Bi-National Commission (BNC) and Joint Permanent Commission on Co-operation (JPCC) meetings with partner states.

3.5.3 Strategic Objective 3: Strengthen Domestic Tourism

To build sector resilience against exogenous shocks such as pandemics and wars, domestic tourism has been placed on the pinnacle of growth. The domestic market has potential for immense growth as travel culture improves. The strategy shall enhance the implementation of domestic tourism programs to stimulate demand and these include Gastronomy, Cultural Festivals, Domestic Festive campaigns among others.

3.5.3.1 Priority Action 1: Implement Service Excellence Program

The service excellence program shall be implemented to enhance the hospitality service standards. The following activities will be given priority;

- Establishment of the Service Excellence Academy
- Benchmarking of services with regional peers
- Implementation of tourism quality audits
- Establish Tourism Industry-Academia Platforms
- Review of grading standards

3.5.3.2 Priority Action 2: Strengthen Tourism Value Chain

Domestic tourism growth depends on the level of stakeholder coordination and involvement. The ministry shall strengthen stakeholder participation to ensure tourism subsectors execute the roles they are expected to play in development and promotion. Tourism Value chain strengthening will encompass development of tourism sector strategies, capacity development of various sector players, and revival of working groups, steering committees at local, subnational, and national levels.

3.5.3.3 Priority Action 3: Expand Domestic Tourism Awareness Campaign

The Domestic tourism campaign, Zim-bho, shall be strengthened and upscaled through the launch of the Experience Zimbabwe Brand. The campaign will focus on key drivers of domestic travel, including Visiting Friends and relatives, M.I.C.E, Religious, Sports, and Rural Tourism. Programs such as the Domestic festivals campaign, Meet and Greet, and Gastronomy- Food Festivals and Cultural Festivals will be rolled out to enhance a strong awareness drive.



3.5.4 Strategic Objective 3: Promote Cluster –Based Approach

The recent growth in tourist arrivals has partly been as a result of the cluster strategies that has been implemented at national level since 2023. To sustain the tourism growth there is need to prioritize development and promotion of main drivers of travel include M.I.C.E, visiting friends and relatives, sports, religious

3.5.4.1 Priority Action 1: M.I.C.E

The strategy seeks to position Zimbabwe as a M.I.C.E destination through the development of related tourism infrastructure across provinces under the private sector-led principle. The promotion of M.I.C.E tourism seeks to strengthen the cluster through capacitating ZTA as a sole agency to coordinate and bid for M.I.C.E events, develop M.I.C.E tourism products, and promote packages for MICE organizers and tourists.

3.5.4.2 Priority Action 2: Culture and Heritage

The strategy recognizes culture and heritage as the unique selling point. To strengthen culture and heritage tourism, the strategy will upscale the institutionalization of Gastronomy tourism, promote the hosting of cultural festivals across all provinces and diversify cultural tourism products. The Ministry will coordinate with relevant MDAs and traditional leaders in promoting cultural and heritage tourism

3.5.4.3 Priority Action 3: Sports Tourism

The strategy seeks to partner with sports ministry, organizers, and ensure sports events are adequately published, coordinated and harmonized. The Ministry will facilitate the development and refurbishment of sports-related infrastructure, products and activities. The promotion of sports will also include increasing marketing content targeting all sports codes and packages for sports tourists.

3.5.4.4 Priority Action 4: Township Tourism

The strategy will facilitate the development of township tourism, leveraging on gastronomy tourism to create employment for local communities. The strategy targets development of identified township tourism trails in Harare, Bulawayo and Masvingo. Priority has been given to the development of late national heroes' houses in Highfields (the heritage street), Father Zimbabwe house in Bulawayo and the Trabablas in Masvingo.

3.5.4.5 Priority Action 5: Nature and Wildlife

Tourists are becoming more conscious of sustainability and environmental conservation practices. To meet the demands of nature-positive travel, the strategy will enhance capacity-building efforts among stakeholder groups through hosting of the Committee on Tourism and Sustainability. The strategy also promotes the equitable benefits sharing mechanism as part of sustainability efforts in tourism economic zones.

3.5.4.6 Priority Action 6: Religious Tourism

Religious tourism shall be enhanced and promoted through a defined mechanism to coordinate and engage religious institutions, packaging religious tourism products. The strategy will develop a calendar for all signature events and identify religious tourism sites for further development.

3.5.4.7 Priority Action 7: Visiting Friends and Relatives

The VFR cluster will be strengthened through products that are attractive to both family and individual travellers. Products that encourage excursionists, rural and urban-based, including children. The strategy will promote annual festivals for diasporan tourists ie the Dzoka festival, music festivals, and cultural festival to stimulate demand of packages for VFR tourists.

3.5.4.8 Priority Action 8: Rural Tourism

The strategy will engage diasporas community to invest in rural tourism to enhance inclusive and equitable tourism offerings across provinces. The development of Community Tourism Projects such as Deveteve, Maphisa cultural villages and the resuscitation of Chesvingo Cultural village will be priorities. Research of rural tourism will be undertaken through benchmarking in countries such as China.

3.5.4.9 Priority Action 9: Medical Tourism

The strategy will promote investments in medical tourist facilities in the tourism capital, Victoria Falls. The strategy will also facilitate the development of wellness centres across tourism investments and products such as hot springs across the country to stimulate medical tourism.

3.5.4.10 Priority Action 10: Study Tourism

The strategy will promote study tours for international and domestic learners. The strategy will expedite the establishment of the Tourism Academy to promote study in culinary arts to communities, chefs and students within the region.

3.5.4.11 Agro-tourism

The strategy will promote agro-tourism programs, such as farm to market to strengthen tourism value chain, essential for the institutionalization of the gastronomy strategy.



3.5.5 Strategic Objective: Strengthen Institutional Capacity

3.5.5.1 Priority Action 1. Strengthen Human Capital Management

The strategy prioritizes operationalization of the reviewed organizational structure through targeted recruitment of critical posts at head office, provinces and international offices. Capacity building shall be undertaken within the Ministry, focusing on team building, culture change, public sector regulation, leadership and management courses as well as specialized courses in Standards and Quality assurance; Statistics, Research and Development. Exchange programs, in-house courses and PSC courses shall be utilized to capacitate ministry staff in various courses. The strategy will consider the implementation of non-monetary incentives for staff retention such as award ceremonies and parties

3.5.5.2 Priority Action 2: Gender Mainstreaming, Inclusivity, and Wellness

The strategy seeks to strengthen mainstreaming of gender, inclusivity and wellness in ministry programs and projects. The strategy will strengthen gender reporting, gender -based budgeting and occupational health and safety as part of broad efforts to fully institutionalize gender programming in line with Constitutional provisions and other guiding legislation ie National Gender Policy, National Disability Policy, Zimbabwe Multisectoral Drug and Substance Abuse Plan.

3.5.5.3 Priority Action 3: Tourism research and Statistics

The strategy seeks to operationalize the Tourism Satellite Account system through the conduct of V.E.S and DOTS surveys. The TSA system is a recommended system and its operationalization is line with keeping up with best practices. Resuscitation of steering and technical committees shall be pursued together with capacity building of technical members in collecting and analyzing data. Review of collection instruments shall be conducted to enhance the capturing of excluded critical groups such as diasporans, as well as cluster- based tourism segments.

3.5.5.4 Priority Action 4: Strengthen Procurement Management

The strategy will enhance the capacity of committee members in the procurement and evaluation system. The integration of ICT in procurement will be expedited, supplier relations management will be strengthened, and compliance will be ensured through policies and regulations development

3.5.5.5 Priority Action 5: Recapitalization of MOTH

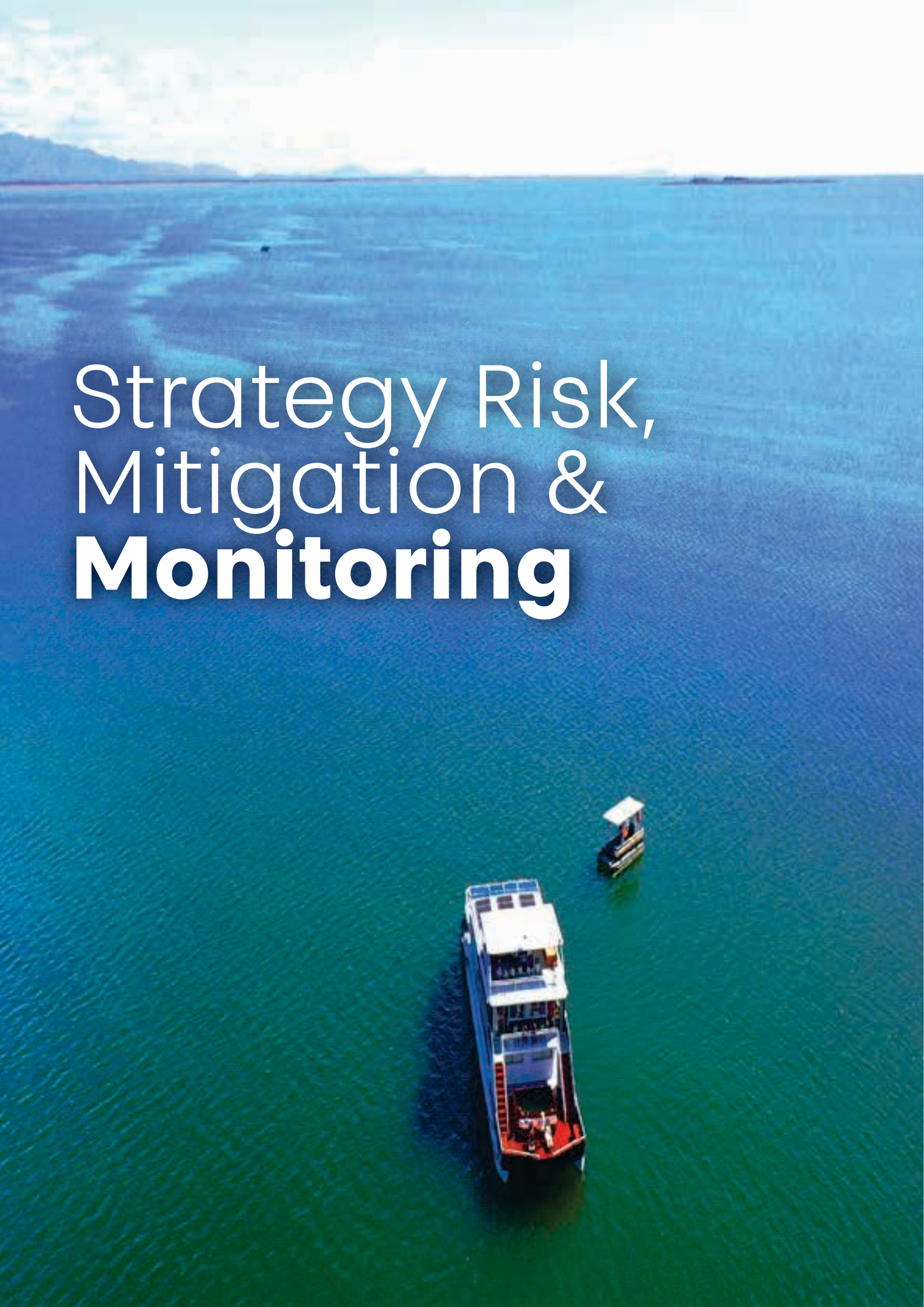
Limited financing has been one of the major challenges that affect the implementation of initiatives at the organizational level. The strategy prioritizes budget allocation for office space acquisition and refurbishment, procurement of mobility vehicles, and ICT systems. A robust financial strategy prioritizing the implementation of key programs and events is proposed in accordance with the program-based budgeting approach.

3.5.5.6 Priority Action 6: Risk-Based Auditing

The strategy seeks to strengthen governance systems and procedures through risk-based auditing. The ministry will operationalize the newly constituted audit boards to strengthen governance procedures. The audit scope will be expanded to cover sustainability, with a strong emphasis on capacity-building initiatives in sustainability frameworks to support more inclusive and comprehensive reporting.

3.5.5.7 Priority Action 7: Strengthen Communication and Public Relations

Communication and Public Relations management remain at the core of the strategy to enhance ministry visibility. The strategy seeks to strengthen advocacy through representation on state official visits, enhanced content creation and dissemination for various media platforms such as the In-flight magazine, TV Channel, Destination Video, and Publish Quarterly magazine. The strategy will also facilitate digital marketing enhancement through social media and international celebrity programmes.

An aerial photograph of a large blue and white ship, possibly a ferry or cargo vessel, moving across a vast, deep blue ocean. A smaller boat is visible in the distance. The sky is overcast with soft, grey clouds. The text "Strategy Risk, Mitigation & Monitoring" is overlaid in white, with "Monitoring" in a larger, bold font.

Strategy Risk, Mitigation & **Monitoring**

4.0 Strategy Risk, Mitigation and Monitoring.

4.1 Risk Mitigation

The successful implementation of the Strategy will highly depend on the responsiveness of the ministry to risks and the effectiveness of mitigation strategies. The Strategy has identified several risk committees to implement the risk policy.

Strategic Outcome	Risk Identified & Implication	Proposed Mitigation
Increased Tourism Growth	Product risk- limited products across provinces. Poor product appeal due to the aging of facilities	Diversification of products across all regions and marketing
	Market risk- low performance of market segments (e.g domestic and regional)	Development of new marketing strategies for each market segment
	Political Risk- geopolitical wars limiting travel and destination connectivity	Market diversification and domestic tourism promotion
	Funding Risk- limited finances to promote tourism development	Operationalization of Zimbabwe Tourism Fund
	Economic risk- the volatility of the local currency and global inflation pressures are limiting travel.	Lobbying the government to adopt monetary measures to stabilise the currency. Diverse tourism packages to cater to low-income earners.
Improved Governance and Administration	Human capital risk- high vacancy and low morale of staff due to limited tools of trade	Benefits matrix implementation
	Cyber risk – security risk negatively impacts the full digitalization of operations	Cybersecurity and renewal of technologies
	Governance risk: weak implementation of policies	Tighten systems and procedures
	Financial risk- limited budgetary support	Adherence to program-based budgeting tenets

4.2 Monitoring and Reporting

Monitoring and reporting will be strengthened in alignment with the National Monitoring and Evaluation Policy and guidelines and will be spearheaded by the Department of Strategic Policy Planning, Monitoring and Evaluation. The monitoring department will regularly track the performance of the individual departments in line with the agreed set targets. The department will also coordinate and monitor the implementation of all programs and

projects based on concept notes and the scopes of the specific programs and projects. Based on the information collected, the department will compile regular reports and policy briefs for consideration by the executive. Quarterly, biannual, and Annual reports will be developed for consideration by the tripartite and evaluation consultants. The strategy will be considered as a living document, and adjustments will be made as and when the need arises during the implementation cycle.

To strengthen the operationalization of the SPPM&E function, the following measures will be considered:

- i. Whole of Ministry Approach- leadership will support and provide in the coordinated implementation of a strategy as a whole, not in silos
- ii. Capacity development of departments on planning, monitoring, and evaluation principles and systems;
- iii. Development of a knowledge management system and integrated monitoring database;
- iv. Adoption of AI in research and data analysis;
- v. Strategic resource mobilisation through innovative financing mechanisms



Table 2: Strategy Implementation Matrix

Activities	Implementation Schedule												Responsible departments	Key Performance Indicator(s)	Estimated cost (USD '000)
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec			
Output 1: Domestic tourism awareness/programs conducted	Conduct national cookout competitions												Domestic, All departments	Number of cook out competitions/ no of participants per event	
	Conduct cultural festivals												Domestic, All departments	Number of festivals/gathering size	
	Review the women in tourism chapters												Domestic, All departments	Tourism chapters structures /dvpt plans	
	Conduct domestic festive campaigns												Domestic, All departments	Quality of multi-destination pack- ages improved	
	Conduct religious tourism promotion												Domestic, All departments	Number of events coordinated/ sizes of delegations	
Output 2: Tourism Products Developed	Develop a comprehensive new tourism product mapping paper												Tourism Development and Facilitation/ SPPM&E	Product plan submitted to cabinet	
	Develop tourism products – Maphisa, devetve, liberation houses, map of africaetc												Tourism Development and Facilitation/ SPPM&E	Number of products developed (4 fully developed flagship projects)	
	Review of tourism master plan												Tourism Development and Facilitation/ SPPM&E	All national tourism marketing agencies trained on product development and monitoring.	
Output 3: Tourism development plans/ strategies developed	Conduct stakeholder engagements												Tourism Development and Facilitation/ International Tourism/ SPPM&E	Stakeholder meeting	
	Submission of strategies to Cabinet Working Committee												Tourism Development and Facilitation/ International Tourism/ SPPM&E	Draft Plans submitted to cabinet for approval.	
	Launch of Approved strategies												Tourism Development and Facilitation/ International Tourism/ SPPM&E	Tourism chapters structures /dvpt plans	
	Conduct benchmarking visits												Tourism Development and Facilitation/ International Tourism/ SPPM&E	Benchmarking visits reports	
Output 4: Tourism Academy Established	Develop structural designs and project implementation plan												Tourism Development and Facilitation/ International Tourism/ SPPM&E	3D plans and project plan	
	Land preparation and groundbreaking ceremony												Tourism Development and Facilitation/ International Tourism/ SPPM&E	Progress reports/ Events report.	
Output 5: Tourism Quality Assurance Program implemented	Establishment of the Service Excellence Academy												Domestic Tourism	Implementation progress report	
	Conduct tourism service excellence audits in all provinces												Domestic Tourism	Number of audits/province	
	Conduct capacity service excellence capacity building workshops												Domestic Tourism	Number of trainings/ participants per workshops	

Activities	Implementation Schedule												Responsible departments	Key Performance Indicator(s)	Estimated cost (USD '000)
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec			
Output 6: International programs conducted	Tourism fairs facilitated												Domestic, All departments	Number international fairs/ events/exhibitions facilitated	
	International Tourism events hosted													Number of international events hosted	
	Trade in Services workshop conducted													Number of workshops conducted/ no of participants /workshop	
	Market intelligence reporting													Number of reports/market	
	JPPC& JTTC meetings													Number of events attended/ implementation matrix progress	
Output 7: Tourism Investment Fora Organised	M.O.U signed													Number of MOUs signed (Zim- China, Zim- Spain)	
	Conduct road shows in key source markets													Number of road shows conducted in key source markets	
	Facilitate local tourism investments – Intra Africa trade													Progress update reports on tourism investments	
	Tourism provincial investment for a facilitation													Number of workshops facilitated	
Policy and Institutional Capacity Strengthening	Benchmark tourism statistics and ZTF system													Research Reports	
	Conduct regular program and project reports													Number of strategic M&E/ Policy brief	
	Develop internal policies and regulations													Number of internal systems developed	
	Conduct benchmarking visits													Benchmarking visits reports	
	Build capacity for human capital in the Ministry													Number of workshops attended/ no of staff trained	
	Establish a ministry data sharing mechanism and system													Data portal	
	Host exhibition and PR workshops(Agric and ZITF)													Number of events coordinated	
	Acquire motor vehicles (20)													Number of delivered vehicles by category(mini bus, bus etc)	
	Implement gender mainstreaming and wellness programs													Number of programs/ events conducted	
	Refurbish offices													Number of offices refurbished/ total number of offices	
	Satutory reports conducted														

9.b Outcome Performance Framework

Code	Outcome	Prog: ref:	KPI	Baseline		Targets for 2026												P.F.T	ALV
				Value	Year	J	F	M	A	M	J		J	A	S	O	N	D	
OUC 1	Improved governance and administration	1	Compliance rate	100	2025			100%			100%				100%			100%	0
			Client Satisfaction	69	2025			53%			59%				65%			70%	+0.1
			Employee Satisfaction	48	2025			42%			45%				48%			50%	+0.1
OUC 2	Increased tourism growth	2	International Tourist Arrivals	1.78(Million)	2025			0.39			0.45				0.50			0.54	+0.09
			Domestic Trips	15.5 (Million)	2025			2.51			2.97				4.43			5.58	+0.07
			Tourism Receipts :International Receipts	0.796 (Billions)	2025			0.18			0.20				0.22			0.24	+0.042
			:Domestic Receipts	506 (Millions)	2025			82			98				149			187	+0.23
			Value of Tourism investments	194 (Million)	2025			60			50				46			40	+19

10. Outputs Performance Framework

	Outputs	Dimension	KPI	Baseline		Targets for 2026												Allowable Variance		
				Value	Year	J	F	M	A	M	J	J	A	S	O	N	D		Planning Frame Target	
Programme: Policy and Administration																				
OUC 1: Improved Governance and Administration																				
OP 1.1	Financial reports/returns produced	Qt	No	12	2025			3						3				3	12	0
OP 1.2	Procurement management plan produced	Qt	No	1	2025	1													1	0
OP1.3	Capacity building programmes conducted	Qt	No	19	2025			3						4				3	15	+/-2
OP 1.4	Audit reports produced	Qt	No	12	2025			3						2				2	10	0
OP 1.5	SLs reviewed/aligned	Qt	No	-	2025									1				1	2	0
OP 1.6	Strategic Planning documents reviewed	Qt	No	4	2025													5	5	0
OP 1.7	Internal Organizational Strategies/Policy Developed	Qt	No	7	2025									1				0	2	0
OP 1.8	Monitoring and evaluation reports produced	Qt	No	12	2025			3						3				3	12	0
OP1.9	Asset certificate Returns produced	Qt	No	1	2025													1	1	0
OP 1.10	ICT System Maintained and Supported	Qt	%	100	2025			25 %						50%				75%	100	+/-2
OP1.11	ICT Systems developed and implemented			-	2025														2	
OP 1.12	Research Reports Produced	Qt	No	2	2025									1				1	3	0

				Targets for 2026																
Outputs	Dimension	KPI	Baseline																	
			Value	Year	J	F	M	A	M	J	J	A	S	O	N	D	Planning Frame Target	Allowable Variance		
OP 1.13	Gender and Mainstreaming Programmes Implemented	No	-	2025			4							4				4	4	+ -1
Programme2: Tourism Development and Promotion																				
OUC 2: Increased tourism growth																				
OP 2.1	Tourism Products Developed	No	4	2025							2				1			1	4	+ -1
OP 2.2	Tourism Academy Established	%	15%	2025			15 %									25%		25		+ -1
OP 2.3	Tourism Quality Audits Conducted		-	-			50			150					150			150	500 ¹	+/-50
OP 2.4	Tourism Development Plans /Strategies developed /reviewer	No	4	2025											1			1	2	+ -1
OP 2.5	Domestic Tourism Awareness Campaigns Programs Conducted	No	30	2025			3				3				3			3	12	+ -1
OP 2.6	Tourism Investment Foras Conducted		3	2025			1				2								3	+/- -1
OP 2.7	Tourism Markets Developed	No	11	2025												4		4	4	+/- -1
OP2.8	International Tourism Fairs Exhibition and Events conducted		19	2025			5				9				5			6	25	+/- -2
OP 2.9	Bilateral and Multilateral agreements signed	No	3	2025			1				1				1				3	+ -1
OP 2.10	Bilateral and Multilateral agreements implemented	No	3	2025			1				1				2			2	6	+ -1

11.b. Programme Budget – Economic Classification²: (Budget Year – 2026)

Ministry of Tourism and Hospitality Industry				Five Year Budget				
1	2	3	4	5	6	7	8	9
		Budget Year 2026			Budget Year			
Programme of the MDA	Current Year Budget - Actual	Appropriation	Revised Appropriation	Unaudited Outturn	Year 2027	Year 2028	Year 2029	Year 2030
Programme 1: Policy and Administration	139,008,600	110,751,000	110,751,000	56,026,465	142,018,000	162,617,000		
Programme 2: Tourism Development and Promotion	288,062,100	228,613,000	258,613,000		290,506,000	344,361,000		
Total Budget:	427, 070,700	339,364,000	369,364,000	283,704,382	432,527,000	506,978,000		
Economic Classification								
Expenses								
Compensation of Employees	21,795,608	17,335,000	28, 891, 000		19,675,000	23,004,000		
Use of Goods and Services	75,180,731	77,269,000	8, 886, 000		88,620,000	94,426,000		
Current Grants	14,647,500	78,365,000	98, 916, 000		82,583,000	87,982,000		
Social Benefits		-	-	-	-	-	-	

Ministry of Tourism and Hospitality Industry			Five Year Budget						
1	2	3	4		5	6	7	8	9
Subsidies		-	-		-	-	-	-	
Other Expenses – subscriptions		1,176,000				1585	1,689		
Acquisition of Non-Financial Assets				56, 653, 00					
Buildings and Structures						-	-	-	
Machinery and Equipment		1,552,000				2,783,000	3,896,000		
Transport and Equipment		9,189,000	-		-	16,551,000	- 23,171,000	-	
Inventories		-	-		-	-	-	-	
Valuables		-	-		-	-	-	-	
Non-Produced Assets		-	-		-	-	-	-	
Capital Grants		43,727,000	15,900,000			78009,000	110,193,000		
Acquisition of Financial Assets									
Loans			-		-	-	-	-	
Equity and Investment Fund Shares			-		-	-	-	-	
Insurance, Pension and Standardized Guarantee Schemes			-		-	-	-	-	
Total		228,613,000	369,364,000			290,506,000	344,361.000		

12. Human Resources -

12.a – Budget Year 2026

No.	Category	Programme 1					Programme 2					Ministry				
		Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions	Positions requested	Total Establishment	Filled Positions	Vacant Positions
1	Top Management	4	3	1		4	3	1		9	6	2	2	9	6	2
2	Middle Management	12	8	4		33	13	20		45	21	24	15	45	21	15
3	Supervisory Management	39	20	19		48	22	26		87	51	45	10	87	51	10
4	Operational and Support staff	19	14	5		14	1	13		34	17	18	2	34	17	2
5	Total	75	52	30		99	39	60		176	95	81	30	176	95	30

SECTION D: MONITORING AND EVALUATION

Evaluation Plan

a. Title of the Programme/Policy:

Tourism and Hospitality Industry

b. Year of last **Formative** evaluation:

2025

c. Details of **formative** evaluations carried out:

Year	Evaluation Issue Area	Findings	Actions Taken
2025	Tourism Products	Gaps in tourism products in many provinces Development is highly focused on few prime markets ie Victoria falls Distorted pricing systems in hotel industries Aging infrastructure in some products and limited diversity of products Accessibility Challenges to most tourism sites Understanding of what constitute a tourism product needs to be standardized	Product auditing at provincial level Investment promotion for other prestine and niche areas Industry engagement on pricing Product refurbishment and development Stakeholder engagement and collaboration
	Tourism Arrivals	Reporting of revenue generally reported as combined for international and domestic Low international arrivals Growing interest from African and sub-Saharan market Diaspora nor recorded	Separate international and domestic revenue on outcomes Deployment of Tourism Attachees Lobby To Modify capturing of Diasporans
	Domestic Tourism	Potential to grow domestic market Limited visibility and appreciation of products by locals. Limited to disposable incomes Low participation of youth and women in mainstream tourism businesses	Aggressive marketing of domestic tourism (Campaigns and meet and greet) Mainstreaming youth, women and disabled persons Lobby with Operators for affordability of tourism activities

4d. Date/s of next summative evaluation/s: 31/12/2026

e. Plan for next evaluations:

Year	Evaluation Issue Area	Major Issues/ Evaluation Questions/ Points	Data Requirements	Frequency/ Responsibility	Estimated Budget
2026	Organizational performance	Skills gaps	Performance appraisals, Surveys, questionnaires	quarterly	
		Employee morale	Surveys, questionnaires	Annually	
		Resource mobilization	budgets	Monthly	
		Compliance to internal controls	Substantive tests, walk through tests, audits	Continuous	
		Legal advice	Legal queries and reports	Continuous	
		Procurement planning	Programme plans	Annually	
2026	Increased tourism growth	Employment creation	Employment statistics	Annual	
				• ZIMSTATS • ZTA • TBCZ	
				Employment Council	
		Tourism Investments	Value of investment Level of local investors	Quarterly • ZIDA • ZTA • MECTHI TBCZ	
		Contribution to GDP	Receipts	MoFED RBZ ZIMRA	
		Tourist source markets	Arrivals	Immigration, ZTA,	





2026

ANNUAL PLAN



