



A DESTINATION MANAGEMENT PLAN FOR
LIVINGSTONE



2020 - 2025



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EXECUTIVE SUMMARY

- The “tourist capital” of Zambia is significantly under-performing on two major counts, i.e. its potential and relative to its most important competitor, i.e. Victoria Falls town in Zimbabwe.
- Urgent and far-reaching action is required if this situation is not to become worse still.
- This Destination Management Plan (DMP), which was commissioned by Livingstone’s tourism stakeholders to act as the cornerstone of the Destination Livingstone (DL) initiative launched on 5 March, therefore aims to turn the city and its environs into a more competitive destination and to increase the long-term socio-economic benefits that tourism can bring to our people and businesses.
- It is informed by extensive engagement with our businesses, authorities and residents and premised on major market opportunities which are there to be seized, i.e.:
 - Globally, service industries are driving job creation;
 - Tourism to Africa, arrivals to Zambia and domestic tourism are all increasing;
 - Our potential visitors are looking for responsibly managed, conservation-driven destinations; and,
 - Our most valuable international leisure market, adventure tourism, worth more than US\$700bn pa, is growing at 21% each year.
- To help us exploit these market opportunities, we have significant assets, notably:
 - We are blessed with a globally renowned natural wonder, **Mosi-oa-Tunya**, a ‘honeypot attraction’ that most destinations can only dream of, augmented by the ‘Mighty Zambezi’ that feeds the Falls and our magnificent flora and fauna;
 - We are a safe and stable country, full of welcoming people and fascinating stories; and,
 - We have rich cultural traditions, colonial and industrial heritage, an abundance of talented artists, craftsmen and performers.
- If we respect our natural wonders and our talented people, if we use them well, sustain and support them, they can fuel not only our local economy but that of the nation.
- In short, consistent with the Government’s Zambia Tourism Master Plan (ZTMP) we have a huge opportunity for our people to get more fully involved and benefit directly from tourism by being able to offer exactly what adventure tourists to Africa are searching for, i.e.:
 - To see natural wonders and amazing wildlife in a beautiful unspoilt environment; and,

- To be active and immerse themselves in a different culture.
- But **we have to work together**, across the sector and across local and central government, and **act now to address our biggest challenges**, i.e.:
 - The weak and inconsistent branding and marketing of Livingstone has created a vacuum for Victoria Falls town to fill and the perception that we are an expensive destination;
 - We have so much to shout about; but the lack of investment in comprehensive destination marketing has enabled Zimbabwe to ‘claim’ the Falls and weaken our market position;
 - Our infrastructure and public services are under resourced and of poor quality;
 - It is expensive to set up and operate a tourism business in Zambia, especially for indigenous Zambian start-ups, making us uncompetitive, particularly in relation to Victoria Falls town;
 - Most critically, we are in danger of selling a world-renowned waterfall with little or no water, as our top attraction competes against the growing demand for hydropower;
 - The quality of our environment and our destination as a whole is deteriorating;
 - On the one hand, we have some good regulations, but they are not being enforced; on the other, the industry lacks standards, particularly sustainable tourism accreditation, and the quality of training and skills is poor;
 - There is no leadership to manage Livingstone as an holistic destination, no single organisation bringing together our public authorities and private organisations, a situation which needs to be rectified urgently if the Government’s approach to devolved destination management is to succeed.
- The development of this DMP is a first step towards addressing these challenges, consistent with the first “Stepping Up” phase of the ZTMP for Livingstone, by directing our energy and coordinating and maximising our resources, thereby **laying solid foundations for Livingstone to be Zambia’s international tourism entry hub**.
- At the heart of our DMP is **Livingstone’s Story**, **our over-arching vision** and **our Mission Statement** of how we want Livingstone to develop as a successful destination.
- It rests on **six key themes**, cross-cutting principles that underpin the Plan and shape how we need to behave to achieve our vision, as follows:
 - **Theme 1: To connect and celebrate Livingstone as THE home of the Victoria Falls;**
 - **Theme 2: Champion the Wonder of Our Nature;**
 - **Theme 3: Celebrate the Talent of Our People;**
 - **Theme 4: Enable Unforgettable Adventures;**

→ **Theme 5: Proudly Share Our Stories;**

→ **Theme 6: Be the Hub and Host for Zambia and Beyond.**

- Flowing from these themes, **our Priorities** translate our vision into five areas we need to focus on, which are grouped as follows to dovetail our story and key principles with the strategic priorities of the ZTMP:
 - P1: To develop innovative tourism products and attractions to enhance the destination;
 - P2: To create a hub for Zambia and beyond through easy, affordable access;
 - P3: To create a high-quality environment for residents, businesses and visitors;
 - P4: To raise demand for Destination Livingstone;
 - P5: To collaborate to strengthen the management of the sector.
- These five priorities are the pillars of our **Implementation Action Plan** and each one has specific actions listed beneath it, including projects that involve long-term planning and short-term ‘quick wins’ that can start now and which are critical to sustaining the momentum of the DL initiative.
- Flowing in turn from our Priorities, **our Primary Objectives** involve key cross-cutting projects needed to deliver our vision, i.e.:
 - **To develop Livingstone town into a confident attraction that visitors want to visit in its own right based on our local creative talent;**
 - **To offer a world class experience at the Victoria Falls;**
 - **To create a “Hero” wildlife experience based on our white rhino conservation programme;**
 - **To develop physical and online connections between Livingstone and the Victoria Falls; and,**
 - **To establish Livingstone as a clean, green and socio-economically inclusive destination.**
- **To implement our DMP effectively, we can, and will, do a lot ourselves.**
- However, we also need **the commitment, support, leadership and resources of central Government** to enable us:
 - To secure domestic and foreign private investment;
 - To access public funding (primarily from the Tourism Development Fund);
 - To tap into donor funding; and,
 - To stimulate the creative talent and innovation of our local people to create new experiences for our visitors.

- It follows that **public private partnership is key**, a new approach to destination management in Zambia which the current national tourism structure is not set up to accommodate but which can, and should, be piloted in Livingstone as a model for the country as a whole.
- The DMP proposes a governance structure and provides a terms-of-reference consistent with this approach.
- But this needs discussion at local and central level to ensure our locally led DMP has government support for its implementation yet can respond to local circumstances and evolve accordingly.
- In the meantime, while the details of the governance issues are being worked out, **we need to push ahead in Livingstone and work together to make things start to happen.**

1. INTRODUCTION

This Livingstone Destination Management Plan (DMP) 2020-2025 was prepared from June to September 2019 on behalf of Destination Livingstone, a broad group of around 150 stakeholders from across Livingstone and its hinterland. We have come together with the desire to make Livingstone a more competitive destination and increase the long-term social and economic benefits that tourism can bring to our people, businesses and local economy.

The DMP provides a foundation to attract private sector investment, donor funding and a platform from which we can lobby the relevant authorities to create a business environment that will stimulate growth across the sector.

It has been prepared within the context of the UN Sustainable Development Goals (SDGs), Zambia's 2030 Vision and the Seventh National Development Plan. Our DMP supports the goals of Zambia's Tourism Master Plan 2018-38 (ZTMP) whereby growth of tourism in Livingstone is a key driver for achieving the ZTMP's ambitions for Zambian tourism as a whole and where Livingstone is identified as having the potential to develop as "a world class destination area and the best place for experiencing the Victoria Falls, thereby reinforcing the identity of Livingstone as a hub for tourism in the country".¹ The DMP aims to address the socio-economic issues raised in the Livingstone City Council's (LCC) Strategic Plan 2017-21 and to help deliver its vision for the City.

Our Plan is community-led. It is founded on a partnership approach between the public and private sectors and extensive local engagement. This is the approach recommended by the ZTMP as the foundation for devolved destination development.

The DMP:

- Presents our "Livingstone Story", a shared vision of where we want to be;
- Assesses what we have now, our opportunities and the challenges we face; and
- Explains what we need to do to realise our vision.

It is based on extensive primary and secondary research on and at the destination, including in-depth consultation with over 120 local stakeholders. It is therefore a plan that reflects the key needs and aspirations of the destination.

¹ ZTMP 6.2.2 Livingstone TDA

Our DMP has been developed using international best practice for destination development and is an exemplar for devolved destination management nationally.

It was made possible by funding and resource provided by the British Government's Private Enterprise Programme Zambia (PEPZ), to which we wish to record our thanks, as part of its support for profitable and inclusive business growth throughout Zambia.

1.2 Livingstone's Story

To determine how we, the stakeholders, want to see Livingstone develop, we have engaged widely and listened to and debated a commensurately wide range of views about Livingstone and what we want it to be. Based on this, our aspirations are expressed in our story, "Livingstone's Story."

This narrative is the foundation for the future of Livingstone. It builds on our rich assets, our people and traditions. It expresses our DNA and builds on our opportunities.

Livingstone is not just a city, an area, a place on a map or simply a collection of things and people. Rather it is a living, breathing story, one that entwines and encompasses everything we have to offer and inspires and engages all those who choose to call it home and everyone who makes the journey to discover it. But, make no mistake, this story isn't contrived or manufactured. It is real. It is honest. And it is all the more compelling for this.

All stories have a beginning. For us, this is the mighty Zambezi, a majestic life-giver that has shaped the land, the nature, the history and the present of the place now known as Livingstone. Its waters make the story possible. They sustain our abundance of flora and fauna; they underpinned the earliest human settlement here; they have inspired and fostered ingenuity and innovation; and they have created one of the greatest wonders of the natural world.

Mosi-oa-Tunya – the smoke that thunders, dubbed the Victoria Falls by Dr David Livingstone, is, quite simply, a genuinely awe-inspiring wonder and the undisputed star of our place's story. We are proud custodians and ambassadors of the Falls, we recognise its importance not just to us but to everyone, its role in the natural heritage of this world.

But our duty of care doesn't end with those gushing waters. Rather, it extends to the rest of our natural surrounds, to the islands of the Zambezi, the Mosi-oa-Tunya National Park on the banks of the river, the winding escarpments of the Batoka gorge, the surrounding untouched forests, and the bushlands that extend away northwards into Zambia. We are privileged to share our land with an incredible variety of wildlife: hippos, crocodiles, wildebeest and white

rhinos call this home; herds of elephants choose this route on their travels; hundreds of species of birds roost in our trees; and there are plants found here which are found nowhere else. Little surprise therefore that our story is a natural one at heart, one we cherish and conserve, celebrate and promote, share and protect. **We extol the wonder of our nature.**

Here's the secret though: it is the people of Livingstone that have made, and continue to make, our story a bestseller. Without the knowledge and generosity of the original custodians of the land, David Livingstone would have never seen the Falls; without the determination and vision of early traders and industrialists, growth and prosperity would never have come; and without the passion, talent and dedication of modern-day Zambians, our Christian, Hindu, Jewish and Muslim communities and our investors, Livingstone would not have survived, thrived or be on the map at all. All these people matter. They are all heroes in so many ways, from the dedicated team that guard our white rhinos to the skilled artists, the talented craftsmen at Mukuni market and the Victoria Falls; from our ambassadors the taxi drivers, front-of-house staff and safari guides to a host of volunteers and passionate locals. These are the individuals from whom the Livingstone experience flows, who make it their mission to share their passion and enthusiasm which is what powers the heart and soul of Livingstone. **We celebrate the talent of our people.**

But this is Africa, a land of myriad stories and experiences, a land where adventure is brought to life in the awe and joy of every day.

And if there is one thing Livingstone does above all others, it is adventure. Soar in the African sky in a microlight. Challenge the boiling rapids of the Batoka gorge. Share a privileged walking safari with guardians of some of the last white rhinos on earth. Plunge from the Victoria Bridge towards the swirling waters of the "mighty Zambezi" just metres below Mosi-oa-Tunya. Or snap a Devil's Pool selfie on the very edge of the abyss.

But that's just the big-ticket stuff. Adventure comes in all shapes and sizes here. Find it in a personal experience. Sharing a meal with a local family; cycling through our villages; wandering round our markets; experiencing the talents of our storytellers, artists, performers and craftsmen; discovering and interacting with the history that shaped this place; or simply luxuriating in the peace and tranquillity of our natural environment.

The Livingstone story is an epic of personal adventure, one never to be forgotten. Just watch the sun set over the Zambezi as the spray rises over the Falls and tell us we're wrong. **We enable unforgettable adventures.**

Yes, stories need telling, experiences and adventures need to be brought to life. This is what we as Livingstone pride ourselves on above all else. We know the importance of our nature, our talent and our adventures. We know the awesome majesty the Victoria Falls exudes. And we know the heritage of our ancestors and forebears as well as the contemporary experiences that make this place so special.

But we aren't just a place of stories. We are also passionate in our storytelling, creating experiences to savour, memories to cherish, using stories, big and small, to educate, preserve and enhance the place we're proud to call home. **We proudly share our stories.**

*And here's how all these threads come together — by making Livingstone a true destination in every sense of the word. A place that offers a vibrant welcome and a totally authentic and utterly memorable experience to every visitor whatever their interests. A place that delivers on the detail, the essentials that everyone needs, from the ever-present welcoming smile of its people to their 'can do' approach to resolving issues no matter how big or small. A safe, stable place that simply works, and works well, for all its residents, businesses and visitors. A place where you too would love to live, where you would like to do business. A place which is replete with opportunity and where innovation, sustainability and equality are ingrained. A place that takes its responsibilities as the gateway to our country's world class tourist proposition seriously, proud to host our visitors as they cross the threshold into our world to experience firsthand the wonders which Africa has to offer. **We are the hub and host for Zambia and beyond.***

*And the best part? This story isn't over, not by a long shot. As long as the Zambezi flows, the Smoke Thunders and the talent and enthusiasm of our people never wavers, adventures are here to be had. **We will continue to work together to ensure that the story of Livingstone, home of the Victoria Falls, grows and grows.***

This story forms our over-arching vision, the end-goal and snapshot of the future we want to achieve as a result of this Destination Management Plan.

This is what success looks like for Livingstone as a destination and what we are striving to reach.

2. WHERE WE ARE NOW

Our Livingstone Story extols the richness of what we have to offer as a destination, our exceptional natural landscape, abundant wildlife, welcoming and talented people and the variety of activities and facilities we already offer. We have a wealth of assets that most destinations can only dream of.

Here we review the opportunities we have and challenges we need to address if we are to achieve our vision and become a successful destination in an increasingly competitive, diversified and demanding global market.

[**Note:** The key facts and figures that inform this review are to be found in appendix 3, DMP Research Findings and Sector Assessment Report.]

2.1 Market Opportunities

Global Tourism Trends

Growing international concern about climate change, particularly amongst younger generations, is increasing awareness about sustainability issues. At institutional level this is driven by the SDGs and a greater corporate environmental, social and governance (ESG) responsibility.

As a direct consequence of this concern, **consumers are increasingly looking for responsibly managed, conservation driven destinations** and international **tour operators are expecting suppliers to have sustainability accreditation**. So, we need to understand how it is impacting on our own tourism proposition and respond to these changes.

Tourism to Africa is growing and there is a move from north to south to south to south tourism, generating an increase in intra-Africa tourism.² In addition southern Africa is one of the world's four hottest trending destinations for adventure tourism, one of our most important target market segments.³

Our biggest opportunity is the growth of adventure tourism. In 2017 it was estimated to be worth US\$683 billion and has grown by 21% CAGR per annum since 2015.⁴ We need to be aware that adventure tourism involves the **combination of a physical activity, interaction with nature and cultural exchange**.

² Source: UNWTO

³ Source: Adventure Tourism Trade Association (ATTA) survey 2019

⁴ Source: ATTA

‘**Hard adventure**’ tourists are looking for challenging physical activities, while the much larger market of ‘**soft adventure**’ tourists prefer less demanding physical activities.⁵

Leisure tourists to Africa and to Zambia, are in search of a unique experience, a personal adventure, to see amazing wildlife in a beautiful unspoilt environment, to be active and immerse themselves in a different culture. What was, until recently, the remit of niche adventure tour operators is becoming mainstream. For example, TUI, Europe’s largest tourism group, is now promoting its tours based on local guides, authentic experiences and how it gives back to local communities.



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WHAT TO EXPECT ON A TUI TOUR

<p>LOCAL GUIDES</p> <p>You'll be in expert hands with our local, English-speaking TUI Tour Guides...</p>	<p>AUTHENTIC EXPERIENCES</p> <p>From camping in the desert in Jordan to lunch with an astronaut in Florida...</p>	<p>GUARANTEED DEPARTURES</p> <p>Once you've booked, your tour won't be cancelled due to low numbers...</p>	<p>FLEXIBLE TOUR OPTIONS</p> <p>You can fly from your doorstep, tailor your tour itinerary, and add a hotel stay...</p>	<p>GIVING BACK</p> <p>We do our bit to protect the places we visit, and support local communities...</p>
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In the North American and European markets, 40 to 60-year old's with above average incomes are leading the search for adventures and, together with the 25 to 39-year-old Millennials, an increasing number are travelling independently. They want to avoid mass tourism and discover a place by themselves.

⁵ See Appendix 3 for a full Niche Market Profile of Adventure Tourism

It's a great opportunity, one we must not miss: these visitors love 'local'; they want to 'travel like a local', meet local people, gain local knowledge, learn local skills, eat local food, understand local cultures, and most importantly for us, they want to see their money retained locally. **It is a huge opportunity for our local people to be innovative and use their entrepreneurship to get fully involved and benefit directly from tourism.**

A growing number of adventure travellers like to travel independently. Known as Fully Independent Travellers (FIT) they plan their own trips and are flexible about what they do. This is an opportunity to sell new experiences straight away, while we wait for the international tour operators to add these new activities to their itineraries.

However, to capitalise on this growing trend and to be competitive in the global market, attract more tourists and investment, we have to address the challenge of meeting these visitor expectations by at least matching, if not bettering, what the rest of the world has to offer.



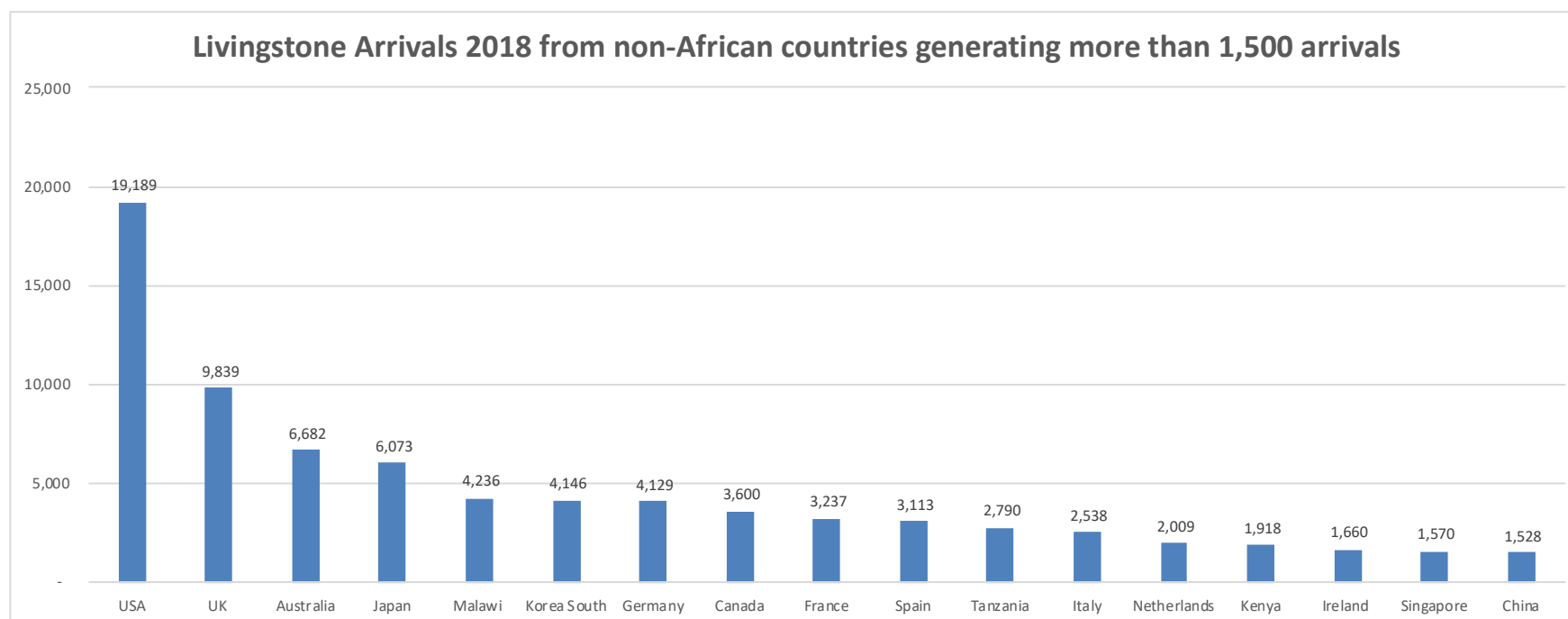
2.2 Our Current Performance

In 2018, a total of 268,642 visitors arrived in Livingstone.⁶ Not all of them came here on holiday, in fact we don't know how many holidaymakers there were as purpose of visit data are not collected. If the profile of our visitors matches that of Zambia's visitors as a whole, then around half of them were here on business. We expect that many were day visitors or in transit, either as truck drivers or foreign visitors travelling directly from the airport to Zimbabwe.

We do know that in 2018 two thirds of our visitors were foreign, primarily from Africa, and that our biggest market outside Africa is the USA (19,189 arrivals) followed by the UK (9,839), Australia (6,682), Japan (6,073) and South Korea (4,136). On average we estimate our visitors stayed for 3.5 nights.⁷

⁶ Source: MoTA

⁷ Source: MoTA data for January to June 2018. Full year figures for 2018 were not available at the time of writing the DMP.



For a destination with such a wealth of assets we have the potential to increase significantly the volume of our leisure tourists and, even more importantly, get them to stay for longer and increase the amount they spend here. Our core international markets appear to be shifting to include more visitors from Asia, although we are not capitalising on, nor are we prepared for, the fast-growing Chinese market who seem to prefer to stay in Victoria Falls town in Zimbabwe. But without reliable data to tell us more about our tourists, the reason for their visit and what they spend, our destination managers, local businesses and, very importantly, investors cannot make informed planning or marketing decisions.⁸ This urgently needs to be addressed at both national and local level.

We face strong competition, not only from our immediate neighbour, Victoria Falls town, who attracted around 600,000 visitors in 2018, but also from a growing number of competing destinations in South Africa, Namibia, Kenya and Tanzania which offer a similar adventure-based attractions and better developed community-based tourism.⁹

⁸ Source: MoTA data for 2018

⁹ Source: Online audit of adventure destinations in Africa conducted by Acorn Tourism Consulting Ltd in July 2019. Also see the Community-Based Tourism Niche Market Report in Appendix 3.

Domestic Tourism Trends

We don't have much data about our domestic visitors but in Livingstone we see domestic tourism growing. In 2018, there were 199,501 visitors to the Victoria Falls, 15% more than in 2017; two thirds of the total came from Zambia. Livingstone Museum received 37,743 visits in 2018, 8% more than in 2017, and two thirds of these visits were taken by Zambians.¹⁰

If we can provide our domestic visitors with the affordable experiences they are seeking, and undertake research to find out more about what they need, we have the opportunity to benefit considerably from the growth of this market.

2.3 Our World-Class Assets

Our nature and wildlife are our greatest tourism assets. We are home to the Victoria Falls, a UNESCO World Heritage Site (WHS), the Zambezi, the Batoka Gorge, the Mosi-oa-Tunya National Park and the Dambwa Forest with the flora and fauna they collectively support, including the rare white rhinos. Our hinterland includes additional natural assets: Kafue National Park, Lake Kariba, Lochinvar National Park, the Nkanga River Conservation Area, to name a few.

We have a rich history and culture full of stories, people and places. Ancient legends, complex cultural traditions, dances and music, colonial and industrial heritage. In Livingstone there is an abundance of talented artists, craftsmen, performers, dedicated volunteers and passionate enthusiasts.

Furthermore, Zambia is a safe and stable country and our people are known for their warm welcome.

International travellers can choose from destinations around the globe. Many live busy, hectic lives. They want safe and secure places. They want beautiful natural environments, to see sights and wildlife they have never seen before and that they can tell their friends and family about. They want to meet local people, immerse themselves in the local culture and go home enriched.

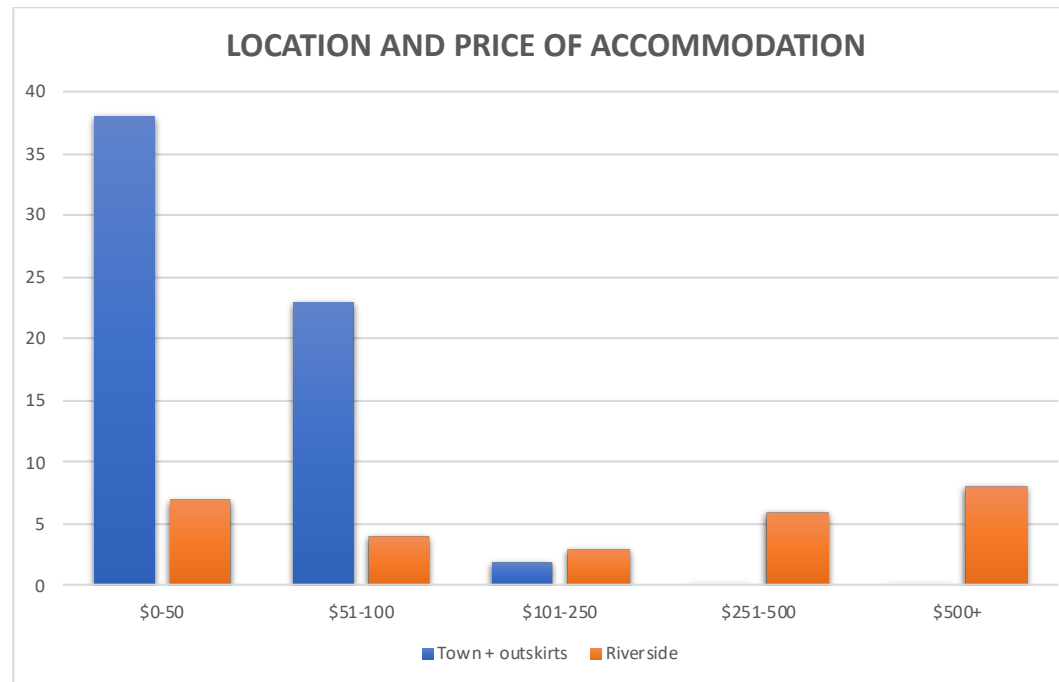
Our breadth of natural, cultural and human assets gives us the opportunity to offer what these tourists are searching for, to appeal to visitors's special interest, and therefore to tap into a wide range of tourism market segments. But to do this we need to understand in depth what experiences, facilities and services they will pay for.

¹⁰ Source: MoTA data for 2018

2.4 Our Facilities and Services

Accommodation

Our businesses offer visitors a range of accommodation on the riverside, in town and on its outskirts. They are predominantly lodges, hotels and self-catering apartments as well as backpacker accommodation and some camp sites. The majority of properties (70%) are in the town centre or on immediate outskirts, although the larger hotels with more bedspaces are located by the Zambezi.



Online, the range of accommodation that can be easily found is largely divided between accommodation for the upper end of the market, with distinctive riverside lodges and hotels, and for the budget market with a variety of accommodation in town and on the outskirts. There is relatively little promoted online in the mid-market price bracket of around \$100 to \$250 per night.¹¹

The growing market of independent adventure travellers is looking for good quality mid-market accommodation, costing around \$100 and \$250 per night. Although they will pay more for an exceptional experience, their priorities are less on where they stay and more focused on the experiences they have. Accommodation that does not have a strong online presence is unlikely to be found by this increasingly important independent travel market.

Our challenge is to provide the level of accommodation and service at the right price range for our different types of visitors and **ensure it is well promoted.**

Attractions and Activities

Adrenaline, Nature and Wildlife by the River

We have world-class adventurous activities and more sedate experiences to offer visitors, many of which are available all year round thanks to our favourable climate. Our exciting adrenaline-based activities are focused around the Victoria Falls, the Victoria Falls Bridge and Batoka Gorge and its rapids.

Amongst all this excitement it's easy to forget our honeypot site, the Falls themselves. We have a challenge with the varying water levels; but they are magnificent at all times of the day and year and we need to ensure that every visitor leaves feeling they have experienced a true natural wonder of the world.

With growing competition from other African adventure destinations and our most direct competitors, Victoria Falls town and Cape Town, which probably has the strongest adventure offer in Africa, it is essential we both protect and use our greatest assets to best advantage.¹²

¹¹ These findings are based on an online audit conducted by Acorn Tourism Consulting Ltd in June and July 2019. The ZTMP also highlighted the gap in accommodation at this price bracket.

¹² Source: Online audit of adventure destinations in Africa, Acorn Tourism Consulting Ltd

Our nature-based activities revolve around the Falls, the Zambezi and Mosi-oa-Tunya National Park. Our wildlife offer is impressive and although we don't have big cats living in the wild we do have a long-standing white rhino conservation programme. This differentiates us from the tough competition we have from our neighbours in Zimbabwe and Botswana and we could make much more of it.

The variety of our flora and fauna creates the opportunity to tap into niche markets, including the birding market, which is growing in popularity in Africa.¹³

The increasing interest amongst our visitors for personalised experiences and expert knowledge creates the opportunity to make more of some of our lesser known flora and fauna and build on Zambia's reputation for exceptional wildlife guiding. To capitalise on this our guides will need to be consistently trained to a high standard.

However, this impressive reputation is at risk from some of the animal encounters available. Walking with lions and cheetahs is popular; but our potential visitors are confused about whether or not these are conservation activities or purely commercial operations of a type which are starting to generate negative reviews. We must ensure our wildlife offer meets the conservation standards expected by the international community.

Culture in Town

Most of our cultural attractions are located in and around town but they lack sufficient appeal to attract many leisure visitors away from the river.

The facilities and displays at our three museums, the Livingstone Museum, Railway and Jewish museums, and the National Art Gallery and the Maramba Cultural Village all need upgrading. So do our heritage buildings, which have the potential to differentiate us from other towns in Zambia and from neighbouring Victoria Falls town in Zimbabwe.

Furthermore, the challenge of attracting visitors away from the river will need more than this. We need to tap into our visitors' desire for immersive experiences, to get local and meet our people. There are some locally based cultural experiences promoted on TripAdvisor, including town heritage tours, village tours, bicycle tours, art and artisan tours, language immersion, hair braiding and learning to cook nshima. We need not only to build on these but also to think bigger and find ways to create a distinctive attraction in town, based on our local culture and talent, that's worthy of pulling people away from the Zambezi and sharing on social media.

¹³ Source: ATTA

Our Evening Economy

The magical sunset over the Zambezi is the biggest draw at the end of the day and sunset cruises, river safaris and sundowner drinks on the riverbank, and the Royal Livingstone train on the bridge, all make the most of this daily spectacle. When the moon is full and the water high, the lunar rainbow can be viewed at the Victoria Falls. However, after sunset, if they are not actually staying in town, our visitors mostly return to their riverside accommodation for the evening and are unlikely to venture out from there.

In town, where the majority of the accommodation properties are, there is a bit of a buzz around dinner time, when many of our independent restaurants are busy and movie-goers head to the two recently opened cinemas. There are also some nightclubs and late-night bars, (although finding good local music venues requires local knowledge). We need to more effectively promote our evening offer to visitors and residents to draw more people into town, attract more evening entertainment and generate a livelier atmosphere while ensuring the town is a safe place to visit at night.

Conference Facilities

Business and conference visitors are an important market for Zambia generally and for Livingstone in particular. Consequently, the ZTMP proposes the development of a new hillside conference resort. A hillside site has been identified and is attracting potential investors. A site at Maramba River is also being considered. A thorough feasibility study will be needed to establish if there is sufficient demand for both these additional facilities.

Access

We have the benefit of good access for visitors to southern Africa, bordering Zimbabwe, Botswana and Namibia and our airport has direct flights to international hubs in South Africa (Cape Town, Johannesburg) and Kenya (Nairobi). Although our airport is modern and reasonably efficient, the immigration and visa process can be slow and it lacks accessible facilities for people with limited mobility.

There are several flights a day to Lusaka. However, the aircraft are usually small and capacity for larger groups and for last minute bookings can be limited. Consequently, the cost of internal flights is prohibitively high for many passengers and increases the cost of package tours to Zambia.

Our border with Zimbabwe is the iconic Victoria Falls Bridge, part of our World Heritage Site and at the centre of the adrenaline activities we offer. It should be *'the most exciting border in the world'*; instead it is chaotic and inefficient. We urgently need to address this.

2.5 Managing our Destination

Our exceptional natural and cultural heritage and associated activities have strong potential to attract a wide range of visitors. However, at the moment we are significantly underperforming compared to our most direct competitor and are failing to optimize the opportunity our natural assets provide us with.

If we want our visitor economy to grow and deliver the inclusive economic and social benefits we need, while ensuring we conserve our environment for the long-term, we have to significantly improve the way we manage and promote our destination in order to meet the high expectations of our visitors and compete against not only Victoria Falls town but other destinations offering comparable experiences.

Below we outline the key challenges we have to overcome and which are addressed in our Implementation Action Plan.

Improved resources, infrastructure and public services

One of the biggest risks we face is selling a world-renowned waterfall with no water flowing over it. Climate change is extending our dry season and therefore the time when there is little or no water flowing over the Zambia side of the Falls is increasing. We also need the water for hydro-power to service the growing needs of our residents, businesses and visitors.

To address these issues, those at the border and the other challenges listed here, will require well-coordinated management from all the authorities involved and greater understanding about how these issues impact negatively on our local tourism economy. We also need to learn from other destinations, such as Niagara Falls, about how they manage their competing needs for water (see appendix 3).

The specific issues we address in the action plan are:

- Water at the Falls – we need to keep water flowing over the Victoria Falls every day to ensure our prime asset remains a global attraction
- Power – the competing need for water for hydropower to serve the growing demand for electricity from residents, businesses and visitors
- Alternative energy – new sources of energy need to be found to reduce demand for hydro
- Victoria Falls Border – a chaotic environment deters visitors, gives a negative first impression and devalues our prime asset at the WHS
- Roads – poor conditions of roads outside the main town thoroughfare, to villages and for much of the Western KAZA and Kafue Flats Tourism Circuits
- Bus station – needs to be completed and opened to serve the needs of domestic tourists and others
- Air travel – lack of direct flights from Europe and high cost of internal flights reduces our potential as a hub

- Waste – litter, cleanliness, water quality, sanitation and the general state of the environment all need to be improved
- Mosquitos – need to be eliminated without negatively impacting on the local biodiversity
- Security – a safe environment needs to be maintained by reintroducing tourism police
- Gaps in facilities – in particular, international standard hospital and sports facilities.

Demonstrated commitment to a competitive environment for business and investment

The biggest single challenge to our visitor economy is the uncompetitive business environment. Although it is relatively straightforward and generally affordable for foreign investors to establish a company in Zambia and to acquire real estate, it is nevertheless relatively expensive to set up and maintain a tourism business thereafter. In particular, it creates a very challenging environment for indigenous Zambian start-ups that may have limited access to capital.

This impacts on us specifically, as we have to compete directly with Victoria Falls town and consequently lose business to Zimbabwe, reducing revenues both to businesses and the authorities. The ZTMP addresses in detail the issues affecting the ease of doing business including taxation, licensing requirements, the visa regime, vehicle entry charges, customs and excise duties and investment incentives, thus creating the opportunity to spur positive change if we can co-ordinate our efforts and lobby effectively.¹⁴ The factors that impact negatively on our business generally and on small local businesses in particular include:

- The high number of licenses required
- High bank interest rates
- High taxation rates (higher than Victoria Falls town) compounded by the current protracted uncertainty over VAT versus GST
- A lack of understanding and low prioritisation in parts of government over both the current importance of the tourism, its needs and its potential
- A lack of understanding of the sector in the domestic financial sector
- Frequent changes in labour laws and work visas
- The immediate implementation of sudden changes in regulation
- High vehicle entry charges and customs and excise duties
- Unreliability of the power supply

¹⁴ ZTMP Section 2.4

- Currency fluctuations.

These and other factors combine to make Zambia both uncompetitive relative to its neighbours and unattractive to investors, be they domestic or foreign.

Stronger and more consistent branding and marketing

We have so much to tell the world about, so much that could bring visitors here; but if they don't know we're here or what we have to offer they won't come! The lack of investment in marketing ourselves as a destination, not just as individual businesses, means we can't tell the whole story. This has left a vacuum which has enabled Zimbabwe to 'claim' the Victoria Falls as its own. Overall, we need a comprehensive and consistent marketing strategy specifically for Livingstone, so that we can promote ourselves effectively, embracing, *inter alia*, the following specifics (which are included in our action plan).

- Creating a consistent brand for Livingstone
- Making available a destination marketing budget at local and national level
- Building a single destination website that promotes the full range of what to do (LTA's website currently focuses on promoting its member businesses)
- Doing away with the impression, encouraged by the current marketing focus on the more expensive accommodation and activities, that Livingstone is an expensive destination
- Ceasing the presentation of activities as a bucket list of things to tick off, most of which are expensive
- Centralising information on everything that's available for tourists across Livingstone, both online and at key locations in Livingstone e.g. at the airport, border, tourist information centre, accommodation providers
- Ensuring a generous supply and wide range of information in the tourist information centre
- Getting local knowledge 'on tap' to help visitors to get the best from a stay in the area.

Strengthened standards and enforcement of regulations

The lack of enforcement of existing regulations, particularly in relation to our environment, is having a detrimental impact on the quality of our destination. This is combined with a lack of industry standards and limited membership of sustainable tourism accreditation schemes.

The quality of skills and training in the industry nationally is recognised as being poor. The ZTMP highlights the need for significant improvements in the quality of training institutions. The general quality of service in Livingstone inevitably reflects the poor training across the industry and any improvements in national standards will take some time to filter down.

Some local initiatives are trying to address the quality of service and some tourism sector businesses undertake their own in-house training. But these initiatives still leave a great deal to be done to tackle key issues including the following:

- Lack of enforcement of regulations – leads to low quality environment e.g. noise pollution, littering, environmental controls
- Sector uptake of the new accommodation grading scheme, which being implementation by ZTA but is costly for businesses
- Lack of sustainable accreditation scheme membership by accommodation, attractions and tour operators
- Poor quality of customer service – generates poor reviews and make us uncompetitive compared to Victoria Falls town and other destinations
- Poor quality of training - at national and local level
- Training is largely reliant on private sector – businesses organise in-house training and LTA organises some training
- The official national guide training scheme is not being implemented
- Limited, if any, customer service and visitor information training for taxi driver or curio trader associations.

The need for sector leadership and a destination management organisation

Effective destination management relies on joint working between the public and private sectors, and robust data so we can plan and monitor our performance. No-one currently leads on managing Livingstone as a holistic destination. On the public sector side, the MoTA has several of its department officials based in Livingstone, including ZTA staff, but there is no senior representative from the Department of Tourism based here; and the LCC does not have a Director who is specifically responsible for tourism. For the private sector, the LTA works to represent its members and where possible the wider sector. But what is lacking most of all is any sense of stakeholders working collectively towards shared goals through a forum that engages everyone across the sector from tour operators and agents, accommodation, activity and transport providers, including our taxi driver, bus operator, and curio traders associations together with our public authorities and other interested parties.

The near-consensus among stakeholders in Livingstone is that our long-standing **failure to work together in partnership to manage our destination and to speak with one voice on behalf of the community as a whole continues to do the tourism sector and our local economy as a whole a big disservice**. It is

essential that we rectify this as a matter of urgency if we are to lobby sufficiently effectively to bring about shifts in policy and practice which are a prerequisite to the realisation of central and local government's stated aims and objectives as far as the development of not only Livingstone's but the whole of Zambia's tourism proposition is concerned.

We need a new way of working, both at local and national level, if devolved destination management, as advocated in the ZTMP, is to succeed.

2.6 Funding Opportunities

Implementation of the DMP will require considerable financial resources. Some of the activities can be done through improved coordination and existing resources, both in the public and private sector; but new monies will be required.

If the public and private sectors work collaboratively, we have the potential to tap a range of potential sources, notably:

- Private sector investment — domestic and foreign, portfolio and direct — which will have to be the biggest source of new monies and which will be boosted if potential investors see a willingness on the part of government to provide public investment in Livingstone and if we are clear about how we can match investors' requirements;
- Public sector monies such as the Tourism Development Fund (TDF) where specific projects match the criteria governing these funds; and,
- Donor agencies where we understand and meet their objectives.

2.7 Our Choice - Stagnation or Growth?

The opportunity is there – to capture the financial and social benefits available from the growth of tourism to Africa and Zambia and, most significantly, from the scale and growth of adventure tourism.

To make the Livingstone Story a reality we need to manage our destination holistically, with public and private sectors collaborating much more closely, working together with all partners, big and small, taking responsibility and playing their part to deliver this DMP and capitalise on the opportunity it offers. Real political is needed, at all levels of government, to work for the changes and objectives set out in their strategy documents.

Our biggest threat is the status quo. If we do nothing, other destinations will shout louder, offer more, and welcome the visitors that should be ours.

3. WHERE DO WE WANT TO BE?

This section outlines the strategic direction we plan to take as a destination, what we are trying to achieve and how that translates into priority areas of activity, targets to meet and ultimately provides a framework for the resulting action plan.

3.1 Our Vision & Principle Themes

The Livingstone Story is our over-arching vision, the end goal and snapshot of the future we want to achieve as a result of this Destination Management Plan. This is what success looks like for Livingstone as a destination and what we are striving to reach.

The story rests on six key themes, cross-cutting principles which outline the values this Plan and what the destination stands for and which are implicit features of our approach:

Theme 1: To connect and celebrate Livingstone as THE home of the Victoria Falls

It is vital we ensure that we make Livingstone **the** home of the Victoria Falls, a vibrant, distinctive, sustainable and inclusive destination which our people are proud to be part of and our visitors relish. This means we must aim to 'claim' the Falls and ensure the promise and the experience link clearly to Livingstone, making a single destination. It also means we must work to build up Livingstone town as a confident attraction that visitors want to visit in its own right so it can be a substantial partner in the equation. In this way, our visitors will want to spend more time and money with us, investors will see rewarding opportunities and the number of value-add jobs for local people will grow.

Theme 2: Champion the Wonder of Our Nature

We recognise that our natural environment underpins our livelihood and that our tourism economy is dependent on it. More than that, we recognise that the natural wonder is what makes Livingstone a destination at heart - everything flows from it. We are its custodians and ambassadors, with the responsibility to conserve it, both so that we can enjoy the benefits and for the welfare and wellbeing of our children. We need to show why it's so special and share the pride and privilege of belonging to this incredible place. By doing so, we inspire our residents and visitors alike to enjoy it, to respect it and to understand why it is so important that we protect it.

Theme 3: We Celebrate the Talent of Our People

Our people need to be at the centre of the experiences we offer our visitors. We need to recognise, support, encourage and use the talents of our artists, sculptors, performers, dedicated volunteers and passionate enthusiasts, no matter who they are or how big their talent or contribution. We are proud of who we are and confident that we can capture the passion and enthusiasm of our people to share the heart and soul of Livingstone. By doing so we provide exactly the immersive experiences our visitors are searching for.

Theme 4: Enable Unforgettable Adventures

We already have an impressive range of world class activities to offer our visitors. We need to support the people that have invested in creating them and make it easy for others to do so, including developing new experiences consistent with our aim and objectives. Such new experiences need to match the desires of our visitors and enhance the visitor experience both near the river and around town. What is key is that we must take the approach that every experience, no matter the scale, is a personal adventure that inspires awe and joy.

Theme 5: Proudly Share Our Stories

Livingstone is full of stories. There is rich local knowledge, ancient legends and traditions, colonial and industrial history and personal stories that bring it all to life. We need to collect these stories from our communities, museums and schools, train our people about what our visitors want so they can find new ways to share them with visitors, using these stories as the cornerstones of how we promote our offer.

Theme 6: Be the Hub and Host for Zambia and Beyond

We aim to create, enable, manage and promote a world class destination. We fully recognise the importance of the facilities and services the destination already offers and look to grow and develop them further. Equally we need to manage our place effectively, work in partnership to improve the quality of the experience for all, be they residents, businesses or visitors. We will also look wider, spreading benefit to and linking more closely with our hinterland, thereby taking our role as Zambia's primary hub for tourism seriously.

3.2 Our Mission

As important as the end goal is, it is also important to be clear about the fundamental purpose of this DMP and the approach we as stakeholders need to take in delivering it. Our mission is therefore:

To work in partnership as a destination to improve the competitiveness of Livingstone, increasing the benefits tourism brings to our communities and businesses whilst minimising the impact on our environment. We will work to consolidate and enhance the assets and experiences we already manage, build capacity in our visitor economy and promote socio-economic inclusion, thereby providing a solid foundation to grow and develop the destination.

This breaks down to four key areas:

- The approach and actions of this DMP must be delivered by shared action, by institutions, organisations, businesses and individuals working in concert. Only by working together, with an eye on the big picture, can we effect the change we all wish to see.
- The DMP MUST ensure tourism brings increased value to our people, their communities and the local and national economy, while developing in ways that are environmentally and economically sustainable in the long term. Tourism MUST be a positive force for the destination.
- Our activities should have a focus on ensuring we sensitively maximise, develop and utilise what we already have to its full potential before reaching for the stars. Development is key but it must not be at the expense of the ability of the destination as a whole to sustain itself.
- Linked to the previous point is the need to invest energy, time, thought, funds and above all desire to ensure the visitor economy offers an equality of opportunity to all and that there is support and real impetus to build and sustain those opportunities.

3.3 Our Targets

The following represent the overarching targets for the DMP, in effect the bottom-line change and improvement it will aim to deliver through its actions. These are intended to be top-level measures of success and are set to be challenging yet achievable.

1. Grow annual visitor arrivals by 10% by 2025
2. Grow average visitor length of stay to 4.5 nights by 2025
3. Generate xxx direct jobs by 2025¹⁵
4. Generate a 65% annual approval rating from stakeholders in the visitor economy for DMP activities and initiatives

We immediately need to establish accurate baselines against which to measure progress (actions representing this are included in the action plan at appendix 4). It is then intended that performance relative to these targets be measured annually, at which points they can be assessed and revised/updated as required.

3.4 Our Priorities

Our Priorities form the next step. They define our approach, translating our vision and direction into tangible areas of focus and, by doing so, guiding the specific actions we take in order to grow as a destination.

These priorities therefore form the structural basis of the action plans we are developing, with specific actions and projects grouped underneath each. As such they are labelled P 1-5 delineating the corresponding action plans (see appendix 4 for the full action plans).

Note these priorities have been grouped to dovetail our story and key principles with the strategic priorities of the Zambia Tourism Master Plan (ZTMP).

P1. To Develop innovative Tourism Products and Attractions to enhance the destination

This priority comprises actions and activities that will physically create and extend products and experiences offered by the destination. It sits in line with Goal 5.1 of the Growth Strategies and Actions of the ZTMP – “To develop innovative tourism products and attractions”.

¹⁵ Number to be agreed by Destination Livingstone Board

P2. To create a hub for Zambia and beyond through easy, affordable access

This priority comprises improvements and activities designed to make entry to the destination an easier, more efficient and simply a better experience for all our key markets as well as addressing internal access linkages and capacity.

It sits in line with Goal 5.2 of the Growth Strategies and Actions of the ZTMP – “To provide easy and affordable tourist access”.

P3. To create a high-quality environment for residents, businesses and visitors

This priority comprises initiatives to improve the business environment, making it easier to set up and run a business, and to upgrade, enhance and otherwise improve the on-the-ground experience for all users and stakeholders of the destination. It covers the business environment and physical environment management, removing/reducing barriers in the visitor economy, skills and quality.

It sits in line with Goal 5.3 of the Growth Strategies and Actions of the ZTMP – “To create a favourable business and investment climate”.

P4. To raise demand for Destination Livingstone

This priority comprises actions and new direction in how the destination markets and communicates its offer to its prospective audiences as well as generating tools and capacity to sustain and support these actions.

It sits in line with Goal 5.4 of the Growth Strategies and Actions of the ZTMP – “To raise demand for destination Zambia”.

P5. To collaborate to strengthen the management of the sector

This priority comprises improvements and actions to support the development of the tourism economy sector in the destination, both to help deliver this DMP but also to support and coordinate other organisations and stakeholders to play their part.

It sits in line with Goal 5.5 of the Growth Strategies and Actions of the ZTMP – “To strengthen the management of the sector”.

3.5 Our Primary Objectives

Within our priorities there are a number of actions and activities. However, there are some specific projects that this DMP will look to address as its **primary objectives** for implementation. These comprise a number of actions across all the priorities but are felt important enough to recognise separately. By focusing on them, we will be supporting the delivery of the ZTMP recommendations for developing the Livingstone TDA. All these projects are based on our principles of socio-economic inclusion.

1. To develop Livingstone town into a confident attraction that visitors want to visit in its own right

The bottom line is that we need to draw more people up from the river and the Falls and into town; and we especially need to entice visitors out of their lodges, hotels and guest houses. We accept work needs to be done to build up Livingstone town. We need a focal point, we need to create a buzz, an atmosphere, a place where people want to go to be part of what's happening, a place to find out what else is going on. To address this, we will:

- Use local talent, with local people choosing, creating, taking part in and sharing with visitors our arts and our culture
- Pedestrianise the space outside the Livingstone Museum and TIC to create a hub, concentrating services and experiences in one key spot
- Commission a statement visitor attraction sculpture using local talent adjacent to the focal hub
- Create a coordinated artistic statement to paint the buildings of town with the stories of the Victoria Falls and Livingstone
- Preserve, restore and interpret our historic buildings, ensuring that they are attractive, accessible and effectively tell our stories.

2. To offer a world class experience at the Victoria Falls

The Victoria Falls is a World Heritage Site of global importance and the centrepiece of the Livingstone offer. The treatment, management and, crucially, the experience of visiting and interacting with them MUST match up to that ideal. This is dependent on a number of interlinking management issues that must all function effectively together. To address this, we will:

- Work with ZESCO to maximise water flow over the Falls and provide better interpretation to manage visitor experience and expectation
- Enhance the visitor experience at the Falls by improving the environment, easing usage and managing the space more effectively
- Develop the interpretation and storytelling at the Falls with improved interpretation, utilising art and sculpture to tell the stories
- Create an efficient, secure and welcoming border crossing by streamlining activity and improving aspect and facilities
- Turn the border into a visitor experience in its own right with interpretation, information and opportunities to maximise the setting.

3. To create a “Hero” wildlife experience

Nature and wildlife are Livingstone’s biggest draw (and will likely remain so for the foreseeable future). However, at present there are not any significant wildlife experiences that really differentiate the destination or even allow it to stand alongside the Zimbabwe offer or that of Chobe. The white rhino conservation programme within the Mosi-oa-Tunya NP has the potential to be this differentiator and, with careful management and development, could be developed into a real “Hero” experience. To address this, we will:

- Establish a White Rhino Conservation Trust to enable ring-fenced funds to be allocated to support the experience
- Identify and address the issues and enforcement required to improve the management of the rhino conservation programme
- Record and share the key stories of the rhinos and those who risk their lives to guard them
- Establish an events programme at the Museum Education Centre to engage residents and visitors directly in the rhino story
- Undertake a carrying capacity study for the NP, review environmental management and establish a code-of-conduct for guides
- Conserve, enhance and protect our local landscapes, ‘wildscapes’ and flora and fauna, as well as promoting Livingstone as a ‘hub’ for access to key wilderness and wildlife areas across Zambia as a whole.

4. To develop physical and online connections between Livingstone and the Victoria Falls

The key aspiration of this strategy is better to connect Livingstone and the Falls, both in the mind of the visitors and physically once they visit. It is no longer good enough for Livingstone to be considered as just the nearest town in Zambia to the Falls. Instead it must be THE home of the Falls, the first place on people’s lips. AND, once they do arrive, those connections have to be clear and easy. To address this, we will:

- Create ways for visitors easily to visit both the Victoria Falls/World Heritage Site and Livingstone town by improving local transport
- Encourage and develop new arresting experiences for visitors en route including enhancing the experience at the Elephant Corridor
- Install interpretation and consistent signage in both sites with clear information and linkages to each other
- Commission a comprehensive brand and marketing plan to promote Livingstone and the Victoria Falls jointly across all media
- Utilise the DMP’s 200 professional photographs and their stories as key marketing tools through social media and print display.

5. To establish Livingstone as a clean and green destination

There is no point in creating a rich attraction full of creativity and fascinating stories if our iconic sites, national park and streets are full of rubbish. We must aspire to manage our environment effectively and build our green credentials to make our visitor economy more cost-efficient and provide the experience and promise our visitors and residents are looking for. To address this, we will:

- Employ effective and sustainable waste management throughout the destination, both in collection and processing
- Identify and invest in alternative sources of energy, so our waterfall can flow, our farms are irrigated, and our lights stay on
- Tidy our street scene, improve our pavements, curbstones and street lighting, and replant indigenous trees including in the town itself
- Embark on an efficient programme to address litter and illegal refuse dumping across the destination
- Work towards sustainability accreditation both for businesses and destination-wide.

4. WHO DO WE WANT TO ATTRACT?

4.1 Our target markets

The ZTMP identifies Livingstone's target markets as:

- International leisure markets;
- International and domestic Meetings, Incentives, Conferencing & Exhibitions (MICE) markets;
- Domestic short break market.

In addition, these markets are supported by the domestic business market and the international day trip market from Victoria Falls town.

4.2 International Leisure Markets

Amongst the valuable international leisure market, our greatest opportunity is to focus on adventure travellers, people looking for personal fulfilment and new experiences, who will enjoy our unspoilt natural environment and the physical outdoor activities we offer and who want to meet our people and learn about our culture.

We need to make sure we understand what these potential visitors want and that we cater for their requirements, both now and in the future as those needs evolve. These adventure travellers are mostly 40 to 60 years old; but there will be an increasing number of Millennials (aged between 22 and 39) as their disposable income grows. They will probably be travelling in couples or groups. However, we also need to tailor the experiences we offer to the growing number who are travelling alone, or with children and teenagers, or as multi-generational families.

At the moment we are missing a big opportunity. With the development of suitable mid-market accommodation, we would have the scope to offer mid-market priced adventure package tours which are in much greater demand (70%) than high-end luxury packages (26%) or budget package tours (4%).¹⁶

¹⁶ Source: ATTA 2019 Adventure Tour Operator survey

We also need to provide more itineraries that are customised, environmentally sustainable and designed to give an un-rushed experience of what we have to offer. Our guides need to be well trained so they can provide the expert and specialist guided trips that an increasing number of adventure travellers are willing and able to pay for.

Geographically, our largest international leisure markets are from South Africa, North America (USA, Canada), Europe (UK, Germany, France, Spain) Australia and Asia (Japan, South Korea, Singapore, China). There is also the opportunity to appeal to the fast-growing market from India.¹⁷ If we want to attract visitors from new markets such as China, we will need to ensure we understand their needs and cater for them accordingly.

4.3 International, Domestic and MICE Markets and ‘Bizcation’

Business tourists are important for Livingstone. Nationally they account for more than half of our visitors and they visit all year round. In Livingstone, we are already an important MICE destination and the growing trend for ‘Bizcations’, whereby business travellers extend their stay to include additional days for leisure travel, provides our tour operators with the opportunity to add leisure itineraries to business trips.

4.4 Domestic Short Break Market

The domestic tourism market is considered to be a growth market but there is a lack of research to identify its precise characteristics. However, domestic visitors are generally looking for the types of experiences that we can offer in Livingstone packaged in an affordable way.

4.5 Key To Our Success - Matching Our Visitors To Our Offer

We need to ensure that the products we develop meet the needs of our current and future clients. Furthermore, in our marketing we need to target potential visitors who will enjoy what we have to offer, who are looking for the type of destination which we want to be, and which reflects who we are, so that

¹⁷ Source: MoTA. Data is based on arrivals at HMNIA, Victoria Falls, Kazangula, Katimamulilo. Purpose if visit data is not collected therefore assumptions have been made regarding the core leisure markets. It is estimated by MoTA that around 70% of international leisure arrivals at HMNIA transit directly to Zimbabwe.

we can consistently deliver a genuinely high-quality experience. This is the key to the sort of enthusiastic reviews online which are essential word-of-mouth marketing.

Feedback from USA Tour Operator

“Livingstone should be aware of the current trends in travel. US clients now want”:

- an immersive experience when they are travelling*
- to know their “travel dollars are supporting local communities”*
- to “delve deeper” into an area in which they are travelling*
- to be sure of travel/food/experience brands they are using – in terms of knowing they are safe and high quality*
- “story-telling”.*

5. HOW DO WE GET THERE?

Whilst the previous sections outline what this DMP plans to achieve and the detail of what that will entail, we still have to consider some specific planning and structure to enable all of this to happen. This section sets out how we could organise, govern and implement the DMP. This structure is currently being discussed and refined by stakeholders.

5.1 Partnership Working and Collaboration

We need to collaborate to deliver and implement this DMP. No single organisation can achieve it alone. This is the key underlying principle the whole DMP approach revolves around.

In practice, the implementation of the DMP as a whole has to be as a Public Private Partnership, with both sectors coming together to work collaboratively. This requires each to bring their specific strengths and assets to the table, whilst not relying too heavily on either side to carry the majority of burden. We should also not neglect the role and capacity of stakeholders who fall outside of these two sectors, be they charities, NGO's, volunteers or passionate enthusiasts of any type.

We recognise this is not an easy ask and, in some ways, is a new way of looking at tourism for the destination. But a successful DMP is achieved by all the interests working cooperatively and effectively together for the destination as a whole.

5.2 Establishing a Destination Livingstone Board (DLB)

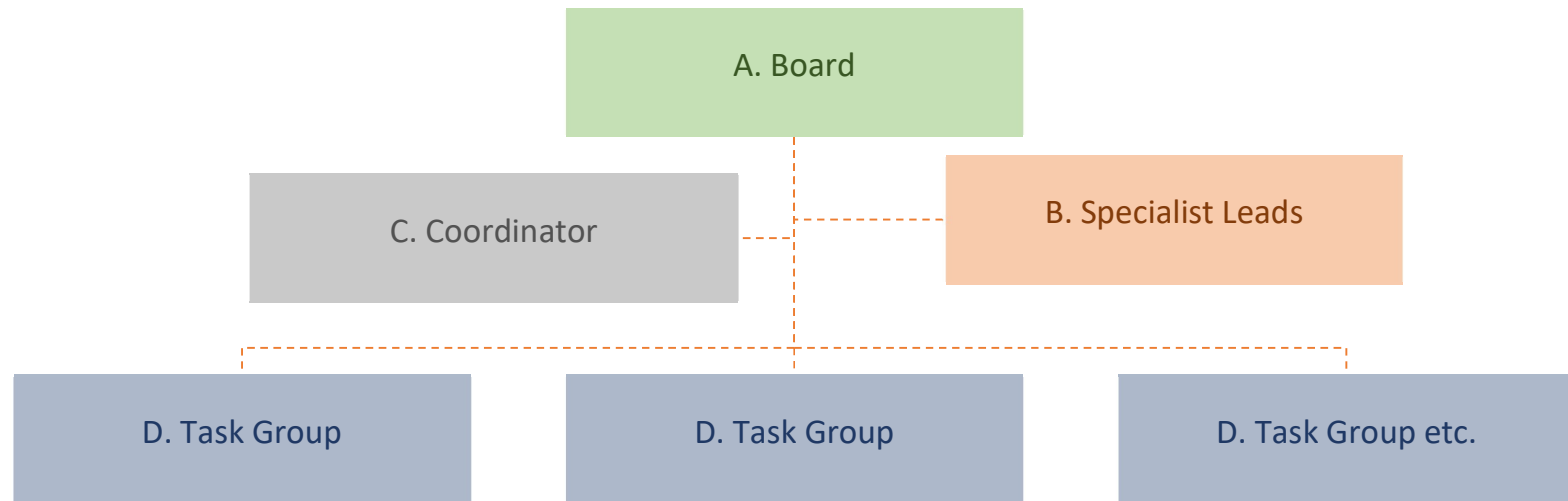
In order to facilitate this DMP, and as a top priority, we will establish a Destination Livingstone Board (DLB), representative of private and public sector stakeholders and charged with overall responsibility for its implementation.

We firmly believe this to be a prerequisite of successful delivery; but that it is, of itself, insufficient. Additionally, the DLB must ensure the continuing engagement and buy-in of a wide range of stakeholder organisations, businesses and individuals working in partnership to deliver the wide range of actions and projects. And, perhaps above all, it must be accountable to the full range of stakeholders in Livingstone's tourism proposition including, consistent with the principle of 'inclusion', those who only tangentially benefit from the sector.

Equally the DLB needs to lead by example, to enable the circumstances in which partnership working and collaboration can take place, spreading the ethos and approach through all its contact and work with the stakeholders, organisations, businesses and institutions of the destination and beyond.

5.3 Proposed Governance

The chart below provides a potential organisational structure for delivery of the Destination Management Plan. It needs to be discussed and refined. It will involve engaging with a wide range of existing groups to feed into the task groups and the proposed DLB.



In this structure the following functions and roles are laid out:

- A. A Destination Livingstone Board (DLB) is established to oversee and push forward implementation of the DMP. Board members are volunteers or are co-opted from other organisations where seen fit. Make-up of the board is assessed regularly and, if needed, new members appointed based on specific expertise. The format of the board and its structure will evolve as means demands; but it will have a least a chair (or co-chairs) at all times.

- B. Specific areas of the DMP delivery require specific expertise and insight. It is proposed that, where possible, specific board members become responsible for a finite area of the DMP. Each Specialist Lead then reports back to the board as a whole on delivery in that area. It is intended that Specialist Leads are either appointed or co-opted from organisations already operating within that specialism thereby limiting the burden on the board members involved.
- C. The DLB will source funding to appoint a full-time coordinator to provide a resource function to the board, oversee day-to-day implementation of the DMP, support task groups, undertake destination level action and be the central point of contact for all stakeholders. The coordinator reports directly to the board and will be line-managed by a single nominated board member. It is envisaged that this role would become self-funding beyond an initial pump-priming period of no more than two years.
- D. Specific Task Groups are set up to lead on the delivery of discrete projects (task and finish groups) or in the case of ongoing activity (e.g. marketing) have an ongoing remit. These groups may be led by the coordinator, a nominated board member or another stakeholder; however, we envisage all groups to have some DLB representation. These groups will report to the board via the coordinator.

The full proposed structure of the Board, the role of the Specialist Leads, the Coordinator and the Task Delivery Groups, together with Draft Terms of Reference for the Board and for the Coordinator Role are detailed in the appendix 2.

5.4 Monitoring Progress

We appreciate that creating this DMP is only the beginning and one of the key tasks moving forward is to stay on top of progress (or otherwise) and be in a position to update and revise the DMP to fit with the needs of the destination. As such we are proposing the following outline for monitoring progress:

1. Day-to-day tracking of progress and monitoring is the role of the Coordinator (with support and input from the Research lead), who will report to the DLB at their regular meetings or to a nominated board member(s) in the intervening time.
2. The use of a destination data tracking system is included in the Action Plan as have further actions to establish baseline measures and monitor change.
3. The Regular Board meetings (quarterly?) will review, monitor and update, expand and amend the DMP as the destination develops and progress is made.

4. Regular progress reports and updates will be prepared and disseminated to all stakeholders involved in the visitor economy.
5. We will fully review the DMP itself annually (or, at a minimum, every two years) to ensure it reflects the current needs, aspirations and developments within Livingstone as a destination.
6. A date agreed by the DLB (but suggested for 2025) will be set for a renewal of the DMP based on collecting and assimilating new data and feedback from stakeholders and the visitor economy generally.

6. IMPLEMENTATION ACTION PLAN

This Implementation Action Plan sets out the necessary actions to realise our Livingstone story, and make Livingstone a competitive destination.

In order to ensure that the delivery of the DMP fits closely with the delivery of the national ZTMP, our full Implementation Action Plan has been organised so that the required actions are grouped to relate to our priorities, which align with the five Growth Strategy Goals and Actions as described in Chapter 5 of the ZTMP.

Within this overall context, it is important for the delivery of the DMP that we implement as early as possible some quick-win, low cost projects to drive momentum while longer term projects are put in place and lobbying for actions controlled by central and local government is ongoing.

6.1 The Action Plan

The full Implementation Action Plan is a working Excel spreadsheet (appendix 4). It will show which actions can be done in the short, medium and long-term and an indicative cost. Potential funding sources are to be included where possible.

At the time of writing the DMP, the DL Steering Group had identified 17 **immediate priority actions** which are highlighted in **orange** in the action plans (also see the list in section 6.3 below). Additional work is being done to identify the lead organisation, cost, timeframe and potential funder for other actions.

Actions that involved **setting up a Task Group** are highlighted in **green** and **nominating a Specialist Lead** are highlighted in **blue**.

The proposed **timeframe** is:

- Short term is Year 1
- Medium term is Years 2-3
- Long term is Years 4-5 onwards.

The **cost bracket** provides indicative costs whereby:

- \$ Under \$10k
- \$\$ \$10k - \$49k
- \$\$\$ \$50k - \$99K
- \$\$\$\$ \$100k - \$1million
- \$\$\$\$\$ Over \$1million

AP1. To Develop innovative Tourism Products and Attractions to enhance the destination (ZTMP 5.1)

No.	Action	Lead Organisation + Partners	Cost	Time		
1.1	Liaise with Central Government (MoTA ZTMP Project Management Unit) to facilitate development of innovative tourism products and attractions, the Livingstone Tourism Actions Area (ZTMP 5.1.1 Goal 1) and Advancing cultural and arts tourism (ZTMP 5.1.3)					
1.2	Create a Livingstone Stories Task Group - to gather stories from cultural groups, villages, Museum, experiences tour guides, schools, NHCC, DNPW - see Task Group Section for details	LM , DAC with ZTA, LTA	\$	S	M	L
1.3	Set up WHS and Victoria Falls Task Group - to review and lead on upgrading visitor experience and implementing ZTMP Mosi-oa-Tunya National Park Improvement Programme - see Task Group Section for details	NHCC , LCC, DNPW, ZTA, LTA, LM, ZEMA, Association of Curio Traders	\$	S	M	L
1.4	Set up Visitor Hub and Events Task Group - to review and lead on developing the hub around Livingstone Museum, Education Centre, Tourist Information Centre; review and lead on ZTMP Visitor Information Programme and Town Centre Urban Design Strategy - see Task Group Section for details	MOTA , ZTA, LTA, LM, Jollyboys, LCC	\$	S	M	L
1.5	Set up Town-Falls Links Task Group - to review and lead on developing links between Town and Falls - see Task Group Section for details					
1.6	Link with Environmental Task Group (see Action Plan Section 3. Upgrade Quality) - to work together to oversee environmental management, protection and enforcement in the destination and lead on delivering conservation activities and developing new nature-related and conservation visitor experiences (see DMP Section 6.2)	ZEMA , DNPW, Dept of Fisheries and Forestry, Save the Zambezi	\$	S	M	L
	Review current wildlife offer in Livingstone's wider area to identify strongest products based on conservation principles and products that are unsustainable and have potential to undermine Livingstone's reputation for sustainable conservation management					

	Develop new natural experiences: get visitors involved in conservation/volunteer activities (e.g. bird count, tree planting) or more specific species/environment focus to increase understanding of conservation and human-wildlife conflict issues					
	Develop a 'Hero' White Rhino Conservation Project					
	Develop Livingstone's Birding offer with more guided bird tours					
	Develop photographic experiences with wildlife/landscape - photo guides, specific identified photo/selfie points, make destination photo friendly - accessories, services, tuition, processing etc					
1.7	Visitor Accommodation - work towards improving quality and availability of mid-market tourism accommodation in town and development of Hillside Resort (see ZTMP 6.2.2 Livingstone TAA)					
1.8	Sports Facilities - Assess need for local sports facilities including swimming pool and feasibility study for an international standard sports stadium					
1.9	Hinterland Infrastructure - Establish infrastructure and promote the 'Western KAZA Tourism Circuit' as top adventure circuit in Zambia and Southern Africa area in line with ZTMP (5.1.2)					

AP2. To create a hub for Zambia and beyond through easy, affordable access (ZTMP 5.2)

No.	Action	Lead Organisation + Partners	Cost	Time		
2.1	Liaise with Central Government (MoTA ZTMP Project Management Unit) to facilitate delivery of easy and affordable tourist access (ZTMP 5.2 Goal 2)					
2.2	Set up Border Task Group - to review and lead on upgrading and enhancing efficiency at border to include Victoria Falls and Kazangula, commissioning a Master Plan for border area to include:	DJOC, NHCC, DNPW, ZRA, MOHA, LCC, Clearing Agencies	\$	S	M	L
	Potential to improve efficiency by dividing Victoria Falls border functions into three lanes - visitor / local / goods					
	Investigate and plan options to sanitise and secure immediate border area at Victoria Falls e.g. install a two-gate system only allowing those actually crossing the border to have access to border plaza					
	Work with Police and ZRA to combine legal vehicle checks alongside customs checks in one single place (to avoid road blocks further north)					
	Investigate cross border co-operation with Zimbabwe - all customs/immigration checks for both countries to be done on departure side, depending on direction of traffic (e.g. UK/France Eurotunnel procedure at Dover/Calais)					
	Co-operation with Zimbabwe to set-up coordinated truck release system so traffic only moves to border when cleared to do so					
	Add more baboon proof bins at Victoria Falls border and provide more information on how to safely deal with them; look at options to exclude from immediate border					
	Explore options new licensed area for curio sellers at Victoria Falls border (near taxi rank) but outside the NP/WHS. Make fees competitive to encourage take-up					
	Improve visitor facilities at border - better toilets / information / ATM etc					
2.3	Transport					

	Work with airlines and airport to trial increase of airport operation hours to allow later flights to land					
	Review and help facilitate by-pass to north of town					
	Relocate Truck Park to north of town and provide modern facilities					
	Complete and bring into service new bus terminal	LCC		S	M	
	Upgrade and tarmac roads beyond main town roads					
	Upgrade access to outlying villages					
	Review condition of all bridges and river crossings for viability during rainy season/floods					
	Assess feasibility of adding additional traffic lights at Spa junction and airport road junction on Mosi-Oa-Tunya road					
2.4	Visas - Ease Immigration conditions for key markets					
	Work with MoTA to deliver ZTMP Actions 5.2.4	MoTA	\$	S	M	
	Lobby Government and Immigration to expand KAZA eligibility and on arrival Visa for further nationalities and key markets e.g. India/China etc					
	Lobby to fix and improve immigration website as well as increase visibility for the KAZA visa					
	Lobby to improve visitor information on the different types of visas available at Victoria Falls border e.g. use pop-up banners to promote KAZA visa					
	Work with Zimbabwe to set-up a coordinated, one fee day trip visa system to avoid dual fees and invalidating a single-entry visa.					
	Work with Zimbabwe to explore how the Victoria Falls could be treated as one site and eliminate need for a cross border visa					

AP3. To create a high-quality environment for residents, businesses and visitors (ZTMP 5.3).

No.	Action	Lead Organisation + Partners	Cost	Time		
3.1	Work with MoTA to reduce investor cost and bureaucracy of doing business (see ZTMP 5.3.2)					
	Lobby for a competitive tax regime for the tourism sector to ensure competitiveness with neighbouring destinations and stimulate business; apply for technical assistance					
	Lobby for government to pursue policy of stability in terms of tax, fees, laws etc affecting the tourism industry					
	Lobby government and LCC to review, clarify and revise the business licence system where necessary. Ensure whole system is fair/equal, not disproportionate and enforceable (aka fit for purpose).					
3.2	Rollout upgraded local tax collection system					
3.3	Supply Chain					
	Work with industry to increase emphasis on local products and labour in the supply chain for tourism					
	Review wholesale and retail pricing of curios and establish fair trade buying principles					
3.4	Energy Generation v. Visitor Economy					
	Lobby ZESCO and government to retain water flow over Victoria Falls during dry season					
	Source technical assistance to assess options for developing alternative energy generation and storage to relieve competing demand for the Zambezi river to feed water to Zambia's number one international tourist attraction and activity centre versus the increasing demand for hydro electricity					

	Monitor and be proactive on Batoka Gorge Dam hydroelectricity development and the impacts on the Victoria Falls and ability to deliver world-class white-water rafting					
3.5	Environmental Management					
	Set up Environmental Task Group - to work together to oversee environmental management, protection and enforcement in the destination and lead on delivering conservation activities and developing new nature-related and conservation visitor experiences - see Task Group Section for details	ZEMA, DNPW, LCC	\$	S	M	L
3.6	Built Environment					
	Grant Heritage Status to Livingstone Central Area; explore funding options to work with landlords of heritage buildings to conserve and restore					
	Work with private landlords to create incentives to paint and maintain town buildings	LCC , NHCC, private landlords		S	M	
	Continue roll-out of LED street lighting across town					
	Assess potential to upgrading all traffic lights to solar power					
3.7	Communications					
	Review options and seek sponsorship/funding for installation of public WIFI - key buildings, bus shelters etc	ZICTA		S	M	
	Lobby government to improve and expand 3G/4G/5G coverage for whole city and destination					
3.8	Signage and Way Finding Strategy					
	Commission a creative Signage Strategy for town and destination to include gateway signs					
	Place town maps at key intersection points (M-o-T square, Mukuni Park, Museum etc)					
3.9	Planning Retail Space					

	Review areas designated for sale of curios, art to establish most beneficial locations for traders, businesses - consider more smaller areas for traders, monitor and enforce sales from official areas only					
	Complete and bring into service Zimbabwe market	LCC				
	Look into regulations around Street food provision and look at encourage street food vendors at key points throughout town					
	Human Resources: Skills and Training					
3.10	Review and incorporate Livingstone Community Development Programme (ZTMP 6.2.2 Livingstone TDA)					
3.11	Set Up Skills and Training Task Group to be the key coordinator of all skills and training development tied to the destination - <i>See Task Group Section for details</i>	LIBES, TEVETA, LTA, ZTA	\$	S	M	L
3.12	Local Familiarisation - Set-up/arrange opportunities for local product familiarisation for front of house staff, guides etc - to sell the destination as a whole.					
3.13	Student Bursary Fund - identify investors or partners to establish a support fund for students entering tourism industry					
3.14	Work Experience - Expand and coordinate any existing mentoring or work experience programmes for students within tourism industry (e.g. lodges/operators etc sponsoring local schools)					
3.15	Security - Work with Police to establish or repeat trial of Tourism Police - training, uniforms, transport					
3.16	Quality Assurance					
	Work with ZTA to increase tourism business accreditation					
	Create and promote Responsible Tourism Charter for businesses and visitors & develop links a sustainable tourism accreditation scheme for Livingstone					

AP4. To raise demand for Destination Livingstone (ZTMP 5.4).

No.	Action	Lead Organisation + Partners	Cost	Time		
4.1	Set up Marketing Task Group - to work together to oversee destination marketing, support organisations and lead on developing a consistent standard of communication to undertake the tasks below:	ZTA, LTA, Press Club	\$	S	M	L
4.2	Work with ZTA to raise demand for destination Livingstone and Zambia (see ZTMP 5.4)					
4.3	Internal Communications Strategy - produce to better engage local population, communicate better with them and convey benefit trickle-down from tourism to rest of destination					
4.4	Branding and Marketing and Digital Marketing Strategy: commission and create a co-ordinated message for marketing Livingstone based on the Livingstone Story. To include:					
4.5	Support development of and resource LTA website as official Livingstone destination website					
4.6	Review content about destination on third-party sites, proactively encourage improvements, offer content etc, manage Google listings etc					
4.7	Create central resource of shared content for distribution by all stakeholders e.g. photos, videos, stories					
4.8	Develop and distribute toolkit for businesses to use and share Livingstone story, brand and provide consistency in marketing					
4.9	Create season specific marketing & information - manage expectations for visitors in dry/rainy season and promote the benefits of that season - needs to be honest and aspirational					
4.10	Set up, co-ordinate, update and promote Livingstone Events Calendar (link to be used by individual businesses)					

4.11	Create packaged itineraries providing suggested plans for 1 - 7 days for variety of markets/audiences/themes in varying seasons					
4.12	Look into options to "gamify" content and marketing - set collection, scavenger hunts, scoreboards, redeemable offers and rewards - can be simple but provides engagement					
4.13	Social Media - Set up Livingstone Instagram account focused on increasing awareness of Livingstone home of the Victoria Falls					
4.14	Set up a 100 Photos user group to maximise promotional opportunities of DMP photos e.g. write a 100-word story about each photo; distribute images and stories through LTA, ZTA websites and social media feeds					
4.15	Influencer Campaigns to targeted audiences e.g. India					
4.16	Print - Produce and distribute a comprehensive guide to Livingstone					
4.17	Support - Provide guidance/advice/resource and potential funding for production of marketing information for small businesses					
4.18	MICE - Work with ZTA to strengthen MICE sector and promotion (see ZTMP 5.4.8)					

AP5. To collaborate to strengthen the management of the sector (ZTMP 5.5).

No.	Action	Lead Organisation + Partners	Cost	Time		
5.1	Work with MoTA to support strong, viable local tourism partnership (See ZTMP 5.5.3)					
5.2	Create a 'Place Board' - strengthen and evolve DL to create one body that represents all stakeholders (micro, small and large) and generates interaction and collaboration amongst all stakeholders in Livingstone, tourism and wider	DL				
5.3	Create clear terms of reference for Place Board and task groups , outline roles responsibilities (what is expected and required).					
5.4	Identify funding and structure for recruiting a DMP Coordinator . Write job description and recruit					
5.5	Communications - Set up regular interaction between stakeholders and Place Board - maintain WhatsApp group but expand with monthly email digest, consider quarterly or biannual public forums					
5.6	Nominate member of Place Board as the Structural Lead (can be individual, organisation or even a sub-group) to coordinate and be conduit for support in set-up, joint-working and integration with other bodies					
5.7	Nominate member of Place Board as the Policy Lead (can be individual, organisation or even a sub-group) and be the one voice to communicate with TCZ and to lobby Government/other orgs					
5.8	Set-up an "experts' panel" to support the Policy Lead, identify policy gaps/issues, build cases for change and review proposals.					
5.9	Collect and Share funding information - communicate information on potential funding sources and investment with Coordinator and enhance institutional and business understanding of funding opportunities					
	Tourism Development Fund - lobby for funds to be ring fenced for Product Development and Marketing and support of DMP delivery					

	Funding Research & Relationships - Proactively engage with potential funders and donor organisations, research new streams as they become available, maintain contacts database and establish rapport with key decision makers on behalf of the destination					
	Inward Investment - establish and promote Livingstone as an investment opportunity for private investors and funders including an Angel Investors Group to identify candidates with resource and possibility to invest small scale in local start-ups and ventures					
	Development Fund for MSMEs - identify delivery partner to manage small scale funding for local start-ups					
5.10	Nominate member of Place Board as the Training and Skills Lead (can be individual, organisation or even a sub-group) to bring student/training sector on board and encourage training bodies to think more broadly about their roles in tourism					
5.11	Structural Lead to support institutional strengthening of local organisations					
	LTA - Increase capacity of LTA to increase membership, represent tourism wider tourism sector, review and deliver its Development Strategy					
	Curio Traders Association - Explore opportunities for strengthening curio traders' associations and developing local creative talent					
	Guides Association - Set up association for tour and safari guides in and around the destination					
	Producers Cooperative - Set-up/enable creation of local producer's cooperative to encompass food producers and growers					
5.12	Cross Border Task Group - create group to establish regular dialogue and develop joint working potential with Zimbabwe and Victoria Falls tourism and destination interests					
5.13	Twinning - Investigate potential and arrange twinning of Livingstone with international destinations and setting up exchange of experience programme					

5.14	Nominate member of Place Board as the Research Lead (can be individual, organisation or even a sub-group) to be the key collector and communicator of data for the destination.					
	Establish baseline measures for DMP targets					
	Work with MoTA to improve the quality and reliability of tourism statistics and research to include a Visitor Exit survey and Domestic Tourism survey					
	Work with private sector to increase collection of accommodation occupancy data and business performance data					
	Set up online data tracking, monitoring and communications system e.g. T-Stats (as used by Botswana) for Livingstone					
	Communications - Set up regular publication of non-sensitive data, trends etc and share with stakeholders and industry					
	Undertake annual stakeholder survey across the industry to measure performance, confidence and approval of DMP activities					

6.2 Implementation Plan Task Groups – Proposed Actions

The Implementation Action Plan section recommends setting up nine specific Task Groups. This section lists the proposed actions for six of the Task Groups.

- i. AP1.2 Livingstone’s Stories
- ii. AP1.3 World Heritage Site and Victoria Falls
- iii. AP1.4 Visitor Hub and Events
- iv. AP1.5 Town-Falls Links
- v. AP3.5 Environmental
- vi. AP3.11 Skills and Training

The actions for the other three Task Groups are detailed in the Action Plan, i.e.:

- i. AP2.2 Border
- ii. AP4.2 Marketing
- iii. AP5.12 Cross Border

i) AP1.2 Stories: Livingstone Story Task Group

Create a Livingstone Story Task Group to gather stories from cultural groups, villages, museums, experiences tour guides, schools, NHCC, DNPW.

Responsibility

Lead: TBA

Supported by: Task Group members

Proposed Group Members: DAC, Livingstone Museum, NHCC, DNPW, LTA, ZTA, Cultural/ Faith Groups, Mukuni and other village guides, Schools

Actions to include:

- Research and collect stories relating to the Falls and develop links to Town - e.g. link and promote to stories connected to town (e.g. in the museum, people at the markets, art gallery, heritage buildings etc.)
- Curate painting of stories on the Museum walls and other town buildings
- Create a Livingstone Stories booklet for taxi drivers, other front of house staff etc.
- Create a self-guided trail of the town's heritage assets - leaflet and/or app
- Create interpretation (signage, panels, art etc.) at key heritage sites in town - investigate including tech (Quick Response (QR) codes / Near Field Communication (NFC) etc.) to serve historical images or Augmented Reality
- Set up Sharing Livingstone Stories Workshops for taxi driver, artists, guides, front of house staff, schools (use Museum Education Centre, Hindu Hall, Museum courtyard)
- Review the Maramba Cultural Village regeneration strategy (see ZTMP 6.2.2 Livingstone TAA)
- Maramba Cultural Village and/ or Livingstone Museum - bring communities from different villages into town to share their stories and give context to their dances
- Investigate ways of allowing visitor access to traditional ceremonies and culture in a sensitive non-exploitative manner
- Develop home hosting experiences for sharing meals, creative workshops, village tours
- Develop a programme to bring artists, curio producers and other artisans etc. to the lodges/hotels

- Develop food-based experiences - local products, cooking classes, market trips, growing and sourcing/foraging - and tell the story of key Zambian products (honey, coffee etc.)
- Increase the profile of traditional and local food at catering outlets; tell the story of the food and its production / tradition and make "traditional evenings" a key part of the weekly calendar
- Create visuals that tell Livingstone's story at the airport

ii) AP1.3. World Heritage Site: Victoria Falls Task Group

Set up a Victoria Falls Task group to review and lead on upgrading the visitor experience and taking forward the ZTMP Mosi-oa-Tunya National Park Improvement Programme.

Responsibility

Lead: TBA

Supported by: Task Group members

Proposed Group Members: LCC, NHCC, DNPW, Association of Curio Traders, DAC, Livingstone Museum, Guide Association (to be formed), Zambezi River Authority?

Actions to include:

- Review and take forward the ZTMP Mosi-oa-Tunya National Park Improvement Programme
- Review and enhance the entrance and interpretive signage
- Review and enhance information on onsite flora and fauna
- Review and improve the interpretation and presentation of the Archaeological pit
- Restrict guiding to official trained guides? (Enforcement of fines for unregistered 'guides' who take visitors across rocks to swim)
- Create selfie spots/ dedicated photo points with information on how to get the best images
- Review the presentation of curio market offer e.g. create shady spaces for demonstrations and workshops

- Review and improve food and drink offer
- Improve setting and aspect of David Livingstone statue
- Develop audio or virtual guide (use QR codes/NFC/Augmented reality)
- Create Nyami-Nyami sculpture and interpretation at the Boiling Point
- Provide interpretation/information at the bridge itself - tell its story better
- Review the site for further opportunities to tell stories and create links to the town using sculpture and art

iii) AP1.4 Livingstone Visitor Hub and Events Task Group

Set up a Visitor Hub Task Group - to review and lead on developing the hub around Livingstone Museum, the Education Centre and the Tourist Information Centre to create the focus of attracting visitors into town. Once a buzz and initial attraction is established, visitors can be signposted around town e.g. to a revitalised Bombay Alley.

Responsibility

Lead: LCC

Supported by: Task Group members

Proposed Task Group Members: LM, ZTA, LTA, ZATO, LCC, DAC, Curio Traders Association, DNPW, NHCC, Jollyboys + other accommodation providers, Taxi Drivers, Bus Association

Potential Actions to Include:

- Review and lead on the ZTMP Visitor Information Programme and the Town Centre Urban Design Strategy
- Create a pedestrian forecourt between Livingstone Museum and the One-Stop-Shop
- Develop an Outdoor Events Programme of cultural activities, events, workshops etc.
- Create 'A Forest of Faces' visitor attraction outside the Civic Centre (see appendix 1 for further detail)
- Create bus stops and a taxi rank close to the hub area
- Re-establish the view of Victoria Falls from the Museum steps

- Create a full-service Tourist Information Centre at the OSS
- Collect and distribute marketing leaflets from all Livingstone tour operators, accommodation and activity providers at the OSS/TIC
- Explore the potential for ZTA or LTA to manage a bookings system at the TIC
- Install a screen outside TIC to promote events of next 7 days
- Expand the events programme in town with emphasis on visitor/local interaction - i.e. events appealing to both groups - e.g. a ParkRun or showcasing traditional culture/dance/clothing/games etc.
- Explore the potential to re-instate the Livingstone Festival
- Encourage and support the development of evening/night-time events or activities - prioritising the post-sundown to 2200 slot
- Create a Programme for Education Centre in include events and talks to attract residents and visitors e.g. a series of talks on Conservation, 'Understanding Animal Behaviour', 'Living with Elephants', the White Rhinos; a 'Local Hero' photographic exhibitions
- Further develop the Museum café to offer refreshments and lunch and aim for it to remain open in the evening
- Offer workshops and storytelling in Museum courtyard e.g. making bead jewellery, sculpture, folklore tales
- Paint Livingstone's stories on the outside walls to initiate the Story Building scheme (see appendix 1 for more detail)
- Implement the building appearance upgrade and ensure on-going maintenance
- Develop the Tower as a viewing point for Victoria Falls
- Review and upgrade exhibitions and displays
- Cross-promote exhibitions, experiences at the World Heritage Site and Victoria Falls Archaeological Pit Museum
- Develop a website for Livingstone's four museums

iv) AP1.5 Town-Falls Links Task Group

Set up a Task Group to review and lead on developing links between Livingstone town and the Victoria Falls

Responsibility

Lead: TBA

Supported by: Task Group members

Proposed Task Group Members: LTA, DNPW, Bushtracks and other tour operators, Taxi Drivers and Bus Association

Potential Actions to Consider:

- Reciprocate the proposed 'Forest of Faces' at the Civic Centre with sister artwork at the Falls/Bridge and along the road to the Falls
- Commission art/sculpture along the road to Falls - make the journey an experience in its own right
- Run mini-trains along the railway between the border and the town station (scheduled to avoid goods trains / Bushtracks) - cost effective and regular
- Create specific trails based on a theme or user group - initially in town but also linking the town and the Falls and in the wider area (mountain bike trail or hiking trails for instance)
- Create a safer cycle/pedestrian route between the Falls and the town with appropriate infrastructure to cope with crossing National Park and Elephant corridor
- Lobby to institute safety standards for cyclists - reflectors/lights at night especially in National Park and on the border route (MTC, DoT, RTSA, ZDI, LCC, Police, DNPW)
- Support the introduction of a City Tour bus between the Falls and town
- Create a shared and freely accessible public space on the banks of the Zambezi with interpretation etc. - it could be a mirror for public space at One-Stop-Shop hub and could be affordable/accessible to everyone
- Develop a bus share for DNPW to increase local and domestic visits to the National Park, to provide transport for schools, church groups, universities etc.
- Develop an information point to educate visitors on how to interact with elephants and on the importance of corridor; improve the signage/interpretation at corridor site.

v) *AP3.5 Upgrading Quality Standards: Environmental and Natural Resources Task Group*

Set up an Environmental Task Group to work together to oversee environmental management, protection and enforcement in the destination and lead on delivering conservation activities and developing new nature-related and conservation visitor experiences.

Responsibility

Lead: TBA

Supported by: Task Group members

Proposed Group Members: DNPW and Rhino Conservation Wildlife Police, CRBs, LCC, ZEMA, MoTA, NHCC, Livingstone Birds of Interest Group Members, Birdwatch Zambia, Bedrock, Zambezi River Authority, Angle Zambia, Guide Association, ZTA, the Livingstone Museum,

Actions to include:

- Review waste management across town: litter management, refuse collection, the dump site, processing and recycling system
- Mosquito management – Work collaboratively to explore ways of sustainably cleaning up sewage ponds; consider a programme of installation of bat boxes and other habitats within town to encourage natural mosquito predation
- Investigate opportunities for utilising recycling and waste for energy or production of products
- Consult on a ban plastic bags and incentivise reduction in single use plastic across the destination; and plan to make the NP and WHS completely plastic free
- Review outlying forest and other natural areas and push for designation and protection prior to development or consider expanding the current boundaries of the National Park
- Create a comprehensive wildlife management plan for the whole of destination (not just the NP)
- Increase planting of trees and greening the town and area - but ensure species planted are indigenous. Encourage planters to personalise the planting
- Review current regulation and enforcement over public advertising and billboards to include environmental and aesthetic concerns
- Ensure public consultation is included on tree removal planning decisions
- Charcoal production: manage on a rotational system to avoid over-use damage in specific areas

- Utilise invasive flora species as priorities for charcoal production, paper manufacture or bio-fuel
- Draw up Code of Conduct in consultation with activity operators in and around Falls/Zambezi to cover regulation of activities based on reviews of environmental impact of adventure activities on fauna. Regulate if required e.g. to limit number of helicopter flights or prescribe agreed routes or time slots. Lobby Victoria Falls (Zimbabwe) activity companies to sign-up to and abide by the Code of Conduct.
- Work with LCC and police to reduce noise pollution and enforce regulations
- Review air pollution issues, monitor and work with the LCC and police to enforce regulations
- Visitor Giving - consider setting up schemes with specific conservation focus - all funds reinvested in environmental management of the destination
- Create an Infrastructure and Design Strategy for Mosi-oa-Tunya National Park - to include signage, litter bins, toilets
- Undertake a Carrying Capacity study for Mosi-oa-Tunya National Park
- Improve litter management - WHS and National Park
- Review quality and state of fencing around National Park, upgrade where necessary
- Create a code-of-conduct for guides within the National Park

vi) AP3.11 Upgrading Quality Standards: Skills and Training Task Group

Nominate a member of Steering Group/ Place Board as the Skills Lead (this can be individual, organisation or even a sub-group) to be the key coordinator of all skills and training development tied to the destination.

Supported by: ZTA, LTA, Mosi-oa-Tunya Training Institute, DNPW, LCC, ZEMA, MoTA, TEVETA, LTA, Bedrock, Department of Correction, LIBES, others?

- Establish a general programme of Tourism Awareness Training - schools, residents, government officials - including tourism sensitisation of managers of Zambia's primary tourism assets, the Victoria Falls water flow and the Victoria Falls Bridge
- Develop Environmental Awareness Training for schools, residents, businesses etc.
- Establish an official guide training programme for the WHS - heritage storytelling, language skills, customer service
- Roll out guide training to the wider destination to create a Livingstone-wide guide training programme
- Create customer care training courses available for hospitality staff/front of house staff at museums, National Park, curio traders
- Get hospitality training, tourism related crafts, guiding etc. included on options for the rehabilitation of offenders programme
- Hospitality training hotel: create a national training college hotel in Livingstone (e.g. Utalii College/hotel Nairobi)

6.3 Immediate Priority Actions

The following actions are deemed of high importance and need, we believe, to be addressed immediately. Some of these are “quick win” actions, whereas others represent vital first steps to organising and building the necessary capacity and capital to deliver further activities down the line.

ID.	Description
AP1.2	Set up a Livingstone Stories Task Group
AP1.3	Set up a World Heritage Site/Victoria Falls Task Group
AP1.4	Set up a Visitor Hub and Events TG
AP1.4	Set up a Town-Falls Links Task Group
AP1.6	Review Livingstone’s current wildlife offer
AP1.6	Develop White Rhino ‘hero’ project;
AP2.2	Set up Border Task Group
AP2.3	Complete and bring into service new bus terminal
AP2.4	Visas — Ease immigration conditions for key markets
AP3.5	Set up Environmental Task Group
AP3.6	Work with private landlords to create incentives to paint and maintain town buildings
AP3.7	Sponsorship for public Wi-Fi in key areas
AP3.9	Complete and bring into service Zimbabwe market
AP3.11	Set up Skills and Training Task Group
AP4.1	Set up Marketing Task Group
AP5.2/4	Set up the Destination Livingstone Board + Recruit Coordinator
AP5.12	Set up a Cross-Border Task Group

LIST OF ACRONYMS USED

ATTA	Adventure Tourism Trade Association	NP	National Park
CAGR	Compound Average Growth Rate	NTHA	National Tourism and Hospitality Act
CBI	Centre for the Promotion of Imports from Developing Countries	NTP	National Tourism Policy
CBT	Community-based Tourism	OTA	Online Travel Agency
CIG	Cities and Infrastructure for Growth	PEPZ	Private Enterprise Programme Zambia
CRBs	Community Resource Boards	PUM	Netherlands Senior Experts
DAC	Department of Arts and Culture	RDA	Road Development Agency
DDP	District Development Plan	REA	Rural Electrification Authority
DJOC	District Joint Operations Committee	RSZ	Railway Systems of Zambia
DMP	Destination Management Plan	SDG	Sustainable Development Goals
DNPW	Department of National Parks and Wildlife	SEO	Search Engine Optimisation
ESG	Environmental and Social Governance	TAA	Tourism Action Areas
FIT	Fully Independent Traveller	TCZ	Tourism Council of Zambia
GST	General Service Tax	TDA	Tourism Development Area
KAZA TFCA	Kavango Zambezi Transfrontier Conservation Area	TDF	Tourism Development Fund
LCC	Livingstone City Council	TEVETA	Technical Education, Vocational and Entrepreneurship Training Authority
LIBES	Livingstone Institute of Business and Engineering Studies	TIC	Tourism Information Centre
LICAF	Livingstone International Cultural and Arts Festival	UNESCO	United Nations Educational, Scientific and Cultural Organisation
LIUTEBM	Livingstone International University of Tourism Excellence and Business Management	UNWTO	United Nations World Tourism Organisation
LTA	Livingstone Tourism Association	VFR	Visiting Friends and Relatives
MICE	Meetings, Incentives, Conferencing and Exhibitions	WHS	World Heritage Site
MoHA	Ministry of Home Affairs	ZEMA	Zambia Environmental Management Agency
MoTA	Ministry of Tourism and Arts	ZESCO	Zambia Electricity Supply Company
NAC	National Arts Council	ZICTA	Zambia Information Communications Technology Agency
NGO	Non-Government Organisation	ZTA	Zambia Tourism Agency
NHCC	National Heritage Conservation Commission	ZTMP	Zambia Tourism Master Plan
NMB	National Museums Board		

DEFINITION OF TERMS

The following definitions are used in this report:

A tourist is a visitor who stays at least one night away from their place of usual residence on a trip

A day visitor is a visitor who does not spend a night away from their place of usual residence on a trip

Visitors are Tourists + Day Visitors

LIST OF APPENDICES

The following appendices are included as separate documents:

1. Further description, ideas, images and inspiration for Forest of Faces and Story Buildings
2. Proposed governance structure and roles for delivery of the DMP
3. DMP Research Findings and Sector Assessment
4. Full Implementation Action Plan (Spreadsheet)



A DESTINATION MANAGEMENT PLAN FOR **LIVINGSTONE**

2020 - 2025

Prepared for Destination Livingstone and PEP Zambia by Acorn Tourism Consulting Ltd and Black Spiral Design in association with Peter Anderson Studio