

pakistan national tourism:  
**action plan**  
2020-25



سلاسل  
TM **pakistan**

Pakistan National Tourism

# **Action Plan**

**2020-2025**



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# Introduction

Following the plan to realise “vision 2030”, Pakistan has formulated the National Tourism strategy (2020-2030) with the aim to steer the country towards becoming the fastest growing tourism destination in the region, along with economic, social, cultural and political advancement. This 5-years Action Plan (2020-2025) has been prepared as a part of national tourism strategy and provides a roadmap to aid in management and effective implementation of the strategic efforts to boost tourism.

Although tourism offers numerous benefits yet Pakistan could not benefited from it despite availability of countless tourism potential across the country. There are numerous hurdles facing the country’s tourism industry. However, through collective efforts of stakeholders, harmonized policies and political will, an enabling environment can be created to allow sustainable and progressive development of the sector, in line with the mission statement. There is a need to uphold the principles of ‘good governance’ to overcome policy and legislative impediments in collaboration with local, provincial and national government(s). The initiatives need to be grounded in effective monitoring and evaluation mechanisms and complemented through a comprehensive research and knowledge management framework.

## Strategic Framework

**Vision:** To become one of the most preferred tourism destination in Asia by 2030.

**Mission:** Transforming the sector to discover and develop the unseen to surpass the tourist expectations and create a ripple effect in the economy through a progressive and sustainable tourism industry to prosper and deliver TOURISM.

**Values:** Trust | Accountability | Responsible Tourism | Adaptability | Integrity | Inclusivity | Ease | Service Excellence

## Measurement & Resilience Framework

Tourism Performance indicators / GDP & revenue targets

Create jobs particularly in small medium enterprises (SME)

Tourism mainstream stimulus and infrastructure programs

Review of Tax and Visa barriers and implementations

Support of Tourism promotion Events, Art culture, TV, movies , fashion shows local level and export internationally

Promote a green tourism culture in suppliers, consumers & communities

## Strategic Action Plans

Strategic objectives by Focus Areas,

Themes & baselines

Strategic Clusters & Thrusts

## National Strategic Plan

Consultative approach & engagement

Ministerial Roadshows & Stakeholder workshops

Web based surveys

Panel of Experts & subcommittees workshops

Intergovernmental Tourism Forum with all Tourism Secretaries/Ministers/BoI







# Tourism and Development

The true potential of Pakistan's tourism cannot be realised without extensive interventions aimed at growth and development, through execution of demand and supply-side programs simultaneously. Employing contemporary destination marketing and brand management techniques will surely generate demand. While enhancement of niche tourism products, provision of quality services, maintenance of standards, capacity building of personnel and institutions, along with creation of an enabling environment for investment will aid in strengthening the supply side of tourism industry.

Tourism has the potential to generate innumerable jobs, help uplift marginalized segments of the society and alleviate poverty. It is important to establish programs which provide opportunities to rural and women entrepreneurs to contribute towards economic prosperity, while uplifting low income households to be self-sufficient. Collaborative efforts are required to incorporate tourism related trainings/courses/diplomas to improve the quality of human resource, along with enacting policies to protect employees from any form of exploitation.

Awareness around the tourism sector is lacking in the domestic market, which requires mass informational and educational campaigns around print, electronic and social media platforms by utilizing modern technological mechanisms. Growth can be enabled through development of state-of-the-art infrastructure in the form of road networks, airlift facilities, hotels, leisure resorts and disaster management plans.

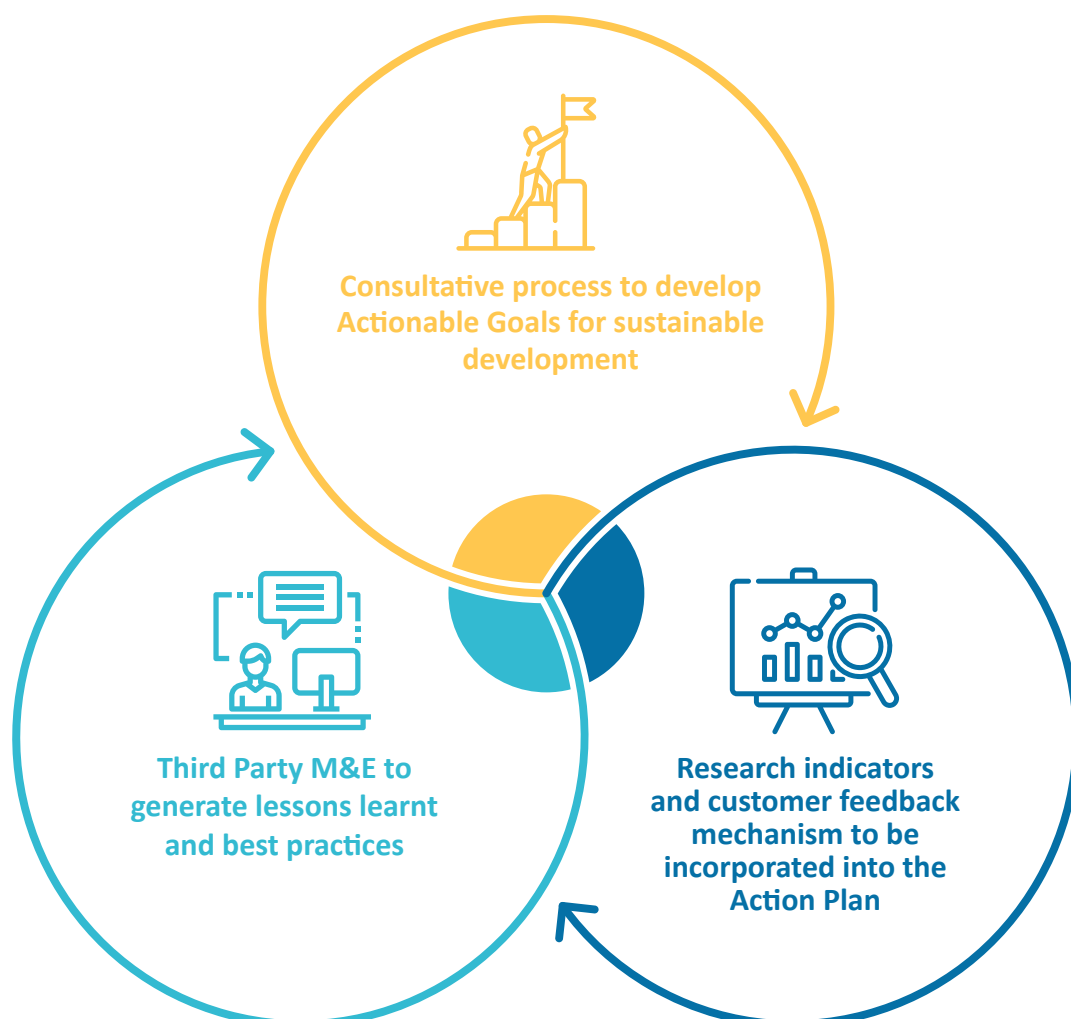


*Railway Station, Karachi*

# Components of the Action Plan

In order to realize and achieve the objectives set forth in the national tourism strategy and address issues of tourism industry, the action plan framework has been formulated. It is outcome of several consultative sessions involving the public sector, private sector and experts from the field of tourism. Series of workshops, stakeholder meetings and government dialogues were arranged to devise workable mechanisms aimed to realise the potential of tourism, by attracting visitors to share cultural, ecological and culinary experiences the country has to offer. It outlines actionable goals, divided into strategic clusters, with implementation timelines to measure their progress and provide a clear direction to the tourism sector.

This document presents a framework which is dynamic in nature and will evolve at every stage of implementation process to incorporate best practices and ensure sustainability of policies and actions. It provides an integrated approach based on service excellence, transformation principles and diversification of tourism products and services.





Tourism Action Plan will act as a blueprint to realise the National Tourism Strategy. Tasks have been divided into four clusters and assigned to the relevant stakeholders to ensure implementation. Each cluster has been disaggregated into actions and sub-actions with designated timelines. The strategic clusters are illustrated in the figure below:



*Hiran Minar Water Tank, Sheikhupura*





# 1 Good Governance

The first cluster focus on governance issues, legislative measures, coordination, policy action especially visa regime, institutional arrangement with provinces/regions, monitoring and coordination, evaluation gaps and others to ensure good governance and accountability across the sector. Actions include development of a centralised Web-portal and E-library which maps all tourist sites, provides relevant information to the visitors, allows bookings and collects feedback through a single platform. Tourism indices will be developed to monitor overall performance of the tourism sector through baseline, mid-line and end-line studies based on predetermined indicators and customer feedback. In order to achieve service excellence, a centralised rating system will be developed for businesses operating in the travel and hospitality sector to ensure quality control and establish service standard benchmarks. Additional actions and sub-actions are outlined in the action plan along with factors which need to be considered and stakeholders who will be involved.

**Tourism Strategy, Monitoring & Evaluation**

**Research, Information & Knowledge Management**

**Policy & Legislative Framework with Provinces**

**Collaborative Partnerships at National,  
Provincial & Local Government Level**



*Snowfall, Murree*





## 2 Tourism Growth (Demand and Supply)

Second cluster of the action plan focuses on Tourism growth and development by introducing demand and supply side interventions. Actions which will aid in increasing tourism demand include marketing and brand management strategies to position Pakistan as globally attractive and recognised tourism destination. Brand Pakistan campaign will be developed to showcase the country's tourism potential to all and sundry. Relevant mediums including TV travel channels, radio, airlines, travel websites, YouTube, social media and travel bloggers/influencer will be resorted to in a harmonized manner to present true image and colors of Pakistan.

### **Destination Marketing & Brand Management**

#### **Domestic Tourism Strategy (Provincial)**

#### **Regional & International Tourism Strategy**

Similarly, supply side interventions will include capacity building initiatives for tourism and hospitality sector personnel through trainings, refresher courses and introduction of tourism certifications to enhance labour quality in addition to addressing skill/capacity gaps. Accredited qualifications will be introduced with the help of stakeholders to provide utmost services and achieve customer satisfaction. Development of new tourist sites alongside improving the existing ones will attract tourists and promote cultural heritage, historical and religious values.

Provision of Green growth and responsible, eco friendly tourism culture is at the forefront of tourism strategy. Climate social responsibility will be promoted through protection and conservation of habitat and safeguarding local cultures and communities. Environment impact assessment (EIA) will be made part and parcel for all infrastructure development along with strict adherence to waste management plans to protect the ecology of destinations. Energy efficient building models will be encouraged to proliferate eco-friendly practices and adopting green energy technologies.

### **Relevant Capacity Building**

#### **Niche-product Development**

#### **Responsible Tourism**

#### **Investment Promotion**







# 3 People development/ Job creation

The government has already made significant strides to adopt ease of business initiatives which will encourage entrepreneurial ventures. Upholding the essence inclusiveness, marginalized and disadvantaged segments of the society including women, minority groups, people with disabilities and special needs will be integrated into the tourism model to uplift low income groups. Capacity building initiatives for hospitality sector staff is an important component to enhance labour quality and employment probability in addition to addressing skill/capacity gaps. Measures are suggested to protect individuals operating in the leisure and hospitality sector from exploitation. Similarly, tax incentives and subsidy structures will be looked into to support, promote and facilitate entrepreneurship, while coordinated efforts are envisaged and focused to provide access to decent work, minimum wage and suitable working conditions for every individual.

**Transformation**

**Decent work**

**Quality Assurance - Service excellence & standard**

**Community Beneficiation**



*Buzi Pass, Makran*







# 4 Enablers for Growth

It is imperative to build awareness regarding the importance of tourism in the local and regional market to ensure sustainable and responsible growth of the industry. Specific marketing strategies are required to target tourism segments including cultural heritage, religious, adventure and coastal tourism. Advancing on the agenda of religious harmony, Buddhist and Sufi trails will be renovated to enhance visitor experience. Having 68% of population under the age of 30, provides a unique opportunity for growth. School tour/trip programs will be implemented to encourage tourism culture. Courses/diplomas will be introduced at college/university level with funding opportunities to attract more students to the field of tourism and generate trained and skillful human resource. Tourism crisis and disaster management plan will be established with the help of relevant agencies to respond to any emergency situations.

The development, upgradation and maintenance of tourism infrastructure is critical to sustainable growth. In this regard, goals have been devised to ensure connectivity to and from the Pakistan and tourist sites that include improved air connectivity with target markets and tourist destinations, road infra-structure improvements and rail connectivity. Special tourist facilitation initiatives are focused as well such as pit stops and service areas with amenities for the tourists. This will be achieved through mobilization of Public-private partnerships. Special attention is being given to ease of access initiatives to cater to people with disabilities and special needs. Environmental impact on infrastructural development will be assessed and minimised to make a shift towards low carbon destinations.

**Building awareness around importance of tourism**

**Safety & Security and Disaster Management**

**Domestic, International and Regional Airlift**

**Ground Transportation and Infrastructure**

**Standards and Certification**



*Chattar, Muzaffarabad*



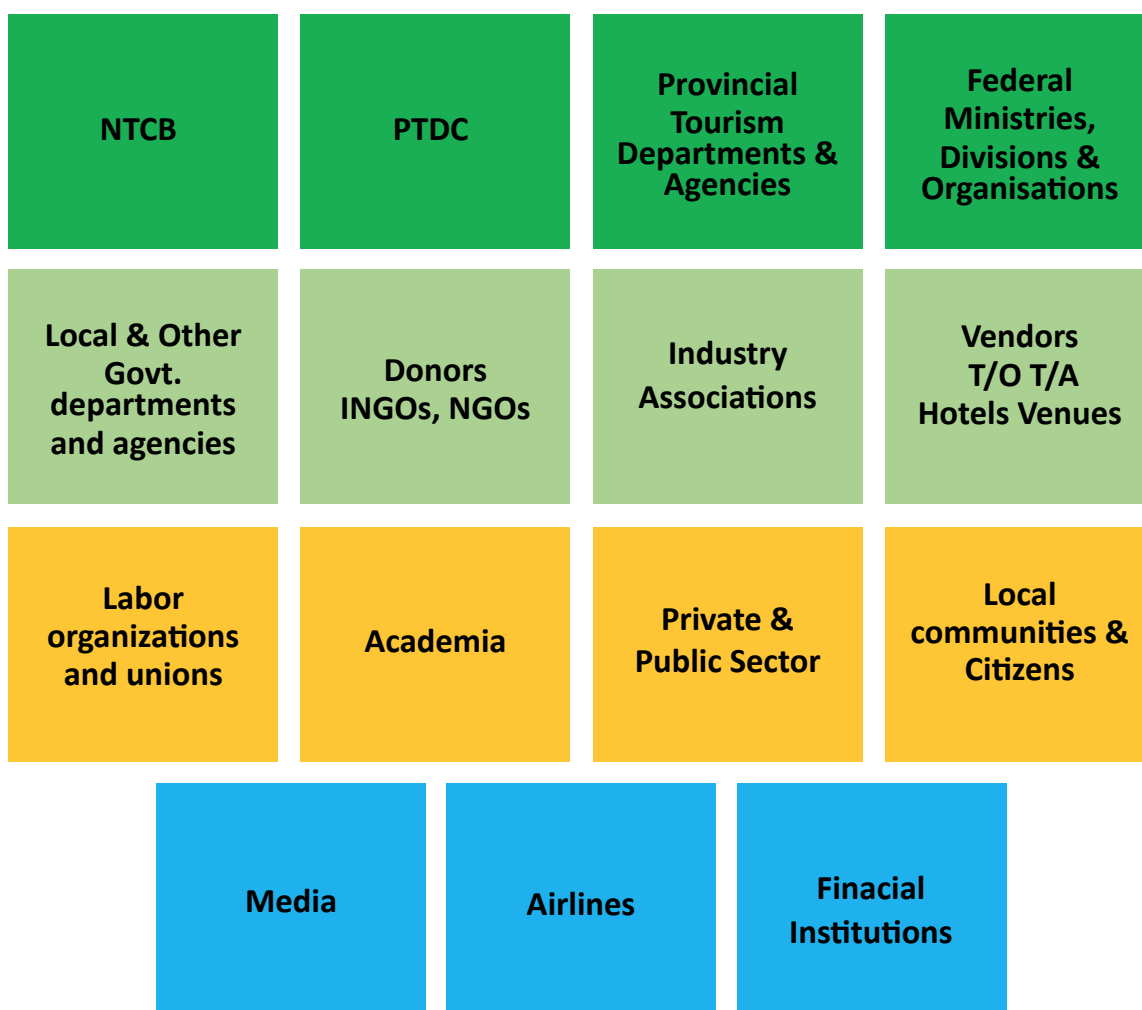


# Timelines for Action Plan

Action plan delineates implementations efforts in order of priority and impact on achievement of objectives of the National Tourism Strategy. The actions are grouped into three main categories viz short term, mid-term and long term actions. In addition, there are also actions which will take place continuously throughout the implementation phase. The timelines are as under:

- Short-term actions are those to be acted upon immediately and is expected to be completed within a year,
- Mid-term actions are those required to accomplished in 1-3 years,
- Long-term actions will be completed in 3-5 years period and beyond

## Stakeholders











# A. STRATEGIC FRAMEWORK

Sr.	CATEGORY	ACTIONABLE GOALS (ACTIVITIES)	SUB -ACTION
1	Strategic Framework	<b>Vision:</b> To become one of the most preferred tourism destination in Asia by 2030	
2		<b>Mission:</b> Transforming the sector to discover and develop the unseen to surpass the tourist expectations and create a ripple effect in the economy through a progressive and sustainable tourism industry to prosper and deliver TOURISM.	
3		<b>Values:</b> Trust   Accountability   Responsible Tourism   Adaptability   Integrity   Inclusivity   Ease   Service Excellence	
4	Measurement & Resilience Framework	Tourism Performance indicators / GDP/ employment generation & revenue targets as per UNSDGs	
5		Create jobs particularly in small medium enterprises (SME)	
6		Tourism mainstream stimulus and sustainable infrastructure development and protection programs	a. Upgradation of existing infrastructure at tourist sites while adding new sites/ destinations  b. Set-up destination management organizations to enforce the updated regulatory mechanism.
7		Review of Tax and Visa barriers and implementations	a. Tourism to be declared a TIER-I industry with enhanced facilitation of tourism integrated businesses in long-term planning, in order to attract domestic and foreign investment.  b. Strict implementation of government initiatives viz relaxation of visa, NOC and opening of restricted areas.  c. Permit issuance simplification  d. Global Visa Policy review for further liberalization



8		Organise and support Tourism promotion Events, Art culture, TV, movies, fashion shows, roadshows locally and internationally to project a true image of Pakistan	-
9		Promote a green tourism culture in suppliers, consumers & communities	<ul style="list-style-type: none"> <li>a. Review existing laws and building codes and upgrade them to control negative impact of built environment on the natural landscape.</li> <li>b. Limiting activities within the carrying capacity of that specific area/region.</li> <li>c. Limits of acceptable change be drawn in consultation with local communities in order to protect and conserve the natural habitat</li> <li>d. Develop destination level waste/ sewerage management plan using modern eco-technologies</li> <li>e. Introduction of strict fine regime on littering along with mass public awareness campaign</li> </ul>
10	<b>Strategic Action Plans</b>	Strategic objectives by Focus Areas	
11		Themes & baselines	
12		Strategic Clusters & Thrusts	
13	<b>National Strategic Plan</b>	Develop a National Strategic Plan Document	<ul style="list-style-type: none"> <li>a. National Tourism Strategy be developed by Federal Government to serve as a guide for public and private agencies</li> <li>b. All Provincial/Regional Governments to formulate tourism policy aligned to National Strategy</li> <li>c. Short-term plan to be devised identifying key result areas followed by a mid-term and long-term goals.</li> </ul>
14		Ministerial Roadshows & Stakeholder workshops	
15		Web based surveys	
16		Panel of Experts & subcommittees or working groups, task forces	
17		Intergovernmental Tourism Forum NTCB to liaise with all Provincial Tourism Departments, Concerned Federal Ministries, Board of Investment (BOI), Private sector, Associations	<ul style="list-style-type: none"> <li>a. Develop a national tourism coordination strategy and mechanism along with SOPs for the entire sector</li> </ul>









## B. CLUSTER 1

### GOOD GOVERNANCE

SERIAL No.	CATEGORY	ACTIONABLE GOALS (ACTIVITIES)	SUB-ACTIONS
1	TOURISM STRATEGY, MONITORING & EVALUATION	Web portal & E-library of products across the country including mapping of all sites	<ul style="list-style-type: none"> <li>a. Comprehensive national web portal and Mobile Application on tourism to be developed</li> <li>b. Creation of websites and mobile applications with tourism data to be developed by provinces and AJK/GB</li> <li>c. Develop e-Library for all information, publications, tourism products etc</li> <li>d. Creation/mapping of tourist sites especially religious, cultural, archeological sites, ensuring they contain brief history about the sites, location with google map coordinates and availability of amenities/accommodation in the vicinity.</li> </ul>
2		Restructuring of all Destination Management Organisations (DMO) activities under world-class structures at Federal, Provincial and local levels.	<ul style="list-style-type: none"> <li>a. World-class destination management organisations at the Federal (NTCB/PTDC) and Provincial level (Corporations)</li> <li>b. Effective and efficient destination management organisations at the local levels in selected districts (atleast 5 districts by each province/region)</li> </ul>
3		Destination APP. Develop a national web-based and/or mobile/cell-based system for visitors to complete visitor satisfaction and feedback forms	<ul style="list-style-type: none"> <li>a. Websites and mobile Application to be developed which incorporate online feedback mechanism</li> </ul>
4		Develop a tourism index to monitor the overall performance of the industry on an ongoing basis	<ul style="list-style-type: none"> <li>a. Develop a proper mechanism and foster coordination among various organisations to collect data (on monthly basis) on tourist activities, their direct, indirect and total contribution to the economy</li> </ul>



	FACTOR FOR CONSIDERATION	CONCERNED STAKEHOLDERS	CHALLENGES/ RISKS	TIMELINES
	Ensure authenticity of displayed data by NTCB/PTDC along with Independent evaluation of data to ensure authenticity and transparency	NTCB/PTDC	Regular updating of web sites, Dynamic/interactive False data can lead to even greater implementation issues	ST
	Ensure authenticity of displayed data by Provincial Tourism Departments	Provincial Tourism Departments		ST
	Ensure authenticity of displayed data by NTCB/PTDC	NTCB/PTDC Provincial Tourism Departments	Regular updating of information	ST MT
		NTCB/PTDC M/o National Heritage M/o Religious Affairs Provincial Tourism Departments Evacuee Trust Board/Provincial Auqaaf Departments	Shortage of funds to undertake the activities.	ST MT
		NTCB/PTDC Provincial Tourism Departments	HR Constraints	ST MT
	DMO at local level is important for implementation and improved coordination between the provinces and center	District Administration Local Governments	HR Constraints	MT
	Ensure authenticity of displayed data through NTCB/provincial tourism departments. Need to ensure data protection and privacy of users. Independent evaluation of data to ensure transparency and validity.	NTCB/PTDC Provincial Tourism departments	Regular updating, analysis and maintenance Creating an effective mechanism to incorporate the feedback	MT
		NTCB/PTDC Provincial Tourism departments	Inter-departmental and Intra-departmental harmony and cooperation	MT LT

			<ul style="list-style-type: none"> <li>b. Index to include number of foreign and domestic tourists travelling to tourist destinations, expenditure on tourism, contribution to employment generation, imports, exports, GDP, and GDP growth</li> <li>c. Indexes to be used to formulate future strategies and informed policy decisions, data utilized to promote international competitiveness of Pakistan's Tourism Industry</li> <li>d. Monitoring mechanism to be developed incorporating tourism related receipts and expenditures made by domestic and International tourists to identify segments which require attention and areas which need improvements</li> <li>e. Baseline map to be developed which provides comprehensive information of sustainable tourism indicators which will help to make informed policy decisions</li> <li>f. Develop index / rating system for businesses related to hospitality sector to improve service standards and ensure accountability; Indexes will be updated consistently to ensure validity</li> <li>g. Implement mystery-guest visits to supplement the feedback mechanism and /or grading assessments</li> <li>h. Develop an accessible, easy to use tourism feedback system</li> </ul>
5		Strengthening Monitoring mechanism	
6	<b>RESEARCH, INFORMATION &amp; KNOWLEDGE MANAGEMENT</b>	Create 'research and knowledge management unit' enabling it to coordinate and diversify tourism related research	<ul style="list-style-type: none"> <li>a. Develop &amp; install a mechanism to support, oversee and monitor the implementation of the roadmap/national tourism strategy</li> <li>b. Revamp and empower DTS for strict implementation of standards and imposition of fines etc</li> </ul>
7		A National database of all tourism assets, destinations and hospitality services (Hotels, restaurants, amenities)	<ul style="list-style-type: none"> <li>a. Develop comprehensive database for various actors working in tourism sector especially associations, businesses, tourist guides, operators etc.</li> </ul>



NTCB/PTDC Provincial Tourism departments		MT LT
NTCB/PTDC Provincial Tourism departments		R
NTCB/PTDC Provincial Tourism departments	Data collection; Expenditure & Receipts collection complicated	MT LT
NTCB/PTDC Provincial Tourism departments		MT LT
NTCB/PTDC Provincial Tourism departments DTS		MT R
NTCB/PTDC Provincial Tourism Departments		MT R
NTCB/PTDC Provincial Tourism Departments		MT
Provincial Tourism Departments DTS		ST
NTCB/PTDC		ST
NTCB/PTDC, Provincial Tourism Depts, Local Administration		ST

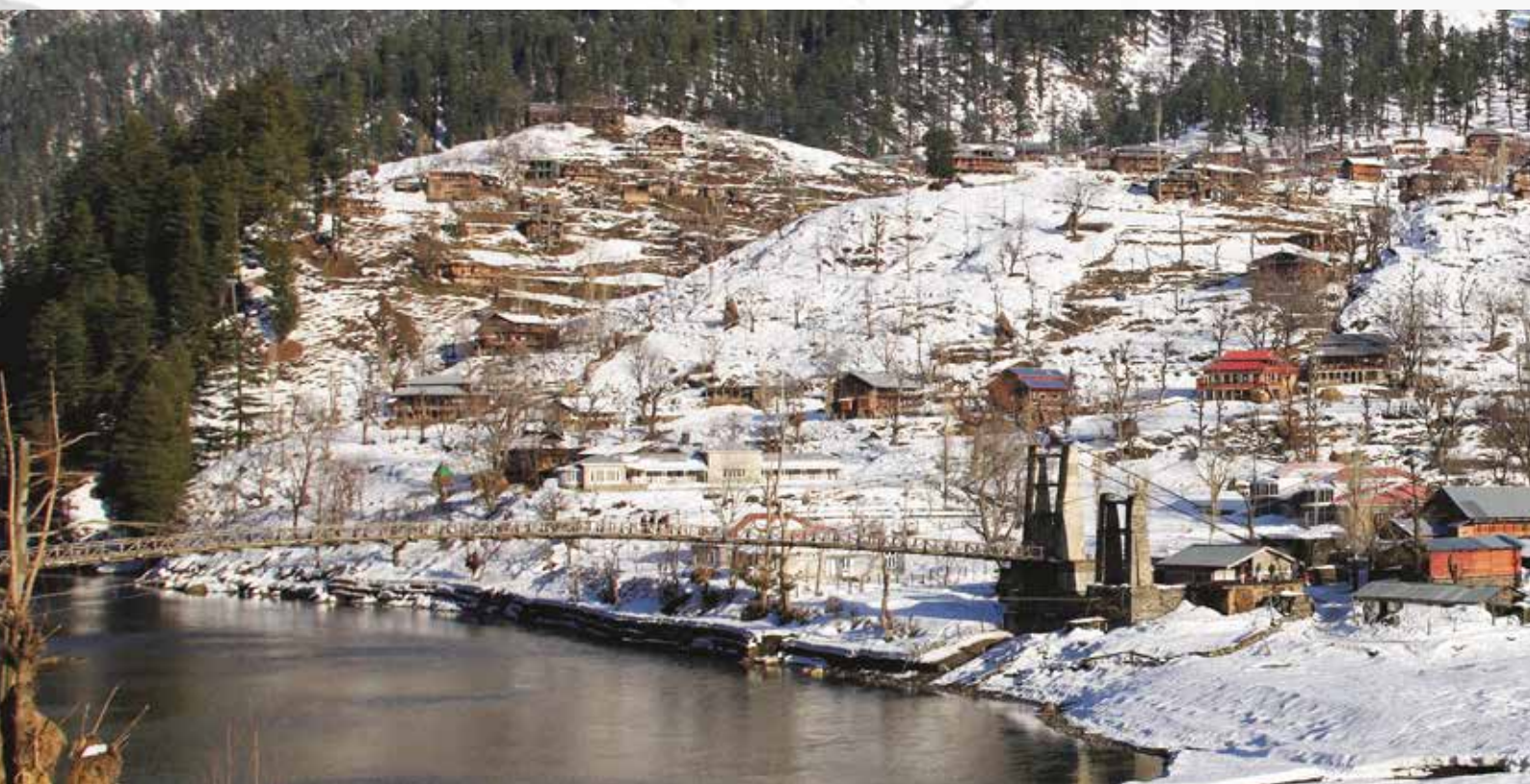
			<ul style="list-style-type: none"> <li>b. Develop a central database and foster coordination among various organisations to collect data on the number of tourists entering the country as well as moving among provinces and regions</li> </ul>
8		Tourism Trends watchdog - Analytical data and report generation	<ul style="list-style-type: none"> <li>a. Tourism Trends watchdog - Analytical data and report generation</li> <li>b. Assess socio economic impact of COVID-19 and develop recovery strategy for tourism sector</li> </ul>
9		Coordinated research framework between academia, institutions and hospitality sector	<ul style="list-style-type: none"> <li>a. Research cell on tourism be developed to encourage, conduct and facilitate research on various segments of tourism industry</li> <li>b. Synergy be developed with research institutions, educational institutes and others to coordinate research activities in tourism and hospitality sector.</li> </ul>
10	<b>POLICY &amp; LEGISLATIVE FRAMEWORK</b>	Identify policy and legislative impediments, and develop appropriate interventions	<ul style="list-style-type: none"> <li>a. Rules &amp; regulations be reviewed, updated and simplified to make it tourist and business friendly; give way to tourism development and management, while minimizing negative impacts</li> <li>b. Permit issuance simplification</li> <li>c. Global Visa Policy review for further liberalization</li> <li>d. Introduce quality standards certification system in tourist services</li> <li>e. Single entry registration for foreigners at Airport/entry check-post with no visit to police station.</li> </ul>
11		Periodic reviews of policies/rules to conduct gap analysis, while ensuring that international best practices are followed	
12		Embark on an advocacy and awareness campaign on policies, legislations, regulations and procedures with all relevant stakeholders and tourism departments	



Making visa and passports essential for hotel check-ins All information regarding the hotels as well as foreign and the domestic tourists should be collected at entry points	Ministry of Interior, NADRA & FIA, Provincial Governments, NTCB	Absence of third-party monitoring might result in conflict of interest for the government departments evaluating their own actions	ST R
	NTCB /PTDC Provincial Tourism Departments		ST R
	NTCB /PTDC Provincial Tourism Departments		ST
	NTCB /PTDC Provincial Tourism Departments		ST
	NTCB /PTDC Provincial Tourism Departments HEC Provincial Departments of Education		ST
Present Implementation and enforcement mechanism Punishments/rewards scheme	NTCB/PTDC, Concerned Federal Ministry, Provincial Depts, Concerned Federations/Associations	Task will require inter-departmental and Intra-departmental harmony, which might be a challenge	MT
Streamline rules and regulations/policies to make them simple	Concerned Federal organisations/ DTS Provincial Departments		MT
	Ministry of Interior Ministry of Foreign Affairs		MT
	NTCB /PTDC Provincial Tourism Departments DTS		MT
	Ministry of Interior Ministry of Foreign Affairs		MT
	NTCB /PTDC Provincial Tourism Departments		R
	NTCB /PTDC Provincial Tourism Departments		R

13		Develop a tourism crisis management framework & Resilience strategy encompassing relevant stakeholders, Army, Police, Ministry of Health, Immigration Services and others	<ul style="list-style-type: none"> <li>a. Crisis management strategy be developed at National and Provincial level especially in wake of Covid-19 situation and the necessary response mechanism</li> <li>b. Develop SOPs for tourism and hospitality service providers and airlines to deal with situation like COVID-19</li> <li>c. Liberalization of Rescue operation services and review of SOPs to include: <ul style="list-style-type: none"> <li>i. Open Areas Private Helicopter Services</li> <li>ii. Encourage Private Companies to provide Helicopter Service with Retired Military personnel as pilots</li> <li>iii. Involve Agha Khan, Air Eagle &amp; Princely Jets etc. for coordinated services</li> </ul> </li> </ul>
14	<b>COLLABORATIVE PARTNERSHIPS AT NATIONAL, PROVINCIAL &amp; LOCAL GOVERNMENT LEVEL</b>	Formalize structures between the public and private sector at national and provincial government level to build trust and for ease of business	<ul style="list-style-type: none"> <li>a. Create a visitor experience tourism value chain including all service points e.g. immigration, transport, accommodation, restaurants, financial institutions and other stakeholders</li> </ul>
15		Raise the profile of the tourism industry within Parliament and Cabinet - engage all relevant ministries with special focus on tourism	<ul style="list-style-type: none"> <li>a. Raise awareness and understanding of tourism industry within Cabinet, Parliaments and Committees of Parliament</li> <li>b. Engage all ministries that have an impact on tourism. Regular communication channels be established and maintained with all related ministries/departments</li> </ul>

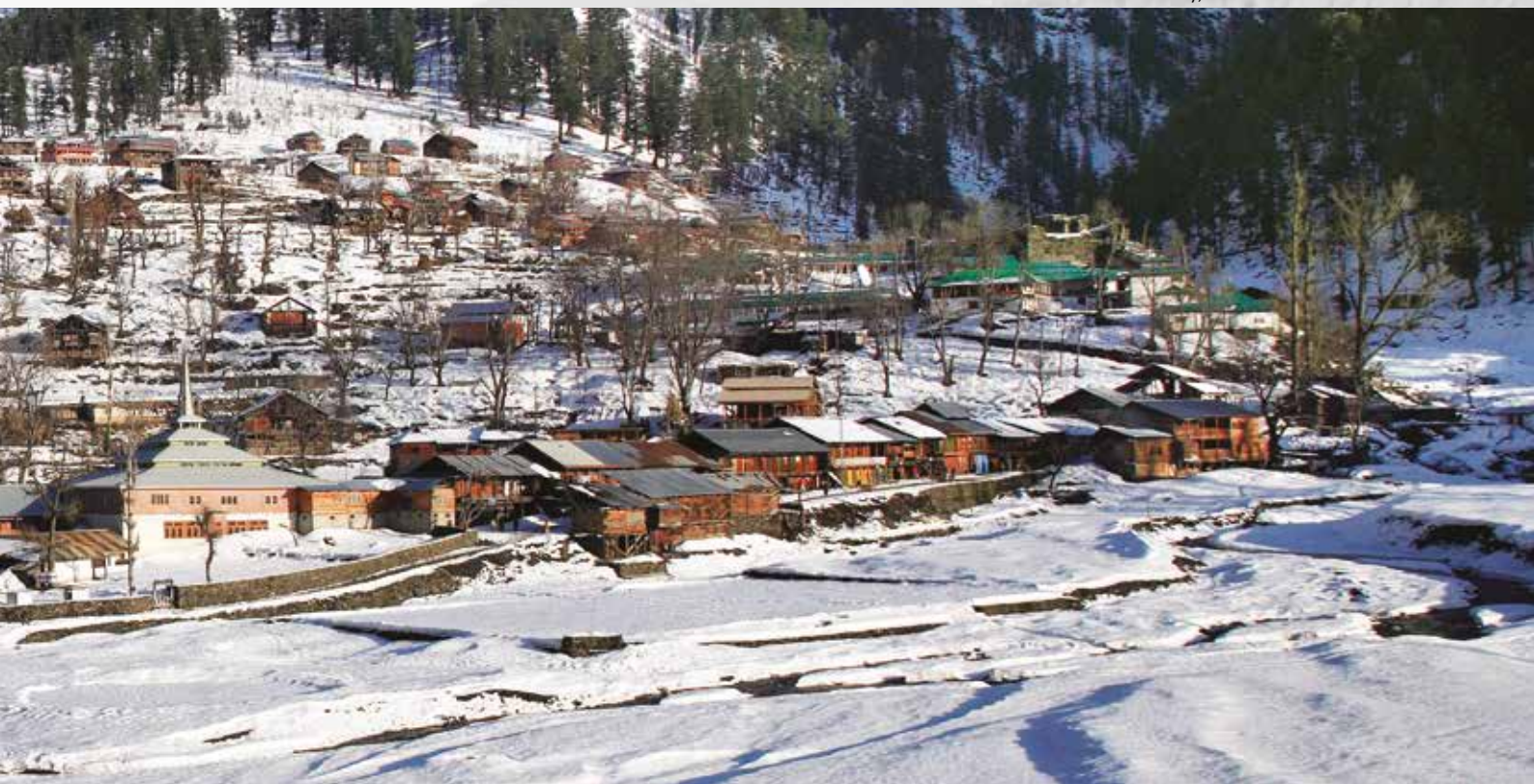
**ST** (Short Term), **MT** (Mid-Term), **LT** (Long Term) and **R** (Regular/continuous activity)





	NTCB/PTDC Provincial Tourism Departments	Inter-departmental and Intra-departmental harmony, a challenge	MT
	NTCB/PTDC Provincial Tourism Departments		ST
Employment of retired air crew for restricted areas	CAA, MoD, Pak Army, P/NDMA, Private sector, Ministry of Aviation, PATO	Weather High-altitude training Non-availability of communication infrastructure	MT
NTCB should play an active role to bring everyone on board. Roles of departments should be explicitly defined	NTCB, PTDC, Relevant Federal Ministries Relevant Provincial Depts, Associations / tourism bodies Private sector players	Lack of trust between department, private sector and Government priorities	MT
	NTCB/PTDC, Provincial Departments, Associations/Federations/Tourism Bodies		R
	NTCB/PTDC	Task will require inter- departmental and Intra- departmental harmony	R

Neelam Valley, Azad Kashmir











## C. CLUSTER 2

### TOURISM GROWTH AND DEVELOPMENT - DEMAND

SERIAL No.	CATEGORY	ACTIONABLE GOALS (ACTIVITIES)	SUB-ACTIONS
1	DESTINATION MARKETING & BRAND MANAGEMENT	To position Pakistan as a globally recognized tourism DESTINATION with a brand name, Tag line, collateral, videos, song, e-portal /APP.	<ul style="list-style-type: none"> <li>a. Develop Brand Pakistan to position the country as an alternative and attractive tourist destination</li> <li>b. Design and devise a comprehensive national promotional and marketing plan detailing strategy, goals, funding sources.</li> <li>c. Develop standardized guidelines to use and position Brand Pakistan for all levels of destination marketing (national, provincial, city, district and local).</li> </ul>
2		Advocate the importance of brand consistency throughout Pakistan as a means of portraying a professional image	<ul style="list-style-type: none"> <li>a. Advocate the importance of brand consistency throughout Pakistan as a means of portraying a professional image. Provincial tourism department websites should be consistent with National Brand.</li> </ul>
3		Launch joint marketing initiatives	<ul style="list-style-type: none"> <li>a. Develop a platform where all the stakeholders can come together to develop destination and tourist centric marketing campaigns</li> <li>b. Launch joint marketing initiatives with national/ international tour operators, airlines, Mega hotel brands, bloggers, vloggers</li> <li>c. Employ TV and Radio Networks to proliferate Tourism related information to domestic tourists. Encourage state owned and private TV channels to allocate more time to promote Pakistan as a tourist destination.</li> </ul>



	FACTORS FOR CONSIDERATION	CONCERNED STAKEHOLDERS	CHALLENGES/ RISKS	TIMELINES
	A brand slogan for Pakistan tourism is required like Truly Asia Malaysia, Welcome Scotland, etc.	NTCB/PTDC	Quality assurances	ST
		NTCB/PTDC		ST
		NTCB/PTDC in consultation with Provincial Governments		ST
		NTCB/PTDC, Provincial Tourism Departments/ Tourism Corporations		MT R
	Absence of collaboration among departments and private sector	NTCB/PTDC Provincial tourism depts, Private sector	Lack of coordination can lead to misleading campaigns	ST
		All National and provincial stakeholders	Coordination among stakeholders	ST MT R
	Private sector firms and consultants be engaged to come up with state-of-the-art content.	Ministry of Information & Broadcasting Radio Pakistan, FM Networks, Provincial Information Departments	Coordination among stakeholders	R

4

Review the existing domestic tourism marketing approach to accommodate all market segments

5

Pilot marketing in high-potential non-portfolio markets via diplomatic missions and Brand Ambassadors

- d. Awareness to be created and products marketed in domestic and international tourism markets through participation in events / exhibitions
- e. Introduce Travel and You Tube channels which promote Tourist destinations in Pakistan.
- f. Promote Pakistan as a tourist destination on high ranking international TV channels such as National Geographic, BBC, CNN, Discovery.

6

To entrench, educate and instil a tourism culture amongst Pakistanis (Tourism job in every home)

- a. Permanent Pakistan tourism brand ambassadors be engaged to promote products and destinations of Pakistan.
- b. Foreign Missions to play a proactive role in promoting the image of country abroad.
- c. Commercial Counsellor and Pakistan Missions Abroad shall be tasked to promote tourism. Mechanism be devised to gauge officers performance in tourism promotion
- d. Pakistani diplomatic missions in top ten tourist producing countries (e.g. Japan, South Korea, China, Thailand, Germany, UK, USA, Austria, Spain, France, Poland and Malaysia) to have dedicated tourist facilitation cells.

7

To create an environment and platform to present the provinces in a unified approach

- a. Create awareness among communities about benefits of tourism industry



Need to employ private consulting firms to develop informed and quality content	NTCB/PTDC, Provincial tourism departments/Corporations Hospitality Sector Associations Private Sector/Tour Operators	Funding constraints	R
	Travel influencers and bloggers, Radio Pakistan, FM Networks, Provincial Tourism departments, NTCB, Ministry of Information, Provincial Information Departments		MT R
	Ministry of Information and Broadcasting		ST R
	NTCB/PTDC, Provincial Tourism Departments		MT
	NTCB/PTDC Ministry of Foreign Affairs		MT
Implementation of surveillance and assessment plan to guarantee results and accountability for quality.	Ministry of Foreign Affairs Pakistani Missions Abroad	Important to ensure correct information is given to the foreign missions to avoid inconsistencies.	MT
	Ministry of Commerce Ministry of Foreign Affairs	Important to ensure correct information is given to the foreign missions to avoid inconsistencies.	MT
	Ministry of Foreign Affairs Pakistani Missions Abroad		ST
	NTCB/PTDC Provincial Tourism Departments, Private sector		ST MT LT
	NTCB/PTDC with support of Provincial Tourism Departments		ST MT

8	<b>DOMESTIC TOURISM STRATEGY (PROVINCIAL)</b>	Develop a calendar of events for International tradeshows, special interest shows and use these platforms to project Pakistan and attract tourists	a. Ensure participation in international travel and tourism shows/events  b. National tourism event be introduced as an international event and companies from abroad be encouraged to participate
9		Encourage affordable tourism products and packages to encourage low to medium income earners to take holidays	
10		Develop guidelines to work with banks, loyalty programs, unions and other groups to encourage saving towards holidays, promote the use/application of savings to buy holidays, and motivate Pakistanis to save for their holidays	
11	<b>REGIONAL &amp; INTERNATIONAL TOURISM STRATEGY</b>	Encourage provinces to conduct feasibility studies to identify the most viable options that will ensure the growth of domestic tourism	
12		Target neighbouring countries, and identify various issues inhibiting growth from these markets	
13		Develop and implement a strategy to maximize religious, cultural, eco-tourism, adventure and shopping tourism in partnership with key cities. Handicrafts, fashion and apparel industries to be given boost	
14		Regional Cooperation's such as CAREC, ECO, SAARC etc be focused to promote regional tourism	
15		Strict implementation of government initiatives regarding relaxation of visa, NOC and opening of restricted areas.	
16		Coordination with embassies and foreign missions of other countries in Pakistan to relax travel advisories for their citizens travelling to Pakistan.	
17		Improve air connectivity with major markets and destination	

**ST** (Short Term), **MT** (Mid-Term), **LT** (Long Term) and **R** (Regular/continuous activity)



Use of travel bloggers and influencers with large number of followers might be another way to increase promotion.	NTCB, Provincial Tourism Departments, Hospitality sector Associations, Private companies	Lack of a centralised direction may result in sub-standard promotional activities	MT R
Use of travel bloggers and influencers with large number of followers might be another way to increase promotion.	NTCB, Provincial Tourism Departments, Hospitality sector Associations, Private companies	Lack of a centralised direction may result in sub-standard promotional activities	MT LT
	Associations/Tourism Bodies Tour Operators		MT
	NTCB/PTDC		MT
	Provincial Tourism Departments		MT
	NTCB/PTDC		ST
	NTCB/PTDC Ministry of Religious Affairs Ministry of Commerce Ministry of Industries/SMEDA Provincial Departments of Industries Chambers of Commerce		MT
	Ministry of Foreign Affairs Economic Affairs Division PTDC/NTCB		MT
	Ministry of Foreign Affairs Ministry of Interior District Administration Security Agencies		ST
	Ministry of Foreign Affairs		MT
	Ministry of Aviation Civil Aviation Authority Ministry of Interior Airline Companies/Private Sector		MT

## D. CLUSTER 2

### TOURISM GROWTH AND DEVELOPMENT - SUPPLY

SERIAL No.	CATEGORY	ACTIONABLE GOALS (ACTIVITIES)	SUB-ACTIONS
1	RELEVANT CAPACITY BUILDING	Implementation of government tourism toolkit ensuring that relevant local municipalities allocate a budget for tourism and building capacities of related officials	
2		Conduct an audit of the current skill level of tourism officials within relevant local governments; develop and roll out training programs targeted at local government officials to address any skills gaps and shortages	<ul style="list-style-type: none"> <li>a. Need assessment study of Tourism departments and local governments focusing on skill set related to tourism</li> <li>b. Training of trainers' program under the NTCB for provinces for all the elements associated with tourism industry.</li> <li>c. Enhancing labour quality of hospitality sector HR through periodic trainings and refresher courses.</li> </ul>
3		Encourage participation of local communities and educating them about benefits of tourism	<ul style="list-style-type: none"> <li>a. Conduct community sensitization campaigns on the benefits of tourism</li> <li>b. Integrated collaborative multi-stakeholder committees/model at provincial &amp; district level.</li> <li>c. Institutional framework for community participation and empowering them to play role at district &amp; provincial level committees.</li> </ul>
4		Engage government and associations to promote formal training, improving the quality of work in the industry, and ensuring an increased intake of tourism graduates	<ul style="list-style-type: none"> <li>a. Establish / operationalize educational institutes for Hospitality sector imparting quality education</li> <li>b. Organize awareness / training workshops for industry stakeholders including native communities</li> </ul>



	FACTOR FOR CONSIDERATION	CONCERNED STAKEHOLDERS	CHALLENGES/ RISKS	TIMELINES
		Provincial Tourism Departments District Administration		MT R
	Expert consultants be engaged	NTCB/PTDC. Provincial Tourism Depts Hospitality Sector Associations		MT
		NTCB/PTDC Provincial Tourism Departments	Funding constraints Identification of training resources, Identification of training areas Inadequate/ non-availability of institutes	MT R
	Training institute availability Syllabi Crash refresher courses Training of Liaison Officers/ guides	NTCB/PTDC Provincial Tourism Departments Associations Tour Operators	High costs associated with training and refresher courses might discourage companies from getting their staff trained.	MT R
		Provincial Tourism Depts, Concerned Federations, Private sector		ST R
	Present low level of Community participation & representation	District Administration, Destination communities, Relevant Provincial Departments and organizations.	Nonexistence of a common platform for coordination Poor communication among concerned stakeholders	ST R
	Identification of key stakeholders in local community	Provincial Tourism Departments. District Administration, Destination communities, NGOs, Media, Academia, Local Trade bodies	lack of participation of local communities in decision making process by public sector organizations	ST
	Existing institutes be operationalized -PITHM Karachi, PATHOM Swat	NTCB/PTDC Provincial Tourism Departments Private Sector		MT
		District Administration, Destination communities, Relevant provincial departments and organizations.		ST R

5	<p>Broaden the extent of tourism as a subject in schools life skills orientation and business schools case studies; use experiential elements as field trips</p>	<ul style="list-style-type: none"> <li>c. Research and development support to academia to generate quality research output on different segments of tourism by involving experts.</li> <li>d. Facilitate rolling-out of a countrywide customer relations training program for all travel and tourism.</li> <li>e. Special training programmes be initiated on health, hygiene and safety measures to sensitize travel industry service provider about precautionary and health safety measure in pandemic situations like COVID-19</li> <li>a. Incorporate education and knowledge enhancement about responsible &amp; sustainable tourism in educational curriculum as well as in extra-curricular activities</li> <li>b. Encourage Research and publications in journals</li> <li>c. Research and development support should be provided to the academia in order to generate quality thesis and dissertations on different segments of tourism by involving experts.</li> </ul>
6	<p>Investigate a learnership/apprentice process, which is linked to develop recognized careers in the tourism industry with formal professional development over a number of years</p>	
7	<p>Develop accredited qualifications and certifications for tourism information officials and Guides licenses</p>	<ul style="list-style-type: none"> <li>a. Certification and registration of eligible tour guides.</li> <li>b. Develop and regulate in consultation with HEC, tourism and hospitality curriculum and certification for all levels of education such as certificate/diploma/ degree level</li> <li>c. Tourism courses to be introduced in the universities and enhanced youth engagement should be ensured</li> </ul>
8	<p>Develop accredited ratings system/ mechanism for hotels, restaurants and venues</p>	
9	<p>Launch summer internship programs as part of Universities CO-OP programs in collaboration with private sector</p>	



	Higher Education Commission (HEC), Ministry of Professional Education Provincial Education Depts Private Educational Institutes	It might be difficult to gather all the experts on one platform due to difference of opinion.	MT R
	HEC, Ministry of Professional Education Provincial Education Depts Private Educational Institutes		MT R
	NTCB/PTDC Provincial Tourism Departments Private Sector		MT R
Present curriculum and its impact. Level of skills of various categories of staff	NTCB, Provincial Tourism Depts., School/Colleges/Universities Education Depts, Media, NGOs, Academia, Tourism organizations,	Limitation of funds for awareness campaign Low key role of media	MT
	HEC, Ministry of Professional Education Provincial Education Depts Private Educational Institutes		MT R
	NTCB, HEC, Provincial Tourism departments, Provincial Education Depts, Universities/Colleges		
Untrained and unprofessional staff and guides have a negative impact on the tourist experience	NTCB/PTDC	Capacity issues Non-availability of technical officials Swift Coordination	LT
	NTCB, Provincial Departments/ DTS HEC		ST
	NTCB, Provincial Departments/ DTS HEC		ST
	Universities/colleges/HEC		ST
A uniformed rating system like booking.com to incentivize private sector to maintain standards	NTCB/PTDC	implementation a challenge	ST
	NTCB/PTDC Ministry of Professional Education Provincial Education Departments Private Educational Institutes		ST R

10		Work with International Hospitality Schools, Institutes and Associations to bring on their accreditation programs in partnership with local course providers and hotel Management, including business tourism programs by SITE, MPI, IAPCO, PCMA, IATA, DMAI, Destination THINK, PATA	
11	<b>NICHE-PRODUCT DEVELOPMENT</b>	Develop various segments and products around special focus tourism MICE, Adventure, Medical, Religious, coastal, Halal and Eco & Wildlife Tourism	
12		Develop sites of historical, heritage, cultural and religious value to promote tourism.	
13		Adopt strategy and policy guidelines for protected areas and cultural/heritage sites in consultation with the concerned stakeholders, to include concept of buffer zones to control encroachment and over development in the vicinity of the natural habitats and historical/religious sites	
14		Follow the principles of zoning in the wildlife habitats for ecotourism related activities	
15		Religious literature, stories, beliefs of the religious groups in reference to different religious sites in Pakistan should be researched and marketed domestically and internationally to increase emotional attachment of the tourists.	
16		Engaging society through identification of story tellers, themes and missing links to disseminate information about local cultures, values and traditions	
17		Introduce Corporate Social Responsibility (CSR) practices in the Tourism Sector.	
18		Enhance value of the tourist spots by adding facilities such as water sports, ski sports, guided trekking/hiking, local music etc.	<p>a. Prepare plan for adding value to the tourist destination by identifying specific facilities to be added</p> <p>b. Establishment of Chairlifts via PPP mode at all feasible touristic sites especially those having potential of skiing and other adventure sports.</p>



Create linkages of Pakistani universities and institutions with high ranking institutes and universities in tourism and hospitality sector to bring quality.	Educational Institutes related to Hospitality Sector		MT
More research required to determine feasibility of the subsegments	NTCB/PTDC, Ministry of Maritime, Provincial Tourism Departments, Health authorities, Donor Agencies, Private sector consultants	Slow progress and red tape might lead to delay in development of the sub-segments	
Sites planning be done as per best practices of international standards safeguarding cultural and heritage value	NTCB/PTDC, Ministry of Religious Affairs/ETPB Ministry of National Heritage/DOAM Provincial Archaeology Departments		MT
Present Wildlife Conservation laws and practices.	Provincial Tourism Departments., District Administration, Development Authorities, Wildlife & Forest Depts., Destination communities, NGOs, Media	Poor enforcement of wildlife conservation laws	MT
Level of implementation and capacity of staff.		Increase in encroachment in wildlife habitats and protected areas	
	Provincial Tourism Departments, District Administration, Wildlife & Forest Departments, NGOs & Communities		MT
Lack of promotional and marketing campaigns specifically focused on religious tourism. Private marketing firms need to be engaged in this effort.	Academia NTCB/PTDC Provincial Tourism Departments Religious Leaders Travel Bloggers and Influencers PNCA	Private consulting firms  Misconceptions and disinformation can result in adverse impact on the society and lead to religious intolerance.	MT
The right to privacy of indigenous tribes should be ensured. Local population should be involved in the planning process.	Local Communities and tribes, NTCB /PTDC, M/o National Heritage, PNCA/Lok Virsa, Provincial Governments, District Administration NGOs/Private sector/Communities Corporate Sector	Local tribes might want privacy. Tourists inflow will affect the lives of the locals.	MT
			ST R
To capitalize and gain utmost value out of destinations, tourists should have a number of activities to choose from according to their taste and interests.	NTCB/PTDC Provincial Tourism Departments Pakistan Sports Board Adventure clubs and other private institutions	Government oversight should ensure that tourists are not exploited	MT LT
	Provincial Tourism Departments Board of Investments		MT LT

19	Introducing selective trophy hunting program based on the best practices to generate revenue for conservation activities and support local communities (Ibex, Markhor trophy hunting program by KP/GB Wildlife Departments).	<ul style="list-style-type: none"> <li>c. Introduce tourist camping sites/ camping pods with all allied facilities to provide appropriate accommodation facilities to the adventure and nature-based tourist segments</li> <li>d. Promote various adventure sports such as river rafting, mountain biking, snowboarding, paragliding, fishing, horse riding, scuba diving, water sports by using the great outdoor environment of our mountain and wilderness areas to add value to the tourist destinations</li> </ul>
20	Analyse and review both domestic and international tourism experiences and product trends with special focus on Religious and Green/Eco Tourism	<ul style="list-style-type: none"> <li>a. Incorporate concept of ecotourism in the overall management/ conservation plan of national park according to the suitability and requirement</li> <li>b. Identification of religious circuit sites. Group tours be initiated along the identified circuits.</li> </ul>
21	Develop a calendar of events for National tourism shows, special interest shows, arts and culture events etc	<ul style="list-style-type: none"> <li>c. Interfaith dialogues be initiated/ encouraged incorporating different religious leaders in an effort to increase interfaith tolerance and acceptance.</li> <li>a. Develop a National Calendar of events related to tourism, culture and heritage</li> <li>b. Build/develop an enriched calendar of events as part of the product development annual at provincial and national level</li> <li>c. Initiation of Sufi festivals at different sites in an effort to generate economic activities for the locals.</li> <li>d. Introduction of different religious festivals at the religious sites to generate economic activities and inculcate acceptance/tolerance of the other religions.</li> </ul>
22	Launch a VISIT Pakistan or MEET Pakistan quarterly publication with both domestic/ International Publication	



	Provincial Tourism Departments		MT
	NTCB/PTDC Ministry of Maritime Coastal Authorities Provincial Tourism Departments Pakistan Sports Board Associations / Clubs Adventure clubs and other private institutions NGOs and communities Forest & Wildlife Departments, Tourism Departments,		MT         ST
Consider role of ecotourism as tool to generate economic benefits for conservation objectives	Ministry of Climate Change Communities, Forest & Wildlife Departments, Tourism Departments, NTCB/PTDC		MT
Religion should not be politicized; special steps should be taken to ensure the integrity and respect of religions.	Ministry of Religious Affairs Minority religious groups representatives. NTCB/PTDC Provincial Governments Ministry of Religious Affairs Minority religious groups representatives. NTCB/PTDC Provincial Governments NTCB/PTDC, Provincial Tourism Departments  NTCB/PTDC, Provincial Tourism Departments	Absence of minority religious leaders that are followed or recognized worldwide.	ST R  R  ST  ST
Socio-economic impact on the local population through the generation of economic activities.	Historians & Academia Religious leaders Department of Archaeology NTCB/PTDC NTCB/PTDC Ministry of Religious Affairs/EPTB, Ministry of Interior Religious representatives  NTCB/PTDC	Religious sensitivities	MT  MT R  MT R

## GREEN AND RESPONSIBLE TOURISM

Finalize and implement the national minimum standards for responsible tourism; eco-friendly tourism & infrastructure; safeguarding communities and cultures

- a. Gap Analysis; comparing the standards and policies at home with other countries and identifying the gaps
- b. Develop minimum standards for hospitality sector, then monitoring it and coordinating with provincial DTS for strict implementation.
- c. Broaden Mandate of DTS
- d. Upgradation of existing infrastructure at tourist sites besides adding new sites/destinations
- e. Incorporation in rules provision of facilities for disabled and elderly people at resorts and hotels/restaurants etc
- f. Access roads to new tourist sites must be constructed after conducting EIA (Environment Impact Assessment)
- g. Formulation of waste management plan and rules; strict implementation of waste management plan
- h. Documentation of endangered arts and crafts; indigenous wisdom/knowledge and later bringing it into practice. List to be prepared in each field.
- i. Introduce energy efficient building models and encourage use of alternate eco-friendly materials along with energy efficient appliances in Hotel/restaurant operations
- j. Create mass awareness about alternate option of eco-friendly material & technologies and promote its usage
- k. Devising strategy to allow access according to the carrying capacity of touristic destination to avoid over crowdedness and ensure that local culture and values are not impacted negatively.



	NTCB/PTDC	The gaps in the policy structure might require new legislation.	ST
Capacity building Standardization (provinces) Implementation	NTCB/PTDC Ministry of IPC & others Fed Ministries. Provincial Tourism Departments, Provincial Food Departments, Concerned Associations NGOs and private sector	Revamping of DTS	ST
Ecotourism, Sustainability, Waste management plan	Ministry of IPC, Provincial Tourism Departments Provincial Tourism Depts, Local Administration, Concerned Federation/Associations, Private sector	Deforestation Pollution Environment compromised	MT R
Lack of facilities deter potential tourists from visiting and negatively impact the country's image.	NTCB/PTDC, Provincial Governments, Hospitality industry, Transport Departments	Additional facilities Additional expenditure for investors	MT LT
Present tourist Influx, Impacts of road on the natural and cultural environment"	Provincial Tourism Depts., District Administration, Relevant Development Authorities, Communication & Works Department, Provincial Highway Authority, Road Authorities/Depts.	Poor coordination among the concerned departments. Preference to development over conservation Political influence	MT
Recycling initiatives and Eco- friendly garbage incinerators should be worked upon.	Provincial Governments, District Governments, Hospitality industry, Event Organizers, Tour Operators, Tourists		MT R
Local wisdom, traditional knowledge documentation and verification	Local Communities and tribes, NTCB /PTDC, Ministry of National Heritage, PNCA/ Lok Virsa, Provincial Governments, District Administration	Poor documentation of indigenous wisdom and traditional practices Poor dissemination of indigenous wisdom from old to new generation	MT
Use of wood from natural forests for construction, water heating, cooking and other purposes to be discouraged/ regulated	Ministry of Climate Change Provincial Tourism Departments. District Administration, Relevant Development Authorities, Forest, Wildlife, Agriculture, Environment Departments, PEC	Non-provision of alternate resources. Poor control by implementation staff Corruption	MT
Level of stress on natural resources and their uses.	Ministry of Climate Change Provincial Tourism Departments. District Administration, NGO sector, NTCB/PTDC Provincial Tourism Departments. District Administration, NGO sector,	Lack of awareness Lack of expertise High initial cost	ST R
			ST

24

### INVESTMENT & INFRASTRUCTURE PROMOTION

Invite International Tour Operator and PCO Brands to open offices in Pakistan

25

Invite International exhibitions & Tradeshow companies to create tracks in their respective areas REED, IMEX, IBTM Group etc

26

Establish a tourism funding model to help develop the tourism industry in line with the objectives of promotion of SMME

- l. Introduce sustainable/ecotourism products certification
- m. Incentive program for private sector for use of smart, renewable and alternative energy systems: hydro, solar, wind energy etc.
- n. Protection and maintenance of the historical sites in collaboration with UNESCO, UNWTO and private sector
- o. Planning of regular cleaning expeditions for cleaning of frequently visited places in fragile valleys and glaciers
- p. Introducing financial incentives and penalties/fines with reusing/recycling plastic bags,
- q. Facilitate implementation of environmentally responsible practices within tourism transport sector

- a. Development of proposals to generate funding for Culture, Heritage and Archaeology related activities.
- b. Attract investment in the restoration/development of religious and heritage sites through local and foreign investments
- c. Develop project proposals to fund projects related to tourism such as ecotourism and nature conservation initiatives, culture and heritage preservation, restoration projects etc.
- d. Enabling conditions to be offered to investors i.e. project finance at lower interest rates, exemption/lower rates on custom duties /regulatory duties, tax holiday for initial period.
- e. A trust fund can be formed similar to Shaukat Khanam hospital to attract foreign and domestic funding for the development of religious sites.



	NTCB/PTDC Ministry of Climate Change		ST
Government needs to provide positive nudge in the form of tax cuts/subsidies on the use of alternate energy sources to encourage its use	Ministry of Climate Change Environmental Protection Agencies Ministry of Commerce Local and Foreign Investors Donor Agencies	Provision of clean energy will not be widespread if the costs associated with it are higher	MT
Precise list of cultural and religious sites which can be restored is unavailable.	Ministry of National Heritage, Ministry of Climate Change, Provincial Tourism Depts		MT R
Every stakeholder including tourists be engaged for a combined effort to maintain cleanliness.	Local Government, Clubs/ Associations, Schools/ Colleges	In the absence of penalties, people might not be encouraged to play their role.	MT R
Issuing empty bags and refund of ticket/entry fee by returning bag full of waste while leaving the area.	Tourism Departments District Governments		ST
	Provincial Transport Departments DTS		MT R
	NTCB/PTDC, Provincial Tourism Departments Hospitality Associations Tour Operators		MT R
	NTCB/PTDC, Provincial Tourism Departments Hospitality Associations Tour Operators		MT R
Need for monitoring and evaluation to ensure accountability and review of deliverables.	NTCB/PTDC, Provincial Tourism Departments, Chamber of Commerce	Time constraints may delay projects and activities	ST
	Ministry of Religious Affairs/EPTB Minority religious groups reps. NTCB/PTDC Provincial Depts.		MT R
Self-reliant resource generating approach. Availability of Global funding provisions to mitigate climate related issues	Provincial Finance Department, P & D Departments, Donors, Communities, Provincial Tourism Departments	Lack of budgetary allocation by provincial government Slow response by the donors	MT
Tax Relaxation in the form of tax holidays and ease of doing business	Board of Investment Ministry of Finance Ministry of Commerce Chamber of Commerce Provincial Governments Donor Agencies	The ease of doing business goals are extremely vital to the success of these initiatives. Unstable economic conditions might deter the investors	MT
	Ministry of Religious Affairs/ETPB Minority religious groups representatives. NTCB/PTDC		MT

27	Promote and facilitate development/upgradation of quality accommodation facilities at the touristic destinations and/or in vicinity of heritage/religious sites	<ul style="list-style-type: none"> <li>a. Ensure availability of quality accommodation at all tourist places</li> <li>b. Developing the new concept of heritage hotels and resorts using certain historical buildings</li> </ul>
28	Ensure quality service areas on major road/highways including tuckshops/toilets etc	<ul style="list-style-type: none"> <li>a. A model of eco-friendly rest areas providing refreshments and toilet facilities etc and roll-out on selected routes</li> <li>b. Mechanism be developed for inspection and provision of toilet facilities at petrol/gas stations and penalty/fines system</li> <li>c. Franchise Pit stops every 30kms in mountainous terrain and 60km in normal terrain to provide services like wheel change, refuelling, rest area, coffee shop etc.</li> </ul>
29	Develop and implement uniform Signage for tourist sites and destinations	
30	To produce a catalogue of key development feasibilities, collated from each of the provinces - clearly identifying key investment opportunities	<ul style="list-style-type: none"> <li>a. A database of tourism opportunities be developed for local and international investors i.e. booklet of investment opportunities. Feasibilities of selected projects be developed and made readily available</li> </ul>
31	Develop framework for public private partnership (PPP) specially to attract foreign and local investment in large scale tourism related projects such as development of chair lifts, recreational resorts and three, four, five-star hotels.	<ul style="list-style-type: none"> <li>a. Investigate the reasons for the slow success rate of Public-Private partnerships in tourism industry and develop a viable approach to improve investments in PPP Model especially in state-owned tourism assets.</li> <li>b. One window operation should be introduced in collaboration with all stakeholders with an intention of ease of doing business</li> </ul>
32	Ensure world-class telecommunication network across Pakistan, including remote and rural areas, with the right internet and 5G coverage	<ul style="list-style-type: none"> <li>a. Mobile network companies to keep provision of internet traffic facility at destinations for operation of GPS and banking purposes</li> <li>b. More liberal policy on use of satellite phones in restricted areas.</li> <li>c. Expansion of cellular networks in remote valleys/areas</li> </ul>



	Hosteller/Hotelier - International Chains & Franchises Department of Tourist Services		
	NTCB/PTDC Provincial Tourism Departments ETPB Provincial Auqaf Depts Ministry of Communication, National Highway Authority Provincial Highway Authorities		ST
online/IT based feedback mechanism be considered	Ministry of Petroleum/OGRA District Administration		ST
A good benchmark to consider is the nature of service areas provided on the M2 (Islamabad-Lahore) motorways	National Highway Authority Provincial Highway Authority District Administration	Maintaining quality facilities will be a challenge.	ST
	Ministry of Communication/NHA Provincial Highway Authorities District Administration		ST
A rolling survey be conducted with provinces and private sector using standard template so that information could be presented in a consistent format.	NTCB/PTDC Provincial Tourism Depts Board of Investment	Investment opportunities should be granted based on transparency and equality to ensure investors' confidence	ST
	Board of Investment Ministry of Finance		ST
Transparency and merit need to be ensured to encourage more investors to enter the sector.	NTCB/PTDC, Board of Investment, Provincial Tourism Depts.	Unstable economic conditions might deter the investors	MT
Companies should be offered incentives for provision of GPS and internet at these highland tourist attractive destinations. Facilities in northern areas be ensured to facilitate tourist	Ministry of IT, Pakistan Telecommunication Authority (PTA), Telecommunication companies,		MT
	Ministry of IT, PTA, Telecommunication companies, Provincial Governments Security Agencies		ST
Provision of portable communication equipment	Ministry of IT, PTA, Telecommunication companies, Provincial Governments Security Agencies		ST

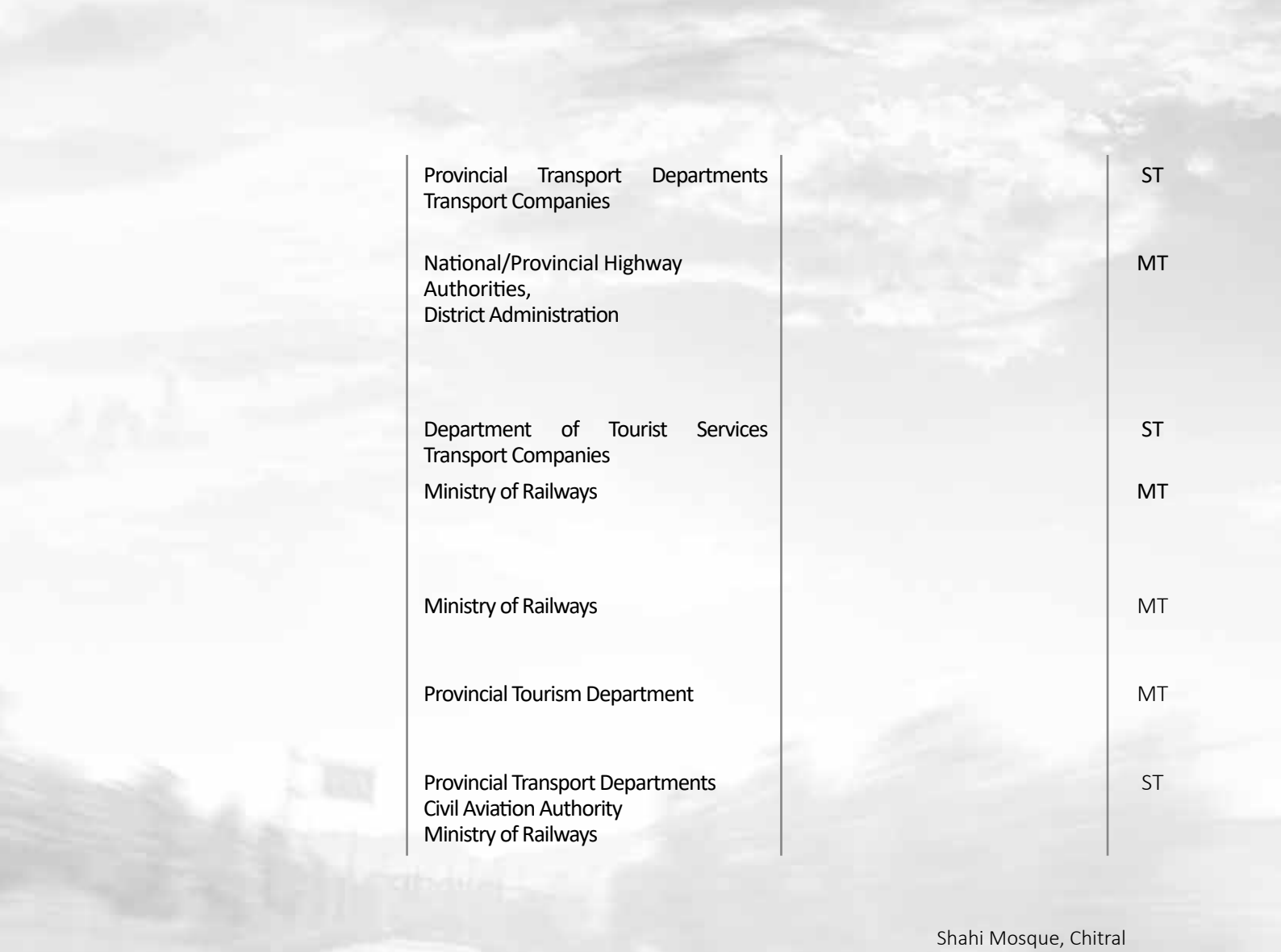
Surface Transport system built around road networks, taxis services, as well as rail and underground systems

- a. On road transport system with special focus on transportation among tourist destination
- b. Roads in areas having tourism potential be improved to ensure that they are all-weather, safe to travel and without bottle necks with provision of adequate road clearance machinery where needed
- c. Special Transportation system to tourist destination in peak seasons
- d. Safari Train services provision on selected routes for tourism promotion such as Khyber Steam Safari from Peshawar to Landi Kotal
- e. Develop railway heritage tour products e.g. in Bostan region of Balochistan.
- f. Exploring possibility of introducing river cruise in river Indus from Attock downstream.
- g. Taxi system streamlining especially from entry points such as airports, rail stations etc

**ST** (Short Term), **MT** (Mid-Term), **LT** (Long Term) and **R** (Regular/continuous activity)







Provincial Transport Departments Transport Companies	ST
National/Provincial Highway Authorities, District Administration	MT
Department of Tourist Services Transport Companies	ST
Ministry of Railways	MT
Ministry of Railways	MT
Provincial Tourism Department	MT
Provincial Transport Departments Civil Aviation Authority Ministry of Railways	ST

Shahi Mosque, Chitral











## E. CLUSTER 3

### PEOPLE DEVELOPMENT

SERIAL No.	CATEGORY	ACTIONABLE GOALS (ACTIVITIES)	SUB-ACTIONS
1	TRANSFORMATION	Develop programs to showcase Pakistan's Tourism Diversity, attract more women and young entrepreneurs to enter the industry and own and operate SMMEs throughout the sector, while providing support for such entrepreneurs	
2		Promote the concept of leisure or homebased entrepreneurs among the tourism community by profiling successful (small and medium) women owned leisure entrepreneurial businesses in tourism	
3		Create tourism jobs and vocational training for LESS ADVANTAGED Autistic, handicapped, transgenders as ushers, guides and other frontline and back of the house jobs, housekeeping etc.	
4	DECENT WORK	Partner with the Ministry of HRD and Department of Industries and other relevant organizations to encourage and ensure that tourism businesses comply with the principle of providing decent work and minimum wage - with specific focus on Youth development programs	<ul style="list-style-type: none"> <li>a. Decent work compliance and minimum wage implementation in tourism sector- inspection mechanism be devised</li> <li>b. Youth of colleges and universities who are travel bloggers and operating as tour operators may be given incentives to become a valuable asset for the country in order to resume growth.</li> <li>c. University students be encouraged to go through short certification course/workshops etc and serve as guides during their summer holidays</li> </ul>



	FACTOR FOR CONSIDERATION	CONCERNED STAKEHOLDERS	CHALLENGES/ RISKS	TIMELINES
	Engagement of consultants for the development of tourism accelerator	NTCB/PTDC Provincial Tourism Departments, Ministry of Industries/SMEDA Provincial Industries Depts Chamber of Commerce/ Associations Private Sector, Donor Agencies,	Lengthy government process to approve the projects/ red tapes	MT R
	An online training program for service providers, health & safety, etc be introduced.	NTCB/PTDC Provincial Tourism Departments, Ministry of Industries/SMEDA Provincial Industries Depts Chamber of Commerce/ Associations Private Sector, Donor Agencies,		MT
		NTCB/PTDC Provincial Tourism Departments, Ministry of Industries/SMEDA Provincial Industries Depts NAVTEC Private Sector, Donor Agencies,		MT
		Ministry of Human Resource & Development Provincial Industries Departments, NGOs		ST
	Beneficial for the students to add experience and skills under their belt while providing quality service to the tourists	Colleges and Universities Department of Education Student Clubs DTS Private Trainers & Consultants	Opportunity cost of training students to provide services for limited time	R
	Beneficial for the students to add experience and skills under their belt while providing quality service to the tourists	Colleges and Universities Department of Education Student Clubs DTS Private Trainers & Consultants	Opportunity cost of training students to provide services for limited time	R

5	<b>QUALITY ASSURANCE- SERVICE EXCELLENCE &amp; STANDARD</b>	Review the existing legislative framework [existing Skills Development, Basic Conditions of Employment and other labour legislation] and the like to determine what is generally meant by 'decent work', and how this applies in the tourism industry
6		Specifically include definitions of occasional work and seasonal work in the tourism sector.
7		Develop and roll-out of grading/accreditation mechanism to prioritized sub-sectors, including clear guidelines on institutional structures, governance and staff applicable to sub sectors such as including restaurants, hotels, tour operators, transport operators and tourist guides etc
8		Quality of public toilets and related infrastructure be improved. Mechanism formulated for developing standards then monitoring it and coordinating for strict implementation.
9		Develop service skills benchmarks and attitudes in order to achieve sustainable changes in behaviour and create a service culture in the industry - publish an annual national tourism service index, similar to the Accenture or WEF UNSDGs indices
10	<b>COMMUNITY BENEFICIATION</b>	Develop and introduce a Pakistan mark-of-quality service that may be environmental friendly encompassing waste management world standards
11		Identify destinations and remote and rural areas where communities could become beneficiaries of tourism projects, and identify and support appropriate product development
12		Develop and implement a heritage and rural tourism development strategy
13		Develop criteria for entrepreneurial projects that benefit more people in the community than just the entrepreneur
14		Develop, foster and fund local handcraft and artisan industry. Handicraft centres be created in tourist areas to promote the local arts and crafts to encourage local artisans and help enhancing their family income

**ST** (Short Term), **MT** (Mid-Term), **LT** (Long Term) and **R** (Regular/continuous activity)

The centres may be expanded to create another stream of revenue in the long-term.

Ministry of Human Resource & Development  
Ministry of Industry  
Provincial Industries Departments

ST

Ministry of Industry  
Provincial Industries Departments

MT

NTCB/PTDC  
Provincial Tourism Departments/  
DTS

ST

Ministry of Petroleum/OGRA  
Ministry of Communication  
District Administration

ST  
R

NTCB/PTDC  
Provincial Tourism Departments/  
DTS  
Concerned Associations

ST

NTCB/PTDC  
Provincial Tourism Departments/  
DTS  
Concerned Associations

ST  
R

Provincial Tourism Departments  
District Administrations  
Concerned Associations/NGOs

ST

Ministry of National Heritage  
NTCB/PTDC  
Provincial Tourism Departments

MT

Ministry of Industries/SMEDA  
Provincial Industries Departments

ST

Ministry of Industries/SMEDA  
Provincial Industries Departments  
Provincial Tourism Departments

Provision of fake and sub-standard artefacts and handicrafts may create problems

MT







## F. CLUSTER 4

### ENABLERS FOR GROWTH

SERIAL No.	CATEGORY	ACTIONABLE GOALS (ACTIVITIES)	SUB-ACTIONS
1	<b>BUILDING AWARENESS REGARDING IMPORTANCE OF LOCAL TOURISM MARKET</b>	Create awareness through campaigns, using advertising mediums, social and mass media	<ul style="list-style-type: none"> <li>a. Marketing and promotion Strategy be developed utilizing all mediums-print, electronic &amp; social</li> <li>b. Specific marketing strategies to be developed, based on research to target thematic tourism segments such as heritage tourism, religious tourism, adventure tourism, coastal tourism etc.</li> <li>c. Sufi tours need to be arranged to promote the Sufi trails and religious tolerance</li> <li>d. Religious trails especially for Sikh and Buddhist be developed</li> <li>e. Digital walls, digital libraries and collateral be made available at all airports, railway stations and metro station regarding various touristic destinations.</li> <li>f. Campaigns be carried out to build awareness on ways to enhance visitors experience and secure competitive advantage for Pakistan</li> <li>g. Create public awareness with respect to quality service standards, encouraging consumers to not settle for poor services. Also, create awareness and instilling values regarding importance of customer care amongst sector employees</li> </ul>



	FACTOR FOR CONSIDERATION	CONCERNED STAKEHOLDERS	CHALLENGES/ RISKS	TIMELINES
	All stakeholders be involved in designing phase. Utilizing service of blogger, celebrities and consultants	NTCB/PTDC, Mo IB&NH Provincial Tourism Depts, Travel blogger, social media influencers. PATO, Tour operators, Marketing consultants	Fund limitations	ST R
		NTCB/PTDC, Provincial Tourism Departments		ST
		Ministry of Religious Affairs/ETPB NTCB/PTDC, Provincial Tourism Depts, Provincial Auqaf Departments		ST
		Ministry of Religious Affairs/ETPB NTCB/PTDC, Provincial Tourism Depts, Provincial Auqaf Departments		ST
	There should be ample signposting and contact numbers for the tourists to refer to.	Ministry of Aviation/CAA Ministry of Railways Provincial Transport Depts. Private Sector NTCB/PTDC	Extensive Training Programs and Senitization will be required to provide quality services.	MT
	A national effort using social media, print and TV and popular local and international blogger/vloggers for awareness	All relevant public, federal and provincial, and Private actors related to tourism	Unlicensed tour operators are scamming tourists and providing false information is a big challenge.	R
	There is a need to create a culture where companies strive to provide best quality services, aiming to maximize customer satisfaction	NTCB/PTDC Private sector businesses Public sector deparments related to tourism Public figures and Influencers Civil Society	Might take a long duration to achieve the desired results If awareness campaigns are not launched at wide scale	R ST

2		Create, develop and implement a school-trip/tour program and industry-employee holiday exchange programs	h. Conduct awareness campaign for preparing countrymen against situation like COVID -19
3		Create Fam-trips during low/off season periods when both labour and capacity is available	a. Promote and support Fam-trips for tour operators and others from targeted markets
4	<b>SAFETY &amp; SECURITY &amp; DISASTER MANAGEMENT</b>	Develop and implement a major campaign to improve foreign source markets' perceptions of Pakistan's safety and security through concerted public relations management and information provision specifically related to negative Travel Advisories	<p>a. Project real face of Pakistan in foreign source country through campaigns, roadshows, international exhibitions, Fam-trips of tourist operators, etc</p> <p>b. Provision of trained tourist friendly police to facilitate tourists and maintain sanctity of the tourist destinations. At least tourist police be introduced in 5 districts of each province/region</p> <p>c. Registration of all service providers with concerned departments and strict penalties of violation, fraud and misuse of resources</p> <p>d. Liberalization of Rescue operation and review of SOPs to include:</p> <ul style="list-style-type: none"> <li>i. Open Areas Private Helicopter Services</li> <li>ii. Encourage Private Companies to provide Helicopter Service with Retired Military personal as pilots</li> <li>iii. Involve Agha Khan, Air Eagle &amp; Princely Jets etc.</li> </ul>
5		Develop, manage and monitor the implementation of the disaster management and communications strategy with all relevant stakeholders and agencies	Create a Tourism Crisis & Disaster COMMUNICATION Plan - ready-to-go! Specially plans for situation arising out of pandemics like COVID-19

	<p>All relevant public, federal and provincial, and Private actors related to tourism</p> <p>NTCB/PTDC, Provincial Tourism Departments, Provincial Education Depts, HEC, Universities/Colleges/ Schools, Chamber of Commerce</p> <p>NTCB/PTDC Provincial Tourism Departments Private Tour Operators</p> <p>All public and private sector especially Pakistan Missions abroad</p>		<p>R ST</p> <p>ST R</p> <p>R</p> <p>R</p>
Tourist police should be separate Feedback of service providers by tourist	<p>Provincial Police Departments Provincial Tourism Departments District Administration Tourist police</p>	<p>Exploitation by police Strict monitoring of tourist police Traditional attitude of police is a risk</p>	<p>MT</p>
	<p>Provincial Tourism Departments/ DTS District Administration</p>		<p>ST</p>
Employment of retired air crew for restricted areas	<p>CAA, MoD, Pak Army, P/NDMA, Private sector, Ministry of Aviation, PATO</p>	<p>Weather High-altitude training Non-availability of communication infrastructure</p>	<p>ST</p>
	<p>NTCB/PTDC Provincial Tourism Departments M/o Defence P/NDMA Security Agencies</p>		<p>ST</p>



6	<b>DOMESTIC, INTERNATIONAL &amp; REGIONAL AIRLIFT</b>	Contribute to the action plan for the development and expansion of domestic airlift with local carriers. The strategy should include issues of routes, frequencies, pricing, airports, volume levels, marketing, government support, etc.	<ul style="list-style-type: none"> <li>a. Develop new routes to expand air connectivity of tourist destinations like Saidu Sharif, Skardu, Gwadar, Gilgit &amp; Chitral with other major cities of the country like Karachi, Lahore, Islamabad</li> <li>b. Introducing helicopter service to main tourist destinations like Naran, Kalam, Gilgit, Hunza, Kumrat Valley etc</li> </ul>
7		Consider Pakistan's tourism access needs, and consider the core, investment, tactical, watchlist and new markets as well as current and potential trade links	
8		Maximize airline industry support for tourism development (Fam-trips, sponsorship programs, joint marketing)	
9		Create and promote private airlift programs on pattern of air safari etc for tourists to attract foreign and domestic tourists.	
10		Consider provision of air-strips/ helipads in remote areas and encourage private sector for management and operations of air-travel facilities for easy travelling facilities especially in northern areas	
11	<b>GROUND TRANSPORTATION</b>	Exploring possibility of direct international flights to Pakistan from foreign source countries	<ul style="list-style-type: none"> <li>a. Exploring possibility of increase in numbers as well as opening new routes for direct international flights to Pakistan</li> <li>b. Exploring possibility of direct international flights to airports in tourist destinations</li> </ul>
12		Identify and prioritise transport needs to meet the demands. Identify key tourism routes and destinations, and ensure that there is ground transport available where relevant, as well as appropriate tourism signage to cater for self-driving tourists	<ul style="list-style-type: none"> <li>a. Develop web and/mob app for usage of travellers travelling to tourist destinations</li> </ul>

M/o Aviation/CAA Ministry of Interior Airline Companies/Private Sector	ST
M/o Aviation/CAA Ministry of Interior Ministry of Commerce Airline Companies/Private Sector PTDC	ST
M/o Aviation/CAA Ministry of Interior Ministry of Commerce Airline Companies/Private Sector	ST
M/o Aviation/CAA Ministry of Interior Airline Companies/Private Sector	R
M/o Aviation/CAA Ministry of Interior Airline Companies/Private Sector PTDC	R
M/o Aviation/CAA Ministry of Interior Airline Companies/Private Sector	MT
M/o Aviation/CAA Ministry of Interior Airline Companies/Private Sector	MT
M/o Aviation/CAA Ministry of Interior Airline Companies/Private Sector	MT
NTCB/PTDC Provincial Tourism Depts. Private sector	ST

			<ul style="list-style-type: none"> <li>b. Road Transport system be improved among popular tourist destinations to ensure easy accessibility and that they are all-weather, safe to travel and without bottle necks with provision of adequate road clearance machinery where needed</li> <li>c. Introduction of shuttle services through PPP model to provide efficient mobility to tourists on selected routes and also mitigating carbon imprints on the destination.</li> <li>d. Create tourism transport licensing system to make these efficient and consistent (nationally and provincially integrated)</li> <li>e. Drivers and guides shall be properly trained in tourism code of conduct</li> <li>f. Coordination desks/hubs be established at airports, railways, metro stations and intercity bus stations and tourism related marketing information &amp; communication material be made available</li> </ul>
13	<b>INFRASTRUCTURE</b>	Clear road signages for tourist sites/destinations linked to international GPS	
14		Improved road side facilities, road networks and accessibility to remote communities	<ul style="list-style-type: none"> <li>a. Improvement of roads infrastructure to link tourist sites</li> <li>b. Innovative ideas be introduced for providing roadside facilities especially bathrooms through partnership with the private sector</li> </ul>
15		Land & Town planning for orderly Hotel development/ services/ businesses in hospitality sector to control mushroom growth	<ul style="list-style-type: none"> <li>a. Business plan/Feasibility study for such projects be conducted in advance and approved</li> </ul>
16		Basic public health clinics and toilets in remote communities and facilities for people with disabilities and special needs	<ul style="list-style-type: none"> <li>a. Development of public private partnerships to improve amenities near the tourist sites.</li> </ul>



Private transport sector to devise a framework for installation of facilitation counters for travellers of both inbound and outbound categories.	Provincial Transport Departments Transport Companies		R
The rates of the shuttle services should be reasonable and regulated by the government.	Provincial Governments Private transport companies DTS	Punctuality, standard of service and meeting the demand will be the associated challenges.	ST R
	Provincial Transport Departments Transport Companies		MT
	DTS Provincial Transport Authorities Transportation Companies Tour Operators		R
How may I Help You? staff should be available at all arrival destinations.	Provincial Transport Depts. CAA/Airport administration DTS Ministry of Railways Transportation Companies	Unprofessional staff, scammers and beggars poses a big threat for tourists	R
	Ministry of Communication/NHA Provincial Highway Authorities District Administration		ST R
	Ministry of Communication/NHA Provincial Highway Authorities District Administration	Influx of tourist may result in pollution Extreme weather conditions affecting road infrastructure	R
Outsourcing of facilities to the private sector	Ministry of Communication/ NHA, PEC, Provincial Highway Authorities, Ministry of Petroleum/OGRA, District Governments	Lack of funds might cause delay in the execution	ST R
Development of the Financing/Funding Strategy for project sustainability	District Administration Environment and Forest Department		R
Influx of tourists in the absence of basic amenities will hamper their experience and be counter productive for the sector.	District Administration Health Departments Provincial Tourism Departments Private sector		R

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Identify key infrastructure projects in relevant municipalities that could assist in the development of tourism, and liaise with relevant responsible agencies to prioritize these projects such as religious sites and national parks

b. Dustbins and clean washrooms should be installed at all sites.

c. Ease of access, ramps and cart services should be established in all tourist places/hotel by law to cater to people who encounter disabilities.

a. Feasibility Study for Tourism Accelerator for Investment

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Invite international and local companies to invest on state of the art waste management and recycling systems, products and services , sewerage/water supply network , public parking spaces, as well as water and electricity plants

b. Franchise Pit stops every 30kms in mountainous terrain and 60km in normal terrain to provide services like wheel change, refuelling, rest area, coffee shop etc.

a. Improvement of hotels and accommodation facilities at the sites in an effort to attain international standards.

b. A mechanism should be devised for waste collection recycling/ reusing it for energy purposes and development of landfill sites.

c. Utilities especially electricity and gas be provided at the tourist sites

d. (i). Allocation of land for parking in congested areas  
(ii). Engagement of private sector in parking

Along with public awareness initiatives, penalties much also be imposed to enforce that people do not litter and clean after themselves.	Local clubs and like-minded institutions who volunteer to keep tourist sites clean. District Administration Provincial Tourism Departments Private sector		R
Wheelchairs for disabled individuals and if possible, cycles should be available for tourists.	PEC, C&W Depts, Provincial Tourism Depts., District Administration private sector.	Without government enforcement people might not take the required steps to save costs.	R
Investor Proposals	Provincial Tourism Departments NTCB/PTDC Board of Investment	Lack of expert who specialize in domain areas	ST MT
A good benchmark to consider is the nature of service areas provided on the M2 (Islamabad-Lahore) motorways	National Highway Authority Provincial Highway Authority District Administration	Maintaining quality facilities will be a challenge.	ST
	District Administration Provincial Tourism Depts/DTS Ministry of Commerce Board of Investment Private Investors	Infrastructure development may result in deforestation and mushroom growth of structures.	MT
Littering penalties Waste collection vehicles Awareness Development of disposable landfill sites Recycling/reusable options to be considered	District Administration, Development Authorities Tourist, Locals	Investment Issues Attitude of tourist Land availability	MT
Generation of electricity at local level Provision of cheap gas cylinders Penalties if wood burning take place	District Administration Donors/ investors, Government/WAPDA, Gas companies	Various sources of investment will be required to fulfil the tasks.	MT
Purchase of land for parking Allocation of budget Government land can be considered	District Administration Private landowners Revenue department Contractors Locals	Land availability issue strict monitoring of operators is required	ST



19		Invite international Hotel brands as well as encourage homegrown local hotel brands in all categories 1/2/3/4/5 star to open through ease - Inviting MEGA projects such as Golf resorts, Theme and amusement parks - special family attractions and creating tourism zones	<ul style="list-style-type: none"> <li>e. (i). Provision of sewerage/water supply network in destination</li> <li>(ii). Provision of washrooms/toilets with disposal arrangement</li> <li>(iii). Provision of water filtration plants for draining purposes</li> <li>a. Accommodation facilities be developed in tourist destinations and in vicinity of cultural/heritage/religious sites</li> <li>b. Theme resorts are required to be established like water fun parks, beach resorts at suitable places in Pakistan on the Disneyland or China town model</li> <li>c. Mix land-use development by private sector for shopping malls, theme park, hotels and inns with tax holiday.</li> </ul>
20	<b>Standards &amp; Certification Programs</b>	Develop and guide all provinces that international benchmarks are applied through an aggressive standards and certification roll out in all levels of services starting with hotel categorization to gradings of restaurants and other venues	<ul style="list-style-type: none"> <li>a. NTCB to develop its own rating and standardization mechanism for the hotels/restaurants/other hospitality service etc.</li> <li>b. Minimum Standards in hospitality sector be introduced and DTS rules be updated accordingly.</li> <li>c. Expand grading system or other forms of quality assurances to other sub-sectors of the tourism industry including restaurants, tour operators, transport operators and tourist attractions</li> </ul>
21		Continued education, training and development of all categories of tourism jobs, from hotel, guides, tour and ground operators, to drivers	
22		Develop a series of countrywide code of ethics, for every tourism consumer's touchpoints.	<ul style="list-style-type: none"> <li>a. Mechanism for registration, licenses and grading of tourism services and activities be developed.</li> <li>b. Nationwide tourism permits to be enforced by DTS and if violated strict fines be imposed</li> </ul>

**ST** (Short Term), **MT** (Mid-Term), **LT** (Long Term) and **R** (Regular/continuous activity)

Proper designing Requirement of land Investment	District Administration Private landowners Contractors Locals	High investment O&M of filtration plant Cleanliness of washrooms	R
	Hosteller/Hotelier - International Chains & Franchises Department of Tourist Services		R
	NTCB/PTDC, Ministry of Maritime Affairs, Provincial Tourism Departments Hoteliers - International Chains & Franchises Department of Tourist Services		MT
Provision of basic infrastructure Create specialized business hubs	Chamber of Commerce Domestic and foreign investors International chains and franchises Ministry of commerce NTCB/PTDC	Extensive planning required.	MT LT
		Lack of centralised standards and policies are creating problems for tourists	ST
International best practices be adopted	NTCB/PTDC, Provincial Tourism Departments	Lack of standards and availability of facilities deters many tourists from coming	ST
	NTCB/PTDC, Provincial Tourism Departments/ DTS		MT
	NTCB, HEC, Public and Private Sector Institutes, Hospitality and Travel trade establishments		R
	NTCB/PTDC, Provincial Tourism Governments	Lack of standards and availability of facilities deters many tourists from coming	ST
The tourists should be informed through campaign regarding imposition of penalties.	NTCB/PTDC, Provincial Tourism Depts/DTS	Need to ensure that authorities do not misuse the power given to them.	ST







## G. CREATING SUB-UNITS

CATEGORY	ACTIONABLE GOALS (ACTIVITIES)
Create and Promote Business or MICE Tourism	Investigate and implement the establishment of a fund that may be used to support bids for events of national importance
	Launch a local Ambassador program in collaboration with various associations
	Support the accreditation of professional conference organizers (PCOs) & Invite International PCOs to setup shop
	Identify at least one event in each province as a flagship event that represents the provincial experience, and grow the importance of this event
	Develop a comprehensive list of top 10 Corporate Meetings on National level
Parks-Pakistan Unit	To ensure and provide guidelines for each province to Develop Pakistan's National Parks system
	Develop programs and services such as Learn-to-Camp programs so that more Pakistanis can experience National Parks facilities
	Protect National Parks by limiting development within them and help local ecotourism
	Provinces to conduct studies for best eco friendly tourism products
	Enhance protection of Pakistan's endangered species (in collaboration with Pakistan Wildlife Services)
	Target and procure more UNESCO and Natural Wonders of the World status for certain parks and archaeological and Heritage sites
Responsible Tourism/SGD Goals Compliance unit	Devise mechanism to oversees compliance with UNTWO SGDs and generating reports
	Eco, Indigenous, Green Tourism strategy development with the provinces
	Appoint international ambassadors and influencers to talk about Pakistan's Eco products or any other products where International platforms exist
Appointment of Overseas Representation Offices & Sub-offices	Create representative offices in collaboration with local partners in important foreign destinations like Sydney, Tokyo, Beijing, Dubai, Frankfurt, London, New York, Toronto, Paris, Milan, Amsterdam, Los Angeles etc

# H. CRITICAL SUCCESS FACTOR

CATEGORY	ACTIONABLE GOALS (ACTIVITIES)
Critical Success Factors	Strategic and visionary <b>leadership</b> driven by an agreed, shared and inspirational vision
	Giving strategic priority to <b>people development</b> (human resources and capacity building)
	Continuously <b>advocating</b> about Tourism as the catalyst for change and GDP contributor
	Future tourism <b>product development</b> and packaging are value and market-driven and underpinned by a culture of service excellence
	<b>Research</b> as a key to future tourism planning, marketing and management of the resource base
	Ensuring and sustaining a powerful and distinctive <b>destination brand</b>
	Results-driven, streamlined, dynamic and adaptable <b>tourism structure</b> from national to local level, with clarity on roles, responsibilities and relationships (avoiding unnecessary bureaucracy)
	Leveraging mutually beneficial <b>partnerships</b> regionally and between stakeholders at all levels
	Influencing a review of the <b>airlift strategy</b> , and active participation in its implementation
	Focusing on <b>sustainable competitiveness</b> and balancing economic, social and environmental issues
	Ensuring that effective <b>risk mitigation plans</b> are in place
	<b>Ease of doing business</b> and right regulations and framework
	Authentic and accurate UpToDate <b>data availability</b> and mining process
	World-class Industry <b>standards and certification</b> implementation with no exceptions



# I. RISK FACTORS

CATEGORY	ACTIONABLE GOALS (ACTIVITIES)
Risk Factors	Regional Peace and conflict with neighbours
	Global economic downturn
	International or national terrorism
	Macro-economic policy
	Natural disasters and climate change
	Breakdown in multilateral approach to global governance issues
	Rate of Crime
	Dependence on only domestic tourists
	Political unrest/civic strife
	Incidents of intolerance & hate mongering
	Spread of diseases, local outbreak or global pandemics
	Incoherent policies and inconsistency
	Lack of experience and political will
	Poor stakeholder relations and management
	Lack of organizational structure (national/ provinces and local government)



*Pakistan Monument, Islamabad*

## J. MONITORING AND EVALUATION

CATEGORY	ACTIONABLE GOALS (ACTIVITIES)
Monitoring & Evaluation Unit reports to NTCB	The successful implementation of the national tourism strategy will only be possible through proper Monitoring and Evaluation Unit, whose role, among others, will be to monitor the implementation of the strategy in collaboration with all stakeholders.
PTDC Tourism Structure	‘Structure follows strategy’ (‘form follows function’), and, therefore, ideally a structure should support the strategy and not the other way round. The institutional structure of PTDC shall be geared up to support NTCB and implementation of National Tourism Strategy that are required for the proper functioning of the Corporation, such as human resource, information technology, corporate communications
Award & Recognition	For maximized collaboration, awards/ recognition form part of more than one action plan, and these should be coordinated by one point, such as corporate communications.
Tracking and Policy Implementation	Develop & install a mechanism to support the Chairman NTCB, Chairman PTDC, Managing Director PTDC and Heads of Provincial Tourism Departments to oversee and monitor the implementation of the roadmap/national tourism strategy

Shakarparian National Park, Islamabad







# THEMATIC AREA SPECIFIC ACTIVITIES

## Religious & Archeological Tourism

Province	Areas	Potential Tourists/ Target Market	Responsibility	
Punjab	Sikh Gurdawara in Hassan Abdal,	India, ASEAN, Europe, UAE, USA, Canada and Australia	Ministry of Interior Ministry of Foreign Affairs  Ministry of Religious Affairs and Interfaith Harmony  National Heritage Division  Evacuee Trust Property Board  NTCB/PTDC  Provincial Home, Tourism & Archaeological Departments	
	Katas Raj Mandar Chakwal			
	Nankana Sahib Sheikhpura			
	Kartarpur			
	Sufi Shrines of Multan, Lahore, Pak Pattan etc.	India, UAE, Turkey, Egypt, Iran and Syria		
	Gandhara Civilization, Budhist remains in Taxila, Julian University	Japan, Korea, China, Hong Kong, ASEAN and SAARC		
KP	Gandhara Civilization, Takht Bhai, Mingora, Kalash, Bamala Haripur, Charsada, Jamal Ghari, Shahbaz Ghari Mardan, Saidu Sharif, Hund Swabi, Akra Mound in Bannu, Rehman Deri in DI Khan			
GB	Kargah Budha, Manthal Budha Rock and other rock carvings and inscriptions of Buddhist civilization in Chilas, Gilgit, Hunza, Danyore, Shital and Konodas			
Sindh	Hindu Temples in Sukkur like Sadhu Bela, Tharparkar, Panch Mukhi Hanuman Mandar Karachi.			India, ASEAN, UK, UAE, East Africa, Sri Lanka  Domestic Tourists
	Buddhist sites at Barhamanabad (Sanghar), Sirah-ji-tikri near Rohri, Kaho-jo-Daro at Mirpur Khas, Sudheran- jo-thal near Hyderabad, Thul Mir Rukan Stupa near Moro			
	Sufi Shrines of Shahbaz Qalandar etc.			
Balochistan	Mehargarh remains, Nausherwani tombs, Buddhist cave city remains in Gondrani, Kot Bala, Hinglaj Mata temple near Makran,			

## Adventure & Sports Tourism

Province	Areas	Potential Tourists/ Target Market	Responsibility
<b>Punjab</b>	<p>Murree Hills, Fort Munro, Thal &amp; Cholistan Desert, Kalar Kahar</p> <ul style="list-style-type: none"> <li>• Low and High-Altitude trekking &amp; Hiking</li> <li>• Mountain Biking and Motor Biking</li> <li>• Paragliding</li> <li>• Hot Air Balloon</li> <li>• Camel Safari</li> <li>• Cholistan Desert Safari</li> </ul>	<p>UK, UAE, Australia, Sri Lanka, New Zealand,</p> <p>Domestic Tourists</p>	<p>Provincial Tourism Departments with lead role of private sector</p> <p>Tour Operators</p>
<b>KP</b>	<p>Nathia Gali, Ayubia, Abbottabad, Mansehra, Naran, Swat, Malam Jabba, Chitral,</p> <ul style="list-style-type: none"> <li>• White Water Rafting &amp; Extreme kayaking in Kunhar, Kabul and Swat rivers.</li> <li>• Skiing, Snowboarding, Snow kiting, Heli Skiing in Malam Jabba.</li> <li>• Paragliding, Hot Air Balloon in Mansehra, Abbottabad,</li> <li>• Traditional Polo,</li> <li>• Altitude trekking and hiking in Nathia Gali, Thandyani, Naran, Kalam, Poni trekking at Saif ul Maluk</li> </ul>	<p>Foreign tourists from ASEAN, UK, EU, USA, Australia, Canada</p> <p>Domestic Tourists</p>	<p>Provincial Governments</p> <p>Tourism Departments</p> <p>Tour Operators</p>
<b>GB</b>	<p>Batura, Shimshal Yak Safari, Paragliding in Skardu, Traditional Polo in Gilgit, Shandur, Poni Trekking &amp; Horse Safari in Deosai Plains and Shiger Valley, Heli Skiing in Skardu,</p> <p>White Water Rafting &amp; Kayaking in Indus River, Hunza River, Shigar River, Heli Safari in Concordia</p>	<p>Foreign tourists from ASEAN, UK, EU, USA, Australia, Canada</p> <p>Domestic Tourists</p>	<p>Govt. of GB</p> <p>Local Administration</p> <p>Local Tour Operators</p>
<b>Balochistan</b>	<p>Mola Chotok Waterfall in Khuzdar, Ozano Waterfall in Karkh, Pir Ghaib waterfall in Bolan, Hiking and trekking in Dureji, hiking to mud volcanos in Hingol, Ormara</p>	<p>Foreign tourists from ASEAN, UK, EU, USA, Australia, Canada</p> <p>Domestic Tourists</p>	<p>Provincial Tourism Departments</p> <p>Tour Operators</p>

## Desert Tourism (Jeep Safaris, Forts)

Province	Areas	Potential Tourists/ Target Market	Responsibility
<b>GB</b>	Skardu Sarfaranga, Ktpana cold desert	<p>UK, UAE, EU,</p> <p>Oversees Pakistani,</p> <p>Domestic tourists,</p>	<p>Provincial Governments</p>
<b>Punjab</b>	Cholistan, Thal		
<b>Sindh</b>	Tharparkar, Nara desert		

## Eco Tourism

<b>GB</b>	Deosai, Karakoram, Hunza, Khunjab, (Markhor, Marcopolo Sheep, Snow Leopard, Marmot, Musk Deer, Ibex, Blue Sheep, Yak watching)	Domestic Tourists	Provincial Forest, Wildlife Department  Provincial Tourism Departments
<b>KP</b>	Ayubia National Park, Saif ul Maluk National Park, Sheikh Badin National Park, Lulusar Dudipat Sar Park		
<b>Punjab</b>	Lal Suhanra National Park, Margala Hills, Chinji National Park		
<b>Balochistan</b>	Hazar Ganji National Park, Hingol National Park, Buzi Makola Wildlife Sanctuary, Akra National Park, mud volcanoes in Ormara		

## Health Tourism

<b>KP</b>	Peshawar	Afghanistan	Provincial Government
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## Specialized Tourism

<b>GB</b>	Skardu, Hunza (Mountaineering, Scaling Peaks, Heli Skiing)	Countries of the Alps (Germany, Austria, France, Italy, Switzerland); Spain, Japan, Korea, Poland, Czech Republic, Hungary, Russia, UK, China, USA, Mexico, Canada, Australia and Scandinavian countries.	Ministry of Defence  Ministry of KANA & GB  Ministry of Interior  GB Tourism Dept.
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## Coastal & Beach Tourism

<b>Sindh</b>	Karachi (Water sports such as scuba-diving, sea kayaking, yachting, sailing and surfing), Beach Resorts	Foreign tourists from ASEAN, UK, EU, USA, Australia, Canada, Domestic Tourists	Provincial Governments  Local Administration  Tour Operators  Ministry of Maritime  Coastal Authorities
<b>Balochistan</b>	Beaches and outdoor recreation in Gwadar, Jewni, Pasni, Ormara turtle beach, Ahsan beach		





## LIST OF UNTAPPED AREAS IN PAKISTAN WITH POTENTIAL ACTIVITIES

AREA	TOURIST SPOTS/ UNTAPPED AREAS	ACTIVITIES
<b>Gilgit Baltistan</b>	Deraly Lake, Ghotum Sar Pareshing, Rupal Tarashing, Bunner Valley, Babusar, Fairy Meadows, Atter Lake, Shukargha Barro Sar Birgal, Cemetery George Hayward, Kutwal Lake Haramosh, Bagrote Valley, Hushe, Thally Valley, Altit Ahmad Abad Track, Borit Lake, Shimshal, Manthoka Waterfall, Khamosh Abshar, Gappa, Dainter, Jarbaso Lake, Thormik Valley, Katpana Desert and Katpana Lake, Soq Nullah,	<ul style="list-style-type: none"> <li>• World's highest cold desert rally Sarfaranga</li> <li>• World's highest cycling race Tour de Khunjab</li> <li>• Trans Himalyan Jeep Rally</li> <li>• Mountaineering</li> <li>• Trekking</li> <li>• Fort Hopping</li> <li>• Para Gliding</li> <li>• Shandur Festival</li> <li>• Rama Festival</li> <li>• Tukhm Rezi Festival</li> <li>• Ginani Festival</li> <li>• Cherry Blossom Festival in Hunza</li> <li>• Mayphung in Skardu</li> </ul>
<b>Balochistan</b>	Hingol National Park, Zargon Valley, Ziarat Valley, Chiltan Hazarganji National Park, Shehre Roghan, Moola Chotok Khuzdar, Pir Chatal Noorani Gandawa, Kund Malir Beach, Pir Ghayab water fall bolan, Astola Island Gwadar, Harnai pass, Khojak Pass, Jewni	<ul style="list-style-type: none"> <li>• Jhal Magsi Jeep Rally</li> <li>• Gwadar Jeep Rally</li> <li>• Hingol National Park</li> <li>• Sibi Festival</li> <li>• Buzkashi Festival</li> <li>• Gwadar Beach Activities</li> </ul>
<b>Khyber Pakhtunkhwa</b>	Madaklusht, (Chitral), Kumrat Valley, Golan Gol Chitral, Supat (Hazara Kohistan) , Gabor (Chitral), Bayun (Swat), Broghil (Chitral), Sheikh Badin, Mankiyal (Swat), Ganool Valley (Naran Road), Utror to Thal (Badghai Top), Siran Valley (Mansehra), Mahnoor Valley Kohistan, Palas Valley, Jahaz Banda Kumrat, Bala Hisar Fort, Butkara Stupa, Kanishka Stupa, Chakdara Stupa, Panjkora valley, Sphola stupa, kafir kot, Buddhist ruins at Ghahbaz Ghari, Sehri Bahlol, Gor Khuttree, Karimabad (Chitral), Alai (Batagram)	<ul style="list-style-type: none"> <li>• Religious Tourism in Takht Bhai &amp; other areas</li> <li>• Camping Pods</li> <li>• Yak Polo Festival</li> <li>• Kalash Festival</li> <li>• Golf along river Indus</li> <li>• Paragliding</li> <li>• Fort Hopping</li> <li>• Rafting in Kabul river, Kunhar river in Naran etc.</li> </ul>



Astola, Balochistan

<b>AJK</b>	<p>Leepa Valley, Neelum Valley, Pir Chanasi, Suddhen Gali and Bagh, Mangla, Samahni Valley, Basghar and Ramkot Forts, Dhirkot and Neelabat, Lasdana,</p>	<ul style="list-style-type: none"> <li>• Trekking and hiking</li> <li>• Mountaineering in Neelum Valley</li> <li>• Promotion of Adventure Sports such as rock climbing, mountain biking, pony riding, river rafting, kayaking, snowboarding and skiing.</li> <li>• Handicraft trail</li> <li>• Traditional cuisine tour</li> <li>• Recreational tourism in different valleys</li> <li>• Ecotourism in protected areas of AJK</li> <li>• Water sports in Mangla Lake</li> </ul>
<b>Punjab</b>	<p>Letrar Valley, Bun Karor, Rohtas Fort, Tilla Jogian, Sown Valley, Fort Munro, Cholistan Desert, Taunsa Barrage, Kalabagh, Chashma Barrage, Head Sulemanki, Head Balloki</p>	<ul style="list-style-type: none"> <li>• Sikh Religion and Heritage tourism</li> <li>• Mughal Heritage tourism</li> <li>• Basant festival</li> <li>• Indus Golf</li> <li>• Rural and Agri-Tourism in Central Punjab</li> <li>• Ecotourism along River Indus and other protected area</li> <li>• Cultural tourism at Lahore, Gujranwala, Faisalabad, Multan, Bhawalpur</li> <li>• Faiz Aman Mela &amp; international festival</li> <li>• Spiritual tourism trail</li> <li>• Handicraft trail</li> <li>• Traditional cuisine tour</li> <li>• Trekking in Murree hills and surrounding areas</li> <li>• Adventure and ecotourism in Soan Valley</li> <li>• Desert Safari in Cholistan</li> <li>• Indus Boat safari at Taunsa Barrage</li> <li>• Gandhara tourism at Taxila</li> <li>• Tour of forts and palaces</li> </ul>
<b>Sindh</b>	<p>Ranikot fort, Kot Diji fort, Pazzo Qilo, Ruins at Aror, Chakhandi Tomb, Ran of kutch Wildlife Sanctuary, Bakri Waro Lake, Tharparkar Desert, Kirthar National Park, Coastal area of Mubarak Village, Sukkur/Kotri Barrages, Keenjhar Lake, Haleji Lake, Makli Graveyard</p>	<ul style="list-style-type: none"> <li>• Coastal tourism</li> <li>• Water sports along Arabian sea beach and lakes</li> <li>• Nara Desert Safari</li> <li>• Lal Shahbaz Qalandar Urs</li> <li>• Shah Abdul Latif Bhittai Urs</li> <li>• Karachi Literature Festival</li> </ul>







## PRIORITY LOW HANGING TOURISM ACTIVITIES

Tourism Activity	Details
<b>Balahisar Fort Hopping</b>	<ul style="list-style-type: none"> <li>• 2000-2500 years old fort</li> <li>• Making available services of traditional cuisines, food speciality of Peshawar</li> <li>• Linking of the Fort to Fort Hopping through Heli Safaris</li> <li>• Cultural Folklore Music &amp; Dances especially Khattak, Chitrali, Mehsud etc</li> <li>• Light and music shows/amphitheater depicting the thousand years history of Peshawar</li> <li>• Promotion of Peshawar in the context of a living civilization of 2500 years</li> <li>• Special packages through Travel and Tours Operators for visiting Balahisar from across the country. Besides, diplomatic core, foreign functionaries &amp; foreign tourists</li> </ul>
<b>Revival of Khyber Steam Safari Tours</b>	<ul style="list-style-type: none"> <li>• A Joint Venture of Tourism Corporation-KP and Pakistan Railways, as a special project to promote domestic tourism</li> <li>• Starts from Peshawar and end at Landi Kotal</li> <li>• Detail briefing of the area, location, history of invaders, battles took place and position of Pak Afghan Border at end of Safari</li> <li>• Cultural dances by Chitrali , Mehsud and Batani troop groups in colorful dresses</li> <li>• The display of unique Sun Watch, one of the three in the world to the visiting group</li> </ul>
<b>Water World Sports and Recreational Activities at Tarbela</b>	<ul style="list-style-type: none"> <li>• Best suitable place for recreational facilities on the side of river such as <ul style="list-style-type: none"> <li>▪ Picnic spots</li> <li>▪ Cliff diving</li> <li>▪ Paragliding</li> <li>▪ Jet Ski</li> <li>▪ Speed Boating</li> <li>▪ Tubing</li> <li>▪ Kayaking</li> </ul> </li> <li>• Area can be introduced as first of its kind for underwater archaeology</li> </ul>

<p><b>Gandhara Heritage Trail</b></p>	<ul style="list-style-type: none"> <li>• Gandhara, the ancient civilization passes through various sites of KP and Punjab which include sites and antiquities of <ul style="list-style-type: none"> <li>▪ Takht Bahi (Madaklusht Resort)</li> <li>▪ Sahri Bahlol</li> <li>▪ Jamal Garhi</li> <li>▪ Rani Gut</li> <li>▪ Aziz Dheri</li> <li>▪ Butkara</li> <li>▪ Saidu Stupa</li> <li>▪ Andan Dheri</li> <li>▪ Chat pat</li> <li>▪ Dum Kot</li> <li>▪ Khanpur</li> <li>▪ Taxila</li> <li>▪ Julian</li> </ul> </li> </ul>
<p><b>Trans Himalayan Jeep Rally</b></p>	<ul style="list-style-type: none"> <li>• Passing from three capitals through the oldest and highest route passing through Hindukush, Karakoram and Himalaya mountain ranges</li> <li>• Starting from Peshawar and ending at Islamabad</li> <li>• Passing through Dir, Chitral, Gilgit Biltistan, Kaghan, Deosai, Shandur, Lowari Pass, Babusar Pass.</li> <li>• Experience the thrill of Paris-Dakar, Budapest-Bamako and Raid-de-Pharaon rallies</li> <li>• Heart stopping, breath taking and adrenaline pumping experience</li> </ul>
<p><b>Khyber Air Safari &amp; Heli Service</b></p>	<ul style="list-style-type: none"> <li>• Heli service to far flung tourist areas like <ul style="list-style-type: none"> <li>▪ Chitral Lowari Pass Kalash Shandur Pass Broghal Pass</li> <li>▪ Hazara Galiyat, Kaghan, Naran, Khanpur Lake</li> <li>▪ Gilgit Hunza Shiger valley, Deosai plains etc.</li> <li>▪ Flight over world famous Takht Bahi ruins from Islamabad with panoramic view of Malakand Pass/ Churchill Piquet</li> <li>▪ Most important site for Buddhists</li> </ul> </li> <li>• Can attract tourists from Nepal, China, Korea, Japan, Philippine, Singapore, Sri Lanka, Thailand</li> </ul>
<p><b>Tourist Resort at Historic Village Hund</b></p>	<ul style="list-style-type: none"> <li>• Located along river Indus in Swabi district of KP</li> <li>• Hund was last capital of Gandhara under the Hindu Shahi rulers until beginning of 11th century</li> <li>• Hund has lush green fields and river side boating, fishing and picnic areas available</li> </ul>



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