

SRI LANKA TOURISM STRATGIC ACTION PLAN - 2022 TO 2025

1. People Centric Tourism Sector

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency (SLTPB/SLTDA/SLCB/SLITHM)	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
1.1	Tourism Industry Support to ensure survival & recovery during the pandemic time									
1.1.1	Ensure Strategic government support									
1.1.1.1	VAT exemptions for the Tourism Industry enacted				SLTDA	DG/Planning				
1.1.1.2	Boost retail tourism sector by enforcing proposed VAT refund				SLTDA	DG/Planning				
1.1.1.3	National tourism policy development				SLTDA	DG/Planning				
1.1.1.4	Social protection system for individual SME 's in the industry explored				SLTDA	DG/Planning				
1.1.1.5	Support extended to ensure Local authority level taxes do not unfairly treat the Tourism Industry				SLTDA	DG/Planning				
1.1.1.6	Creating new opportunities for the Tourism industry such as 'Digital Nomads' 'Bubble for Non Vaccinated' etc to assist the Industry operations during the pandemic period for survival				SLTDA/SLTPB	Planning/NPD				
1.1.1.7	Crisis management Team appointed and a system put in place to ensure swift and effective management of crisis situations for Sri Lanka Tourism and Tourism Industry. (Internal Process in place)				SLTDA	DG/Planning				
1.1.2	Ensure Tactical government support									
1.1.2.1	Liquors license fee Waiver as a support to industry & Soft liquor licence to all classified hotels with reduced restrictions				SLTDA	Standards				
1.1.2.2	Continue the 'Provisional Registration' support to assist SMEs register with SLTDA and to be benefitted during the pandemic time				SLTDA	Standards				
1.1.2.3	Continuation and Improvement of the color-coded identity cards system for Tourism Guides and Drivers				SLTDA	Standards				
1.1.2.4	Support extended to the industry to continue the 'Bubble operation' for unvaccinated tourists				SLTDA	Planning				
1.1.3	Enhance the skills & knowledge support for the industry ensuring faster and effective revival									
1.1.3.1	Continuation and Improvements in the Driver training sessions jointly with Vocational Training Authority (VTA). Upskill for new normal operations				SLTDA	Standards				
1.1.3.2	Continuous Professional Development (CPD) Program for the Registered Tourist Guides				SLTDA	Standards				
1.1.3.3	Awareness on 'Disaster & Crisis Management' for the industry				SLTDA	Planning/ Domestic				
1.1.3.4	Continue with the upgrading of the syllabus for Tour Guides with the support of Australian Skills Development. This aims at bridging the gap with destinations such as South Africa, Thailand, and Australia. Also conduct TOTs to ensure sustainability				SLTDA/SLITHM	Academic/ Standards				
1.1.3.5	Review and Include English, Digital Marketing and Service Quality modules to the Tour Guide training to support digital empowerment, service quality standards and entrepreneurship for tourism industry				SLITHM	Academic				
1.1.3.6	Business Continuity Planning and Crisis management course introduced for industry specially SMEs to ensure future survival and minimum interruptions for the industry.				SLTDA	Planning				
1.2	Supporting SMEs in Tourism									
1.2.1	SLTDA registration process to be further improved and simplified. Technology enabled				SLTDA	Standards				
1.2.2	SME training support to capacitate the sector. Specially on Digital Marketing, Financial Literacy, etc				SLTDA/SLITHM	Standards/ Academics				
1.2.3	SME grant support for identified areas through the donors				SLTDA	DG/Standards/Planning				
1.2.4	Improve SME Tourism Market linkages - opportunity to be created through Tourism channels				SLTDA	DG/Standards/Planning				
1.2.5	Income Diversification Program' targeted at Tourism SMEs to ensure the sector is resilient against macro waves				SLTDA/SLITHM	DG/Standards/Planning/ Academics				
1.3	Enhance Women's participation in the industry & Create an Inclusive Tourism Industry									
1.3.1	Hotel School Scholarship Program continued and enhanced for an inclusive workforce and opportunity creation for industry				SLITHM	Registrar				
1.3.2	Promote Women based tourism SMEs and support them to advance (women entrepreneurship development)				SLTDA/SLTPB	Planning/PR				
1.3.3	Promote more women's participation in the industry through partnerships and facilitations through awarance creation, training and capacitating and an indstry wide survey (identifying the pain points that hinder women's participation in the industry)				SLTDA/SLTPB	Planning/PR				
1.3.4	Enhance wider industry participation. Specially SMEs given opportunity at decision making points				SLTDA	Standards/ Planning				
1.3.5	Accessibility Tourism program launched. Create a concept paper identifying the scope to be implemented for a 4 year period.				SLTDA	Domestic				
1.4	Dollarization of the Tourism Industry									
1.4.1	Support the tourism industry convert to a dollarised system. Create awarance and facilitate with the required infrastructural coordination. This will ensure the industry and SMEs are benefitted from the export status.				SLTDA/MOT	DG/Planning				

2. An Efficient Public Service & Uplift Industry Standards

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
2.1	Reduced overheads/transaction cost of procurements									
2.1.1	Reduce overdue payments in promotions to enhance effectiveness and reliability among suppliers. Also introduce an effective supplier data base and management system				SLTPB/SLTDA	Finance				
2.1.2	Effective cost reductions - operational losses and malpractices				SLTPB/SLTDA	Finance				
2.1.3	Effective use of the Electronic Government Procurement (e-GP) system and ensure better management of the procurement process and cutting down on delays				All agencies	Finance				
2.1.4	Training of the staff on procurement and finance systems				All agencies	Finance/HR				
2.1.5	Identify duplicated areas within the organisation and organise them as shared services to ensure efficiency				All agencies	Finance/HR				
2.2	Enhance Tourism Investments									
2.2.1	Further Streamline process of approvals for new tourism investments. Digitise the application process				SLTDA	Planning/ICT				
2.2.2	Creation of a Digital Land Bank				SLTDA	Planning/ICT				
2.2.3	Better promotion and facilitation of Tourism Zone Investments. Prepare investor pitch with opportunities and promotional plan through embassy network				SLTDA/SLTPB	Planning/Advertising				
2.2.4	Tourism Investment Propromotional Plan developed and implemented				SLTDA/SLTPB	Planning/Advertising				
2.3	Improve organisational processes to enhance efficiency and effectiveness of public service									
2.3.1	Each Divisional Head made responsible to map the current divisional processes & to identify pain points/service failures and to propose feasible solutions				All Agencies	All Divisions				
2.3.2	Each division to identify process areas that can be technologically enabled to enhance public service and improve efficiency				All Agencies	All Divisions				
2.3.3	Seek the support of donor partner/s to assist in integrating process improvements and to support with technology use				SLTDA	DG				
2.4	Introduce a simple, effective and technology enabled 'Monitoring, Evaluation and Learning' system to ensure efficient and effective public service. Introduce a tracker.				SLTDA	ICT/HR				
2.5	Create an internal system to identify 'best practices' in travel and tourism industry globally which can be adopted locally. Research division to take the leadership and to knowledge-share with other divisions and with the industry				SLTDA	Research				
2.6	Improve Research, Data Collection and enhance decision making									
2.6.1	Tourism Satellite Accounting implemented				SLTDA	Research				
2.6.2	Research Road Map Implemented. Staff coached and trained. Consumer research and insights made available for decision making and campaign planning. Ensure better coordination and support for the Global Communication Campaign (GCC) set up				SLTDA	Research				
2.6.3	Streamline Publication of Tourism statistics. (User friendly, Periodic, Distribution plan)				SLTDA	Research				
2.6.4	Introduce a Data management system (storing, accessing, retrieving facilitated and internal staff and GCC staff educated and trained to create a data and information driven culture)				SLTDA	Research				
2.7	Creation of Regional Tourism Offices (Tourist Information Centers) to ensure service quality and better coordination. (12 regional offices are planned to be established). The role, scope and KPIs of these regional offices to be specified, resources and staff to be allocated.				SLTDA	DG/Domestic				
2.8	Improve the service quality of the Identified Key Tourist Attractions in the country									
2.8.1	Establish Inter-departmental collaborations for service quality improvements				SLTDA	DG				
2.8.2	Implementation of signage/information boards for key provincial attractions (short term)				SLTDA	Domestic/Planning				
2.8.3	Development a comprehensive report (each regional tourism office to be responsible) on the service quality improvements and additions required in each of the key tourist attractions and identifying the bottlenecks for improvements. Prepare a cabinet paper proposing a mechanism to address the bottlenecks and to improve the service quality. Seek donor support for the proposed improvements. (Medium-Long Term)				SLTDA	Domestic/Planning				
2.8	Uplifting the industry standards through courses offered by Sri Lanka Institute of Tourism and Hotel Management (SLITHM)									
2.8.1	Develop and Conduct Skills development programss (training programs) for the industry on Service Quality and Customer Service				SLITHM	Academic				
2.8.2	Continue to enhance the efficiency and effectiveness of the organizational workforce including resource personnel. Refresh courses and best practice sharing				SLITHM	Academic				
2.8.3	Continue to create Knowledge sharing products (such as podcasts etc)				SLITHM	Academic				
2.8.4	Continue to launch New programs (academic programs) to fill the skill gaps in the industry				SLITHM	Academic				
2.8.5	Open New Schools to ensure inclusivity and opportunity creation				SLITHM	DG/Academic				
2.8.6	Continue to explore opportunities for PPP for development				SLITHM	DG				

3. Technology based Tourism Sector

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
3.1	Complete the development and Launch of the proposed Tourism Travel App. Digital Campaign launch to create awarness about the app				SLTDA/SLTPB	ICT/Advertising				

3.2	Complete the revamping of the Tourism's Consumer Website				SLTPB	ICT/Advertising				
3.3	Creation of a content repository and Continuous creation of digital content for Sri Lanka Tourism (Videos, Imagery, Sound tracks etc) as a means of enabling digital footprint and shared media reach. (This could be linked to website and app)				SLTPB	ICT/Advertising				
3.4	Continuation of the creation of the comprehensive tourist information D-base of attractions/experiences and creating content for the identified sites/experiences.				SLTPB	NPD				
3.5	Improve on Sri Lanka Tourism's social media reach to build a social media community and thereby reach and engagement for the product/destination				SLTPB	Advertising				
3.6	Continue the Live telecasting of Peraharas to enhance an online engagement and viewership				SLTPB	NPD/Advertising				
3.7	Continue the Live streaming of Wildlife to enhance an online engagement and viewership				SLTPB	NPD/Advertising				
3.8	Introduce a technology driven tourist/customer engagement center to enhance better customer service				SLTPB	PR/ICT				
3.9	Use of Augmented reality at identified key tourist sites/attractions to enhance visitor experience				SLTDA	RESEARCH				
3.10	Working in collaboration with the Department of Immigration to further streamline the tourist visa application process using technology				SLTDA/MOT	DG/Planning				
3.11	Continuation of the 'information portal' 'Helloagain' to communicate with visitors on new developments of travel to Sri Lanka.				SLTDA/SLTPB	Planning/ Advertising/ICT				
3.12	Work with ICTA and Technology Ministry to include online ticket booking of all Government tourist sites and trains and later to integrate into the proposed mobile app				SLTDA	DG/Planning				
3.13	Enabling Tourist protection by engaging the tourist police through technology				SLTDA	Domestic/ Tourist Police/ICT				
3.14	Continue and introduce improvements to the online/digital applications for Tourism Industry registrations				SLTDA	Standards/ICT				
3.15	Develop and further improve the current technology based monitoring system (Monitoring, Evaluation, Learning - MEL) system) for Sri Lanka Tourism				SLTDA	DG/ICT				
3.16	Creation of virtual/digital resources/products for the SLITHM students and industry to enhance knowledge				SLITHM	Registrar/ Academic				

4. A Safe and Secure Country for Tourists

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
4.1	Use of Tourist Police Service Effectively to reinforce the safety and security of the tourists									
4.1.1	Establishing Tourist Police Centers near Tourism Regional Offices/Key tourist sites				SLTDA	DG/Domestic				
4.1.2	Establishing an effective process for complain lodging and follow up on progress on the complaints made				SLTDA	DG/Domestic/ Tourist Police				
4.1.3	Tourist Police training on handling the tourists and progress reporting. Seek the support of a donor for th training support				SLTDA	Domestic				
4.1.4	Use of technology to ensure safety and security - integrated to app				SLTDA	Domestic/ICT				
4.2	Public Awareness Campaign Launch to educate the locals on the importance of ensuring tourist safety and protection and about the process to follow in case of need				SLTDA	Domestic				
4.3	Conduct periodic Surveys to identify issues related safety and security of the tourists and create the tourist police, provincial and government organisations informed for action. Also use the information to develop public awareness campaigns				SLTDA	Research/ Domestic				
4.4	Ensure Pandemic related safety and security for tourists by ensuring the updated guidelines and protocols are in place and communicated effectively				SLTDA	DG/Planning				

5. Legal and Regulatory Framework

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
5.1	Creating an effective and functional organisational set up through legal and regulatory adjustments and developments									
5.1.1	Tourism Act amended and the three tourism institutions (SLTDA/SLCB/SLTPB) merged as Sri Lanka Tourism				SLTDA/MOT	Legal				
5.1.2	SLITHM upgraded to degree awarding institution				SLITHM	Academic				
5.1.3	New organisational structure, that reflect global best practices, is introduced and implemented				SLTDA	CO/DG/HR				
5.2	Develop the regulatory and legal framework required to facilitate potential Investments in Tourism (To encourage areas of eco-tourism, adventure, camping, water-based tourism, boutique and villas and high-end properties)				SLTDA/MOT	Standards/ Planning/Legal				
5.3	Create and Develop a regulatory and legal framework to facilitate Tourism stakeholders and activities									
5.3.1	Facilitate to request an Inter-Ministerial Council on tourism covering key areas including Wildlife, Zoological, Coast Conservation, Forest and CCF (Many countries have a single Parks Authority that oversee all cultural and natural attractions. In the absence of such a structure in Sri Lanka, there needs to be much better cooperation to ensure a quality offering at all locations). Tourism could be the convener for the council and draft a concept note to cover the scope, responsibilities, meeting frequency, etc.				SLTDA/MOT	DG/Planning				
5.3.2	Facilitate to Improve guidelines and resources on classification of accommodation				SLTDA	Standards				
5.3.3	Facilitate Liquor license restrictions to be reviewed				SLTDA	Standards				

5.3.4	Develop the required Sri Lanka Tourism Policies (Organisational) to facilitate the activities of the organisation and to ensure transparency (eg: Events Policy, Sponsorship Policy, Partnership Policy)				SLTDA/SLTPB	DG/MD/Legal/ HR				
5.4	Ensuring legal and regulatory framework required for Sustainable Tourism adoption and for the implementation of sustainable initiatives				SLTDA	Legal/Planning				

6. Sustainable and Environment Friendly Tourism

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
6.1	Estblish an internal division dedicated for championing Sustainable Tourism. (Scope and responsibilities defined, Resources allocated and staff trained)				SLTDA	DG/Planning				
6.2	Develop and Launch Sri Lanka Tourism's Sustainability Road Map. Based on the road map seek donor support to implement key projects				SLTDA	Planning				
6.3	Developing Sustainability guidelines & certification and ensure coordinated efforts for enviornmental sustainability									
6.3.1	Developing Sustainability guidelines & certification for the industry to include accommodation providers, travel agents/guides, other service providers such as restaurants, souvenir shops, etc				SLTDA	Standards				
6.3.2	Sustainable goals included within classification process				SLTDA	Standards				
6.3.3	Introduce and Ensure Central planning with BOI and UDA to ensure developments are sympathetic to the environment				SLTDA	Planning				
6.3.4	Work in collaboration with Mahaweli Development Authority to develop an Eco Tourism Development zone in Kaluganga and Moragahakanda				SLTDA	Planning				
6.3.5	Green Building Guidelines Prepared and implemented for new investments				SLTDA	Planning				
6.3.6	Yala Palatupana Tourism Zone to be upgraded as a Protected Conservancy Area				SLTDA	Planning				
6.4	Ocean Sustainability - Introduce, develop and promote marine environment protection to ensure a healthy coastal and ocean environment				SLTDA/SLTPB	NPD/PR/ Planning				
6.5	Creation of sustainability experiences for visitors such as Creation of sustainability sights, beaches, parks and destinations, Creation of green journeys/responsible holidays/adventures, Creation of green gastronomy/menus etc				SLTDA	NPD/Planning				
6.6	Sustainability related awarness creation and promotions									
6.6.1	Creation of sustainability focused marketing collaterals and tools to include a dedicated Micro site, Video, Imagery content and copy creation				SLTPB	PR/Advertising				
6.6.2	Include nature conservation in the hotel school curriculum				SLITHM	Academic				
6.6.3	Local and Internally focused campaigns and activations to be launched to create awarness on sustainable tourism and initiatives taken				SLTPB	PR/Advertising/NPD/Planning				
6.7	Sigiriya to be developed as the first Sustainable Destination				SLTDA	Planning/ NPD				
6.8	Introduce accessibility tourism. (Create awareness and interest, Identified key sites taken as pilot to be disability friendly, Inclusion of differently able people as employees in tourism)				SLTDA	Domestic				

7. New Product Development & Promotion

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
7.1	Continue New Product Developments (such as wellness, helawedakama, shipwreks, under water, digital nomads, etc) and promotions to attract new segments, to enhance user experience and to achieve product diversification				SLTPB	NPD				
7.2	Support the private sector to create new visitor experiences. Support to be extended interms of Training support, Promotional support, Co-creation support.				SLTDA/SLTPB	NPD/Planning/ Domestic				
7.3	Joint promotions to be carried out with Airlines, Travel agents, Tour operators, global Media stations (print and electronic) covering key tourism markets				SLTPB	Marketing/ Advertising				
7.4	Continuation of the Visiting Journalists Program (VBP) / Visiting Journalist Program (VJP)				SLTPB	PR				
7.5	Efforts to ensure earned media coverage and campaigns for Sri Lanka in key tourism markets				SLTPB	PR				
7.6	Social media campaigns to enhance visitor information, engagement and shares				SLTPB	PR/Advertising				
7.7	Select and participate in the most prominent Travel fairs and ensure earned media coverage to achieve higher ROI				SLTPB	Marketing				
7.8	Conduit Selected Tactical Tourism Promotions with Sri Lankan Missions overseas				SLTPB	Marketing				
7.9	Domestic tourism/local community engagement Initiatives				SLTPB	PR/NPD				
7.10	Develop an events calendar on annual basis and promote internaionally				SLTPB	Events				

8. Position and Market Sri Lanka

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025

8.1	Appoint the agency framework to ensure the successful implementation of the planned 'Global Communication Campaign' (GCC).				SLTPB	Advertising				
8.2	Launch the GCC and strategically position the destination. Achieve the alignment of planned 'Wellness' and 'Sustainability' campaigns to GCC.				SLTPB	Advertising				
8.3	Route development strategy for Sri Lanka				SLCB/SLTPB	Marketing				
8.4	Strive to achieve service quality excellence to align with the positioning. Carry out Mapping of Visitor journey, identify the touch points to enhance service quality to deliver service excellence.				SLCB	Marketing				
8.5	Obtain Recognitions and Accolades for Sri Lanka				SLTPB	PR				
8.6	MICE Related Promotions and Activations to position Sri Lanka as a MICE destination				SLCB	SLCB				

9. Infrastructure and Services

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
9.1	Support extended by way of inter government agency co-ordination support to expand Sri Lanka's recreational opportunities (eg: diving, trekking, etc)				SLTDA	Planning				
9.2	Continues to leverage on Key Tourist Sites through better offerings, facilities (eg: toilet facilities) and reduction in congestion.				SLTDA	Domestic				
9.3	Improve Tourism support services by strengthening Inter-agency collaboration (eg: Immigration & Emigration, Airports, Railways, UDA, MEPA, etc)				SLTDA	Planning				
9.4	Continues to Introduce, Develop, Improvements, Promotions into Major Tourism Development Projects - Yala, Kuchchaweli, Kalpitiya, Dedduwa, Zoning plan, etc				SLTDA	Planning				

10. Partnerships

#	Key Activities to be Achieved	Tourism Strategic Priorities			Lead Agency	Responsible Division	Timeline			
		Protect	Recover	Build Back Better			2022	2023	2024	2025
10.1	Continue to work in collaboration with all Sri Lanka Foreign Missions				SLTPB	Marketing				
10.2	Continue to work in collaboration with all Foreign Diplomatic Missions				SLTPB	PR				
10.3	Continue to seek Multiple donor support for development and improvements - Coordinate with multiple donors to assist identified projects of Sri Lanka Tourism. Hold a donor round table sessions and report on the progress.				SLTDA	Research				
10.4	A presidential task force proposed to be established to coordinate the Tourism related development work enabling faster decision making, approvals and development initiatives. The current Inter-ministerial committes could also be integrated into the preidential task force.				SLTDA	Planning				
10.5	Explore co-operative agreements with governments in key markets to promote destination and to enhance travel flow				SLTDA	Planning				