



Republic of Zambia
Ministry of Transport
and Logistics



Aviation Strategy



EU-funded Technical Assistance to Zambia-Aviation
Sector Support Programme II (ASSP II)

List of Abbreviations

8NDP	8th National Development Plan 2022-2026	SADC	Southern African Development Community
AAIB	Aircraft Accident Investigation Board	SAF	Sustainable Aviation Fuels
AFCAC	African Civil Aviation Commission	SARPs	Standards and Recommended Practices
AN	Air Navigation Services	SDG	United Nation's Sustainable Development Goals
API	Advanced Passenger Information	SMKIA	Simon Mwansa Kapwepwe International Airport
ASBU	Aviation System Block Upgrade	UAS	Unmanned Air Systems
ASSPII	Aviation Sector Support Programme II	USOAP	Universal Safety Oversight Audit Programme
AU	African Union	VFR	Leisure and visiting relatives and friends
CAA	Civil Aviation Authority	ZACL	Zambia Airports Corporation Limited
COMESA	Common Market for Eastern and Southern Africa	ZASTI	Zambia Air Services Training Institute
ED	11th European Development Fund	ZIPAR	Zambia Institute for Policy Analysis and Research
EU	European Union	ZMD	Zambia Meteorological Department
GRZ	Government of Zambia	ZTA	Zambia Tourism Agency
GSE	Ground Service Equipment	ZTMP	Zambia Tourism Master Plan 2018-2038
HMNIA	Harry Mwaanga Nkumbula International Airport	SAATM	Single African Air Transport Market
IATA	International Air Transport Association	YD	Yamoussoukro Declaration
ICAO	International Civil Aviation Organization		
KKIA	Kenneth Kaunda International Airport		
MCTI	Ministry of Commerce, Trade and Industry		
MICE	Meetings Incentives Conventions Exhibitions		
MOA	Ministry of Agriculture		
MOD	Ministry of Defence		
MOF	Ministry of Finance and National Planning		
MOGE	Ministry of Green Economy and Environment		
MOH	Ministry of Health		
MOHA	Ministry of Home Affairs and Internal Security		
MOT	Ministry of Tourism		
MTL	Ministry of Transport and Logistics		
NEST	National Export Strategy		
NDPs	National Development Plans		
NTMP	National Transport Master Plan 2037		
NTP 2019	2019 National Transport Policy		
PMO	Project Management Office		

FOREWORD



I am pleased to present the Aviation Strategy covering a five year period from 2022 to 2026. The Government of the Republic of Zambia, under the leadership of His Excellency President Hakainde Hichilema, recognises the importance of aviation to the growth of the economy.

Zambia's current aviation policy framework is structured to support the Government's long-term economic growth aspirations. It underscores the importance of aviation to the Zambian economy and outlines areas of intervention that will facilitate the sector to make a significant contribution to economic growth across the country.

As Government, we take cognisance that aviation creates jobs, encourages our economy to grow and connects us with the rest of the world as a dynamic trading nation. This is why the government supports the growth of aviation and the benefits this would deliver.

However, notwithstanding its strengths, the Zambian aviation sector faces many challenges which we must overcome to make Zambia a regional aviation hub as espoused in the Eighth National Development Plan (8NDP) and the National Transport Policy (NTP). Therefore, it was necessary to develop an aviation strategy to ensure the aviation sector's continued success.

It is with great pleasure that I now present the 2022 to 2026 Aviation Strategy reflecting the collective understanding, aspirations and determination of the Ministry of Transport and Logistics and its stakeholders in the Aviation Sector.

This Strategy was developed to provide a strategic direction in achieving sustainable growth through the following five key objectives:

i. To promote safety and security;

- ii. To create a competitive environment for air transport development;
- iii. To increase passenger & air cargo traffic
- iv. To improve operational effectiveness & efficiency;
- v. To enhance capacity in the aviation sector
- vi. To promote transparent stakeholder collaboration.

The implementation period for this Strategy is five (05) years, (2022 – 2026). I am confident that for the next five years, the Strategy will guide in the implementation of initiatives in the aviation sector. The Aviation Strategy presents an excellent avenue for the Zambia Aviation Sector to rise to the occasion and address constraints affecting the growth of the sector.

I, therefore, call upon all aviation sector players to demonstrate commitment and dedication towards the implementation of this Strategy and realisation of the goals therein. This is of paramount importance for us to succeed in developing our aviation sector.

A handwritten signature in black ink, consisting of a series of loops and a long horizontal stroke at the end.

Hon. Frank M. Tayali, MP
MINISTER OF TRANSPORT AND LOGISTICS

ACKNOWLEDGEMENTS



I would like to acknowledge the all-inclusive, widespread and iterative consultative process that has facilitated the development of this Aviation Strategy 2022-2026. The Strategy development process was deliberately adopted to ensure that the objectives and initiatives reflected the aspirations of the Government and the stakeholders in the aviation sector.

I wish to express my sincere gratitude to the European Union for the financial and technical support provided towards the development of the Aviation Strategy through the Aviation Sector Support Programme II (ASSPII).

Special tribute goes to DAI and Lufthansa Consulting firms for their technical assistance rendered to the Government in developing this Strategy.

Most importantly, I would like to acknowledge all stakeholders in the aviation industry for their unwavering support to the development of this strategy. These included but not limited to the relevant line Ministries, Civil Aviation Authority (CAA), Zambia Airports Corporation Limited (ZACL), Zambia Air Services Training Institute (ZASTI), Zambia Tourism Agency (ZTA), Department of Immigration, Aircraft Owners and Operators Association (AOOA), Ground handling operators, Airlines among others.

Further, sincere gratitude to the Cabinet Office in particular the Management Development Division (MDD) who dedicated their time and effort in guiding the core team in developing the strategy with adherence to the guidelines on Government strategy development.

I wish to pay special tribute to the Staff from the Ministry of Transport and Logistics for their leadership and commitment in coordinating the process of formulating this Strategy.

As a Ministry, we are confident that all stakeholders shall be resilient in ensuring effective implementation of the Strategy.

A handwritten signature in black ink, appearing to read 'Fredrick Mwalusaka'.

Fredrick Mwalusaka
Permanent Secretary
MINISTRY OF TRANSPORT AND LOGISTICS

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Executive Summary

The Government of the Republic of Zambia (GRZ), as articulated in the 2019 National Transport Policy (NTP 2019 - 2028) envisions a “sustainable, efficient, safe and integrated transport system capable of making Zambia a regional transport hub.” Achievement of this vision is considered one of the key milestones towards the successful implementation of the national economic development aspirations as enshrined in the 8th National Development Plan (8NDP).

The Government of Zambia’s long-term socio-economic development strategy has identified aviation as one of the key sectors for economic diversification and as such the sector has been prioritized for development. Zambia’s aviation sector has potential to significantly contribute towards the Country’s Gross Domestic Product (GDP). The aviation sector creates jobs across the country and has multiplier effects that encourage the economy to grow and connect the country with the rest of the world. It is for this reason that the Government of the Republic of Zambia has developed an aviation strategy aimed at improving the aviation sector.

The Strategy was developed to provide a strategic direction in achieving sustainable growth in terms of traffic, economic development, capacity building, innovation and stakeholder collaboration. The implementation period for this Strategy is five (05) years, 2022 – 2026.

The Strategy is divided into six (06) chapters namely Situation Analysis, Strategic Direction, Implementation Framework, Resource Mobilization and Monitoring and Evaluation.

The Situation Analysis outlines the state of the aviation sector in Zambia both in the internal and external environments. Amongst the key factors characteristic of the Zambian aviation sector are the following:

1. Zambia’s central geographic location within the sub-region
2. Tourism and trade potentiality
3. Developed airport and air navigation infrastructure
4. Political stability

Despite the above factors, the Zambian aviation sector is still an emerging market. The average number of passengers per flight is low mainly due to high cost of air fares. This is further exacerbated by an undiversified tourism offering.

Further, inadequate air connectivity to provincial centres due to the uncompetitive nature of the Zambian aviation sector poses as a challenge to the development of the aviation sector. The outbreak of pandemics such as COVID-19 is another key risk to the aviation sector.

Nevertheless, growth of the sector can be assured by the adoption and effective implementation of policies aimed at liberalising the use of the African airspace as well as promotion of free movements of goods and people.

Vision: “An aviation sector contributing to Zambia’s social and economic development through sustainable, reliable, safe and secure air connectivity”.

To realise this vision, six strategic objectives were identified, these are:

1. Promote Safety & Security
2. Create a Competitive Environment to Promote Economic Development of Air Transport
3. Increase of Passengers & Air Cargo Traffic
4. Improve Operational Effectiveness & Efficiency
5. Enhance Capacity in the Aviation Sector
6. Promote Transparent Stakeholder Collaboration

An Implementation Plan with specific targets, baselines and required resources was developed as a separate document.

The objectives will be monitored and evaluated annually to ensure deliverables are actualized.



1

Introduction



Zambia is a landlocked country situated in Central and Southern Africa, neighbouring Angola, Botswana, Democratic Republic of the Congo (DRC), Malawi, Mozambique, Namibia, Tanzania, and Zimbabwe. Sitting on 752, 614 square metres of land, Zambia is home to an estimated population of about 22 million people as of 2022 which is projected to increase to 27 million by the year 2035.

Zambia has four modes of transport namely air, rail, road and maritime. About 80% of goods and people are transported by road and 20% is shared amongst air, rail and maritime. Transport and logistics play a critical role in the growth and development of the Zambian economy as it facilitates growth in agriculture, trade, mining and tourism. About 57% of all air travellers to Zambia are tourists (ZIPAR, 2020). As at 2019, Zambia's tourism industry contributed 7% of GDP and 7.2% of total employment.

Tourist spent USD 849 million, representing 10% of Zambia's total export in the same year (Ministry of Tourism, 2020).

Air transport is an important enabler to achieving economic growth and development. It facilitates integration into the global economy and provides vital connectivity on a national, regional and international scale. Air Transport facilitates trade, promotes tourism and creates employment opportunities.

The liberalization of air transport in Zambia since 1991 has resulted in the formation of private local airlines. However, the growth of the industry has been relatively slow, a situation that can be attributed to factors such as unattractiveness of the Zambian market mainly caused by small passenger loads, and inadequate tourist destination marketing. It is however anticipated that the expansion in the mining and tourism industries will revive air transport demand.

Situational Analysis of the Aviation Sector in Zambia

2.1 Context of the Zambia Aviation Strategy

Zambia's current aviation policy framework is structured to support the Government of Zambia's long-term economic growth aspirations. It underscores the importance of aviation to the Zambian economy, and outlines areas of intervention that will facilitate the sector to make a significant contribution to economic growth across the country. The framework sets out objectives on the issues that will challenge and support the development of a robust aviation industry in Zambia.

Areas of intervention include infrastructure development, establishment and operationalization of a national airline, tourism development and human resource development. There are essentially four (4) key relevant policy documents that guide developments in the Zambian aviation sector. These are the 8th National Development Plan 2022-2026 (8NDP), the National Transport Policy (NTP2019-2028), the National Export Strategy (NEST 2018 to 2022) and the Zambia Tourism Master Plan 2018-2038 (ZTMP).

The 8NDP, which covers the period 2022 to 2026, is the Government of Zambia's blueprint for the creation of a diversified and resilient economy for sustainable growth and socio-economic transformation. It is the umbrella document that outlines key sectoral growth strategies and measures that must feed into sectoral plans and strategies to facilitate this growth. The 8NDP also provides a coordination mechanism that ensures that sectoral policies and strategies are complementary. The 8NDP and NTP emphasise the importance of transforming Zambia into an aviation hub. The National Export Policy has the thrust of diversifying markets and products; from traditional to non-traditional markets and from metal to non-traditional products which are mainly dependent on air transport. ZTMP reinforces the need to develop tourism sites and improve access.

Arising from the Government's recognition of the

role of the aviation sector as highlighted in the key sector policy documents, there is need for the development of an aviation strategy to ensure the aviation sector's continued success.

2.2 Geographical Context

Zambia is a landlocked country situated in Central and Southern Africa, neighbouring Angola, Botswana, Democratic Republic of the Congo (DRC), Malawi, Mozambique, Namibia, Tanzania, and Zimbabwe. This strategic location entails that the eight neighbouring countries can connect to Lusaka within two hours. Its central geographic position and deliberate government policy has the potential to transform Zambia into an aviation hub.

2.3 Performance of Air Transport

Zambia has a total of four international airports: Kenneth Kaunda International Airport in the capital city Lusaka, Simon Mwansa Kapwepwe International Airport in Ndola, Harry Mwaanga Nkumbula International Airport in Livingstone and Mfuwe International Airport. KKIA is Zambia's major international airport accounting for about 76 % of passengers, 73 % of air traffic movements (ATM) and 98 % of air freight market share in 2020.

2.3.1 Traffic Trends

Traffic trends in the past 10 years showed a compounded annual growth rate of about 6%. The number of passengers increased from 1,362,113 in 2012 to 1,931,827 in 2018 (pre COVID-19 pandemic). Without major disruptions, it was anticipated that air travel passengers would grow at an average rate of 6% beyond 2018. However, minor disruptions were experienced in 2019 and major disruptions from 2020 onwards due to the COVID-19 pandemic. Below is a chart of the passenger performance in the last 10 years;



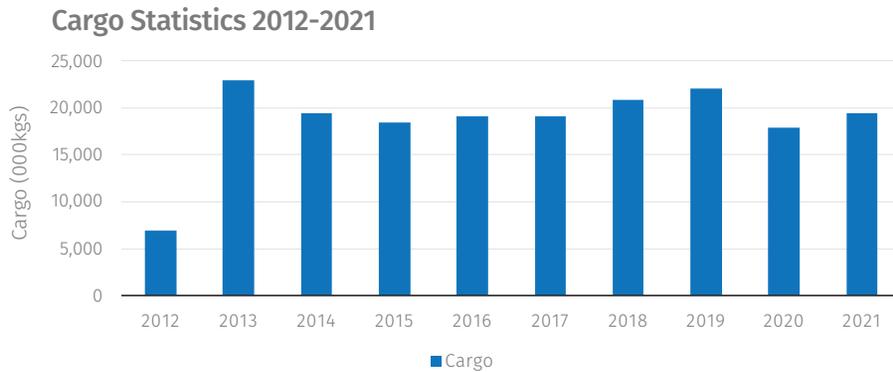
Passengers increased from 1,362,113 in 2012 to 1,931,827 in 2018

Passenger Statistics



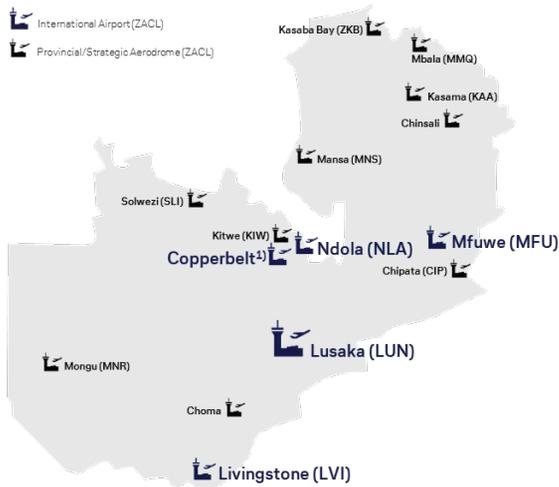
2.3.2 Cargo Statistics

Air cargo increased at an annual average rate of 6.7% from 13,930,209 kgs in 2012 to 22,016,000 in 2019. At the height of COVID-19 in 2020, cargo traffic fell by 18.7% against the pre-COVID-19 levels. Globally, cargo tonne kilometres (CTKs) fell by only 10.6% against the pre-COVID-19 levels, demonstrating that air cargo was predominantly not a vector for pandemics such as COVID-19.



2.4 Provincial Airports

There are currently 4 international, 7 provincial, 17 district and 125 private licenced aerodromes open to traffic in Zambia. The table below shows the international, provincial and strategic airports.



Airport designation by Civil Aviation Regulations, 2018

International Airports	Lusaka (LUN) Ndola (NLA) / New Greenfield SMKIA Livingstone (LVI) Mfuwe (MFU)
Provincial Aerodromes	Chinsali (-) Chipata (CIP) Choma (-) Kasama (KAA) Mansa (MNS) Mongu (MNR) Solwezi (SLI)
Strategic Aerodromes	Kasaba Bay (ZKB) Mbala (MMQ) Kitwe/South Downs (KIWI)

2.5 Legislative and Institutional framework

The legislative framework for the aviation sector is guided by the Constitution amendment Act No.2 of 2016, Civil Aviation Act No. 5 of 2016, Civil Aviation Authority Act No. 7 of 2012, the Air Passenger Service Charges Act and the Convention on International Civil Aviation.

There are a number of institutions that play a key role in the aviation sector. The table below shows the current institutional and regulatory framework for the aviation sector.

ADMINISTRATION				OPERATIONS		
Policy making	Regulation and Control	Aircraft Accident Investigation	Training	Air Navigation Service (ANS)	Airports	Airlines
Government Ministry	Civil Aviation Authority (CAA)	Investigations Board	Aviation Training	Air Navigation Services Provider	Airports Operator	Air Carriers
Ministry of Transport and Logistic (MoTL)	Civil Aviation Authority (CAA)	Aircraft Accident Investigation Board (AAIB)	Zambia Air Services Training Institute (ZASTI)	Zambia Airports Corporation Limited (ZACL)		National Carrier Private Airlines
<ul style="list-style-type: none"> Policy formulation for civil aviation in Zambia Negotiation of Bilateral Air Service Agreements with other countries 	<ul style="list-style-type: none"> CAA acts as regulator for the aviation sector Admission and supervision: aircraft operations, licensing, of personnel, traffic management, airworthiness, aerodromes, ground aid, aviation security, aeronautical inf. Services, SMS, etc 	<ul style="list-style-type: none"> Established in August 2019 reporting to MoTL following latest ICAO audit of 2016 Responsible for the civil aviation accident investigation 	<ul style="list-style-type: none"> Provision of Training in aviation programmes. 	<ul style="list-style-type: none"> Development, operation and management of a network of 14 airports; 4 international, 10 domestic Provision of Air Navigation Services across the Zambian Air Space 		<ul style="list-style-type: none"> Foundation no new national carrier, trading as Zambia Airways in progress since 2021 – shareholders will be Republic of Zambia (55%) & Ethiopian Airlines (45%) Private airlines: Proflight Zambia, Mahogany Air, Charter Carrier

2.6 Economic Development in Zambia

Real GDP grew by an average of 6.8 % per annum between 2003 and 2014. This growth was mainly driven by positive gains in the global price of Copper. However, GDP growth rates in subsequent years 2015-2019 slowed down to 3.1 % per annum. By 2020 GDP had contracted by an estimated 4.9 % due to the COVID-19 crisis.

With an economy that is heavily reliant on natural resources, the changes in price have immediate influence on the GDP. The falling Copper prices between 2015 and 2019 had a profound influence on the slow GDP growth.

Further, the coronavirus outbreak led to declining global demand for the mining and services industry. The Copper industry was able to recover some of the earlier losses. In contrast, the tourism industry widely came to a standstill due to travel bans and restrictions. In lieu of economic uncertainty during the COVID-19 pandemic, private consumption and investments declined.

The pre-pandemic depreciation of the Kwacha against the U.S. Dollar (USD) led to a high rate of inflation and rises in consumer product and transportation prices. This development continued in 2020, with inflation rising to 17.4 % (AfDB estimates) compared to 15.7 % as estimated by the World Bank) thus worsening the economic situation of the Country.

The economic outlook for Zambia is widely dependent on the development of the ongoing

pandemic, effective vaccination programs, government policy, recovery and growth of demand in industrial goods and services as well as the lift of travel restrictions. The Ministry of Finance and National Planning projects economic growth of 3.0 % in 2022. Copper prices are expected to grow, which will be of benefit to the recovery.

The macroeconomic framework of Zambia and developments in the aviation industry over the past few years were reviewed with the view of understanding the interactions between the general performance of the economy and the aviation industry. The analysis demonstrates the existence of a strong positive correlation between the economic health of the country measured by GDP and the aviation business growth measured by passenger volumes. This is indicative that positive growth in the overall economy will translate to growth in the aviation industry and vice versa. The analysis shows a strong growth trajectory for the industry which has now been truncated by a shock; COVID-19 pandemic.

Zambia's aviation industry exhibited strong growth in size and importance before the advent of the Covid-19 pandemic. Several aviation performance indicators attested to the robust growth i.e., the number of air travellers increased from 1.2 million in 2008 to 1.8 million in 2019, representing growth of over 50 percent in ten years. Similarly, freight volumes increased from slightly over 6 million kilograms in 2008 to roughly 22 million kilograms in 2019.

The aviation sub-sector is now showing signs of recovery, with general passenger movement

recorded at just under 680,000 in the first six months of 2022, compared to just under 290,000 over the same period in 2021. While the reintroduction of Zambia airways should improve domestic and regional connectivity through air transport, we must be competitive and economically viable in this area.

2.7 Key Factors In the Aviation Sector

- i. A key strength of the Zambian aviation market is its geographical location. Several routes crossing the African continent fly over or pass by Zambia giving the opportunity to benefit from them. Another primary strength is the huge tourism potential coupled with a youthful population. Zambia also boasts of warm, welcoming and friendly people. Favourable weather good for aircraft operations. The modern airport infrastructure with four main international airports is a strength that should be harnessed. The stable political system and the peace that the country enjoys, makes it a conducive environment for investment.
 - ii. The domestic aviation market is still relatively small and not adequately developed. The average number of passengers per flight is low. Being a landlocked country, Zambia has no direct access to coastal resources and opportunities such as cargo shipping. This has implications on the price of aviation fuel as the costs are higher, which ultimately increases the cost of doing business (e.g. high cost of air fares) in the Zambian aviation sector.
 - iii. Inadequate air connectivity to provincial centres due to the uncompetitive nature of the Zambian aviation sector poses as a challenge to the development of the aviation sector. Improvements in the road sector through upgrades, construction and rehabilitation has made traveling by road more attractive. There is need to make the air transport market in Zambia more competitive. However, it is hoped that the establishment of a national airline may support overcoming this weakness by increasing competition.
 - iv. The enactment of the Civil Aviation Act No.5 of 2016 which reorganised the industry with defined institutional arrangements, however, there are still challenges in effective and efficient service delivery by various sector institutions. For example, specialist equipment for aviation training, ground handling operations, regulatory oversight, accident investigation and aeronautical meteorology are either non-existent or outdated. In addition, the capacities of the Zambian aviation sector are still limited such as inadequate aviation specialist training.
 - v. Notwithstanding the strong Institutional framework, the aviation sector players require more collaboration for effective and efficient service provision. The recognition of the aviation as a priority sector by the Zambian Government is an opportunity that must be harnessed. Other challenges affecting the sector include inadequate intermodal facilities.
 - vi. The ratification of the Yamoussoukro Declaration and the Cape Town Convention, and the signing of the solemn agreement for the Single African Air Transport Market (SAATM) will make the Zambian airspace market attractive to other aviation sector players. Zambia enjoys warm relations with various cooperating partners who are willing to offer technical assistance. Further, the sector also enjoys Government support with a clear policy direction for development of the sector. Through the national trade and National Export Policy, the Government aspires to diversify the economy to focus on export of non-traditional exports such as micro veggies.
 - vii. Several threats to the overall growth of the Zambian aviation exist. The risk of an outbreak of Communicable Diseases poses a significant threat to the aviation sector. For example, between 2019 and 2022, the aviation sector experienced devastating effects of the COVID-19 pandemic. Finally, despite being a peaceful country, Zambia is at risk of terrorist activities.
 - viii. In 2012, the European Commission banned all Zambian registered airlines from flying into Europe as a result of an identified significant safety concern (SSC) that arose from the ICAO audit of 2009, which had identified a total of 98 findings.
- Following the audit concerns raised by ICAO, the Government set itself to address all findings. Key among the measures to address the findings was to establish an autonomous body through the enactment of the Civil Aviation Authority Act No.7 of 2012 to strengthen the regulatory safety oversight. In 2016, ICAO conducted the ICAO Consolidated Validation Mission (ICVM) to assess and validate level of compliance to ICAO SARPs and this resulted in the improvement of Effective Implementation (EI) from 42% to 62%.
- The success of the ICVM was demonstrated by the lifting of the EU ban-clearing all Zambian registered airlines to fly into Europe. The Zambian Government going forward, desires to maintain and improve the level of aviation safety and security standards thus far achieved.



3 The Vision, Mission and Values

3.1 The Vision

An aviation sector contributing to Zambia’s social and economic development through sustainable, reliable, safe and secure air connectivity



3.2 The Mission

To promote safe, secure and efficient civil aviation development in Zambia



3.3 The Values





4

Objectives and Strategies

Overall Goal

To facilitate sustainable and systematic growth of the aviation sector in Zambia

The Strategy is structured into six (6) objectives. These six objectives are:

- Objective 1: To Promote Safety & Security
- Objective 2: To Create a Competitive Environment to Promote Economic Development of Air Transport
- Objective 3: To Increase Passenger & Air Cargo Traffic
- Objective 4: To Improve Operational Effectiveness & Efficiency
- Objective 5: To Enhance Capacity in the Aviation Sector
- Objective 6: To Promote Transparent Stakeholder Collaboration

4.1 Objective 1: To Promote Safety & Security

The reliability of and the public trust into the aviation sector rests on safety and security in all fields of operations as well as administration and oversight. For all stakeholders and operators, the assurance and continuous development of safety and security must always be the highest priority that cannot be compromised under any circumstances. The continuous assessment, review, enhancement and enforcement of international safety and security standards assures Zambia’s aviation sector to grow and sustainably persist in a social, economic and ecological manner.

4.2 Objective 2: To Create a Competitive Environment for Air Transport Development

Government, public and private sector join forces in the creation of a competitive environment of the Zambian aviation sector. A fair and equal-opportunity policy framework is a strong enabler for local stakeholders to thrive in the aviation sector. The acknowledgement of competition will foster

choice, improve quality and reduce prices in the industry.

4.3 Objective 3: To Increase Passenger & Air Cargo Traffic

Growing the aviation sector requires ease of access to the market for flight operators, passengers and air cargo. The improvement of facilitation is significant to leverage competitiveness and attract air traffic to Zambia. Enhancing operational conditions are prerequisites in becoming a hub and must be implemented as a priority task. Passenger and air cargo facilitation is moreover closely interrelated with effectiveness and efficiency enhancement measures as well as strong stakeholder collaboration efforts.

4.4 Objective 4: To Improve Operational Effectiveness & Efficiency

The role of the public sector is to facilitate business in the aviation sector in order for stakeholders to grow and succeed. Legislation and regulation is to



assure the sector can prosper while attaining highest level of safety and security. Through investment in modern technologies and collaboratively working together, continuous improvement of procedures and processes can be achieved to foster competitiveness and sustainability of the aviation sector in Zambia.

4.5 Objective 5: To Enhance Capacity in the Aviation Sector

Building capacity of Human Capital through theoretical and on-the-job training is a priority to achieve necessary capabilities to operate, manage and development the aviation sector with its institutions and organizations by the Zambian people. Together with the investment in the capacity development of infrastructure, IT and state-of-the-

art machinery, international standards as well as technical and managerial skills to run operations of airlines, airports, regulative bodies and other aviation-related organizations are going to be achieved.

4.6 Objective 6: To Promote Transparent Stakeholder Collaboration

The exchange of information, cooperation and transparency among aviation stakeholders is sustainably advanced. The collaboration among ministries, authorities and public agencies as well as corporatized and private stakeholders is being defined and implemented to act as one aviation sector. Regular information exchange is established – trust and mutual respect between the public and private stakeholders is jointly developed.





5

Specific Objectives and Key Initiatives

Each of the six objectives of the Aviation Strategy for the Republic of Zambia mentioned on the previous chapter, consist of various specific objectives. These specific objectives incorporate key initiatives assuring the achievement of the vision and mission.



5.1 Objective 1: To Promote Safety & Security

Attaining and maintaining Safety & Security consist of the following specific objectives.

Specific Objective 1.1: *Attain and Maintain Safety and Security Requirements by ICAO*

Key initiatives:

- a. To attain an Effective Implementation (EI) percentage under the ICAO Universal Safety Oversight Audit Programme of at least 70% by 2026
- b. To implement State Safety Programme/Safety Management System by end of year 2025
- c. All International Aerodromes to be certified by end of year 2022
- d. To implement Aviation System Block Upgrade Block Zero(ASBU B0) Modules

Specific Objective 1.2: *To Implement Plans Promoting Operational and Environmental Safety*

Key initiatives:

- a. Implement a national safety plan and security program for the aviation sector
- b. Implement a national air navigation plan
- c. Implement a national environmental plan to improve ecological safety of the aviation sector and reduce impact on natural resources
- d. Implement a national plan with underlying procedures to allow for a secure supply chain for air cargo logistics including consignors, haulers and forwarders

Specific Objective 1.3: *To Establish a Non-Punitive Reporting System to Enhance Safety & Security*

Key initiatives:

- a. Establish a self-reporting system and outline to monitor the required mitigation of risks
- b. Establish an anonymous reporting system to share safety and security concerns of aviation stakeholders
- c. Strengthen investigation capabilities of the Aircraft Accident Investigation Board as an independent examination institution



Specific Objective 1.4: *To Continually Comply with International Safety and Security Standards in Operations*

Key initiatives:

- a. Initiate a program and underlying procedures to implement adjustments in international and national aviation safety and security policies promptly
- b. Install effective landside to airside separation at all aerodromes served by scheduled air traffic
- c. Define required minimum specifications and capabilities of all equipment to ensure compliance with international standards
- d. Develop and implement a safety and security training program for all aviation personnel
- e. Distribute aviation-related information on regulation and operation to all stakeholders

Specific Objective 1.5: *To Assure Independence of Institutions Responsible for Oversight of Safety and Security Standards*

Key initiatives:

- a. Review and remove any existing dependencies or potential third-party interferences affecting the mandates of oversight institutions
- b. Provide sufficient financial resources to oversight institutions based on resilient budget plans



5.2 Objective 2: To Create a Competitive Environment for Air Transport Development

Creating a Competitive Environment consist of the following specific objectives

Specific Objective 2.1: *To Achieve Cost Attractiveness in the Aviation Market*

Key initiatives:

- a. Develop and implement an incentives program to attract investment, grow air traffic, passenger and air cargo volumes
- b. Unify the regulation of fees and charges by establishing an economic regulator
Review the entire value chain of air travel and the aviation market cost structure and implement cost reduction opportunities

Specific Objective 2.2: *To Transform the Aviation Sector into a Dynamic Market*

Key initiatives:

- a. Procure and utilize the latest technologies in civil aviation
- b. Develop an Aerodrome Development Plan that is responsive to business demands
- c. Create a common database for the sector to share information
- d. Expand e-services and interlink aviation-related information for the aviation sector
- e. Improve customer experience



5.3 Objective 3: To Increase Passenger & Air Cargo Traffic

Increasing Passenger & Air Cargo traffic consist of the following specific objectives

Specific Objective 3.1: To Increase Passenger and Cargo Traffic

Key initiatives:

- a. Develop and implement an incentives program to grow air traffic, passenger and air cargo volumes
- b. To develop a blueprint for the transformation of KKIA into a SADC aviation hub
- c. Improve on the initiation and management of bilateral air service agreements
- d. Improve air cargo clearance and processing times
- e. Ease screening for passenger travel and air cargo

Specific Objective 3.2: To Improve Transit Passenger and Cargo Facilitation

Key initiatives:

- a. Develop and implement policies and procedures to allow seamless handling of transit passengers including baggage through check-in on international and domestic routings as provided by ICAO Annex 9
- b. Develop and implement policies and procedures to allow seamless handling of transit air cargo on international and domestic routings as provided by ICAO Annex 9

Specific Objective 3.3: To Improve Domestic Air Connectivity

Key initiatives:

- a. Conduct a Market Potential Analysis (MPA) to support route development
- b. Develop an aerodromes development plan that is responsive to business demands
- c. In liaison with Ministry of Tourism, promote Zambia as a destination of choice for business and tourism (MICE), leisure and visiting relatives and friends (VFR)



5.4 Objective 4: To Improve Operational Effectiveness & Efficiency

Improving Effectiveness & Efficiency consist of the following specific objectives.

Specific Objective 4.1: To Review the Legal and Institutional Framework to Address existing Weaknesses

Key initiatives:

- a. Review of the Civil Aviation Act No.5 of 2016, Civil Aviation Authority Act No.7 of 2012 and the Air Passenger Service Charge Cap 450 to harmonize the three Acts
- b. Streamline the functions of institutions in the aviation sector
- c. Develop scalable regulations and create an enabling environment to prosper all operative aviation sector participants

Specific Objective 4.2: To Optimize Aviation-Related Processes and Procedures

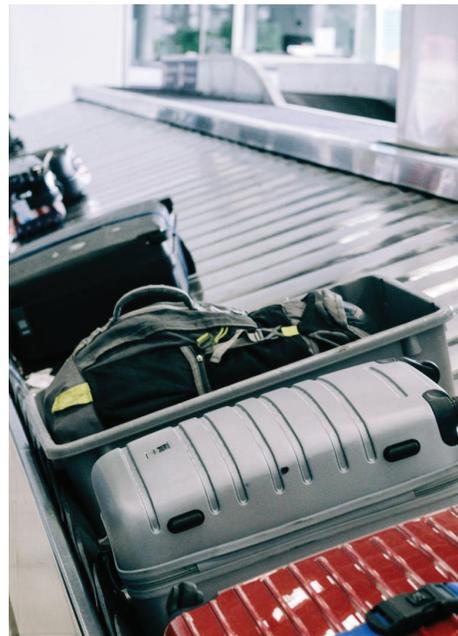
Key initiatives:

- a. Foster process innovation through enhanced coordination of processes, procedures and applicable regulation
- b. Accelerate digitalization of the regulative procedures, air travel and air cargo logistics chain
- c. Promote integrated decision making amongst aviation stakeholders
- d. Enhance the quality of aeronautical meteorological data

Specific Objective 4.3: To Acquire and Utilize Modern Technologies

Key initiatives:

- a. Procure and utilize the latest technologies in civil aviation
- b. Evaluate and leverage disruptive technologies including the application of Remotely Piloted Aircraft System (RPAS), Artificial Intelligence (AI) and innovative aircraft materials
- c. Create an innovation platform for aviation research & technology development



5.5 Objective 5: To Enhance Capacity in the Aviation Sector

Continuously building and developing Capacity consist of the following specific objectives

Specific Objective 5.1: To Enhance Human Capital in the Aviation Sector

Key initiatives:

- a. Transform ZASTI into an aviation training academy that meets national and international standards
- b. Assess the competence requirements of the aviation sector
- c. Establish a national aviation training program focusing on the core competencies required for Zambia's aviation sector stakeholders and adjoining industries
- d. Implement a training of trainer's approach to evolve local Zambian training capacities for regularly demanded competencies requiring ICAO standard certification.

Specific Objective 5.2: To Mainstream Differently Abled, Environment, Gender and Staff Wellness

Key initiatives:

- a. To mainstream differently abled, environment, gender and staff wellness in the provision of aviation services, facilities and infrastructure development.



5.6 Objective 6: To Promote Transparent Stakeholder Collaboration

Promoting transparent Stakeholder Collaboration consist of the following specific objectives

Specific Objective 6.1: To Establish Collaborative Decision Making in the Aviation Sector

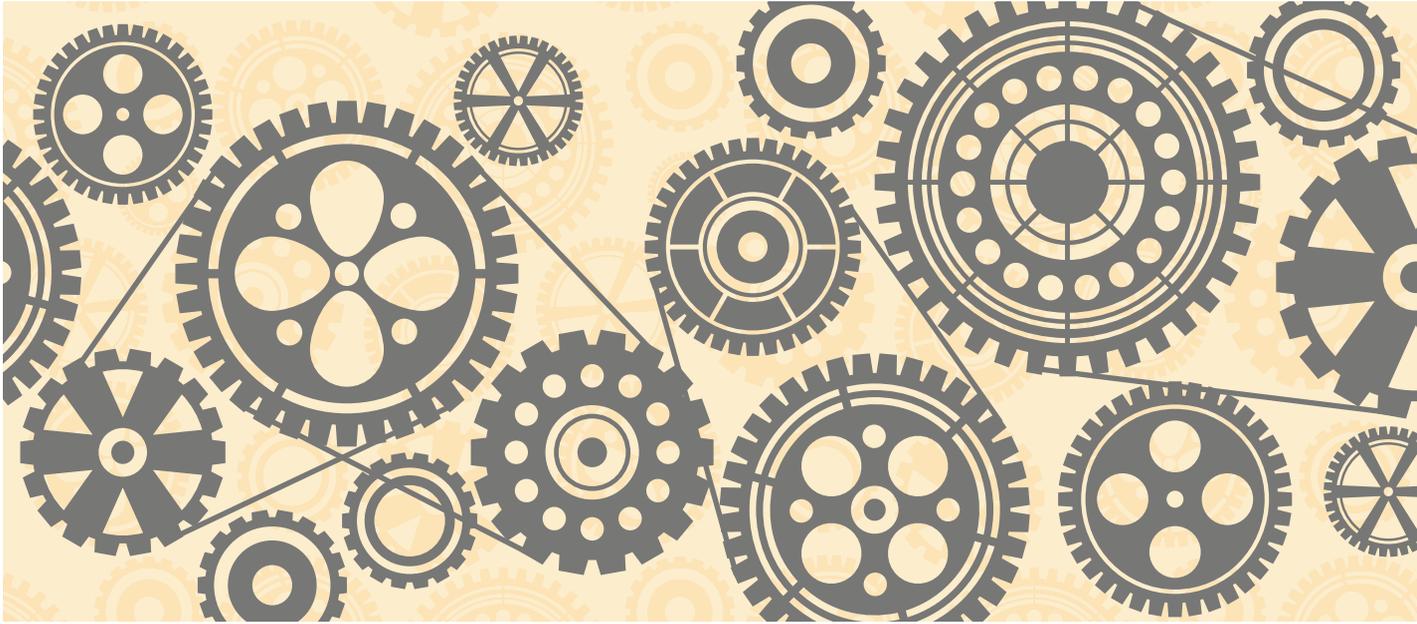
Key initiatives:

- a. Promote collaborative decision-making for aviation sector.

Specific Objective 6.2: To Enhance Accessibility to Information

Key initiatives:

- a. Enhance the transparency in the decision-making processes of regulatory bodies
- b. Establish an open data portal for all aviation stakeholders as a central platform for provision and exchange of information
- c. Create a common database for the sector to share information
- d. Expand e-services and interlink aviation-related information for the aviation sector.



6

Implementation frame work

6.1 Institutional Arrangements

Implementation of the aviation strategy will take a multi sectorial approach involving all stakeholders at National and International levels. These include line Ministries such as MTL, MoT, MoH, MoHA, MCTI, MoA, MoD, MoF, MoGE; Government agencies such as CAA, ZACL, ZASTI, AAIB, ZMD, ZTA; Private Sector players such as Airlines and Aircraft Operators, Tourism Council of Zambia, Ground handlers, Export Growers; and Cooperating Partners and all other relevant stakeholders.

The Implementation of this Strategy is aligned to the 8NDP, NTP, ZTMP and National Export Strategy NEST.

6.2 Resource Mobilization and Financing

Government will mobilize finances for the implementation of this Strategy from domestic revenues, bilateral and multi-lateral development partners and the private sector.

6.3 Monitoring and Evaluation

The MTL will establish a sector wide monitoring and evaluation mechanism that will provide evidence for assessing the impact of the implementation of this Strategy. Mid-term reviews will be conducted to ensure responsiveness to the changes in the aviation sector. Annual reviews will be coordinated and spearheaded by MTL to assess the rate at which goals are being achieved and the impact thereof.



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