



THE UNITED REPUBLIC OF TANZANIA

**MINISTRY OF NATURAL RESOURCES
AND TOURISM**

NATIONAL TOURISM POLICY

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THE NATIONAL TOURISM POLICY

FOREWORD

The first National Tourism Policy of Tanzania was adopted in 1991 to provide the overall objectives and strategies necessary to ensure sustainable tourism development in the country. Considerable achievements were secured under the Policy, for example, the establishment of the Tanzania Tourist Board (TTB), the improvement of private sector participation, and the approval of many new tourism-related projects in collaboration with the Tanzania Investment Centre (TIC), formerly known as the Investment Promotion Centre (IPC).

Nearly a decade on, there have been considerable changes on the political, economic and social fronts within the country. These changes have given rise to efforts to expand the private sector, in tandem with the disengagement of the Government from the sole ownership and operation of tourist facilities. Whilst overall goals of the Policy remain valid, changes have been inevitable, given the fact that the Government's role is changing from that of being directly engaged in commercial activities, to that of regulation, promotion, facilitation and service provision.

On the international scene, there has been a tourism paradigm shift due to rapid development of technology. Tourism has now become more competitive, where the consumers are more informed, know what they want and have a wider choice of destinations.

The above factors, coupled with the 1992 *Rio* Declaration of Environment and Development, and the Agenda 21 for the Travel and Tourism Industry have led to the revision of the 1991 Policy.

This revised Tourism Policy is a result of the involvement of various stakeholders through a number of workshops conducted in Arusha and Dar es Salaam between 1994 and 1998. Opinions, observations, comments and inputs of individuals have also been sought. Moreover, from the onset, the whole exercise has taken into consideration the policy documents of relevant government departments within the country and from other countries in the region.

The development and finalisation of the document was a result of a collaborative effort by resource persons from the Ministry of Natural Resources and Tourism, other Government Departments, Private Sector, the Economic and Social Research Foundation (ESRF) and other Research Institutions.

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LIST OF ABBREVIATIONS

AATTA	— All African Travel and Tourism Association
*ATA	— Africa Travel Association
ATTO	— Association of Tanzania ⁿ Tour Operators
COMESA	— Common Market for Eastern and Southern Africa
EAC	— East African Co-operation
EIA	— Environmental Impact Assessment
ESRF	— Economic and Social Research Foundation
GDP	— Gross Domestic Product
HKAT	— Hotel Keepers Association of Tanzania
IT	— Information Technology
kms	— Kilometres
MIGA	— Multilateral Investment Guarantee Agency
NCAA	— Ngorongoro Conservation Area Authority
NGO	— Non-Governmental Organisation
NHB	— National Hotels Board
RETOSA	— Regional Tourism Organisation of Southern Africa
SADC	— Southern Africa Development Community
sq.	— Square
TAHA	— Tanzania Hunters Association
TAHOA	— Tanzania Hunting Operators Association
TAHOSA	— Tanzania Hotel Schools Association
TALA	— Tourist Agents Licensing Authority
TANAPA	— Tanzania National Parks
TASOTA	— Tanzania Association of Travel Agents.
TAWIRI	— Tanzania Wildlife Research Institute
TATO	— Tanzania Association of Tour Operators
TFC*	— Tourism Facilitation of Committee
TIC	— Tanzania Investment Centre
TTB	— Tanzania Tourist Board
WTO	— World Tourism Organisation

1.0 -BACKGROUND

Tanzania is one of the largest countries in Africa. Lying on the East Coast of Africa, between latitudes 1° and 11° South and longitudes 30° and 40° East and covering an area of 945,000 sq. kms, Tanzania is approximately three times the size of Finland or Norway, or four times the size of Japan. Tanzania's tourism potential ranges from her wildlife resources, a spectacular landscape and scenery, water bodies and beaches, a diversity of cultures and numerous archaeological sites. Among Tanzania's attractions are the following:

Mount Kilimanjaro

With a snow-capped tip that glistens in the tropical African sun, Africa's highest mountain basically lies along the Equator. Standing 5,895 metres, it is located 3° South of the Equator. The mountain, an extinct volcano, has two peaks —Kibo and Mawenzi —which are surrounded by dense forests full of an amazing variety of flora and fauna.

Serengeti National Park

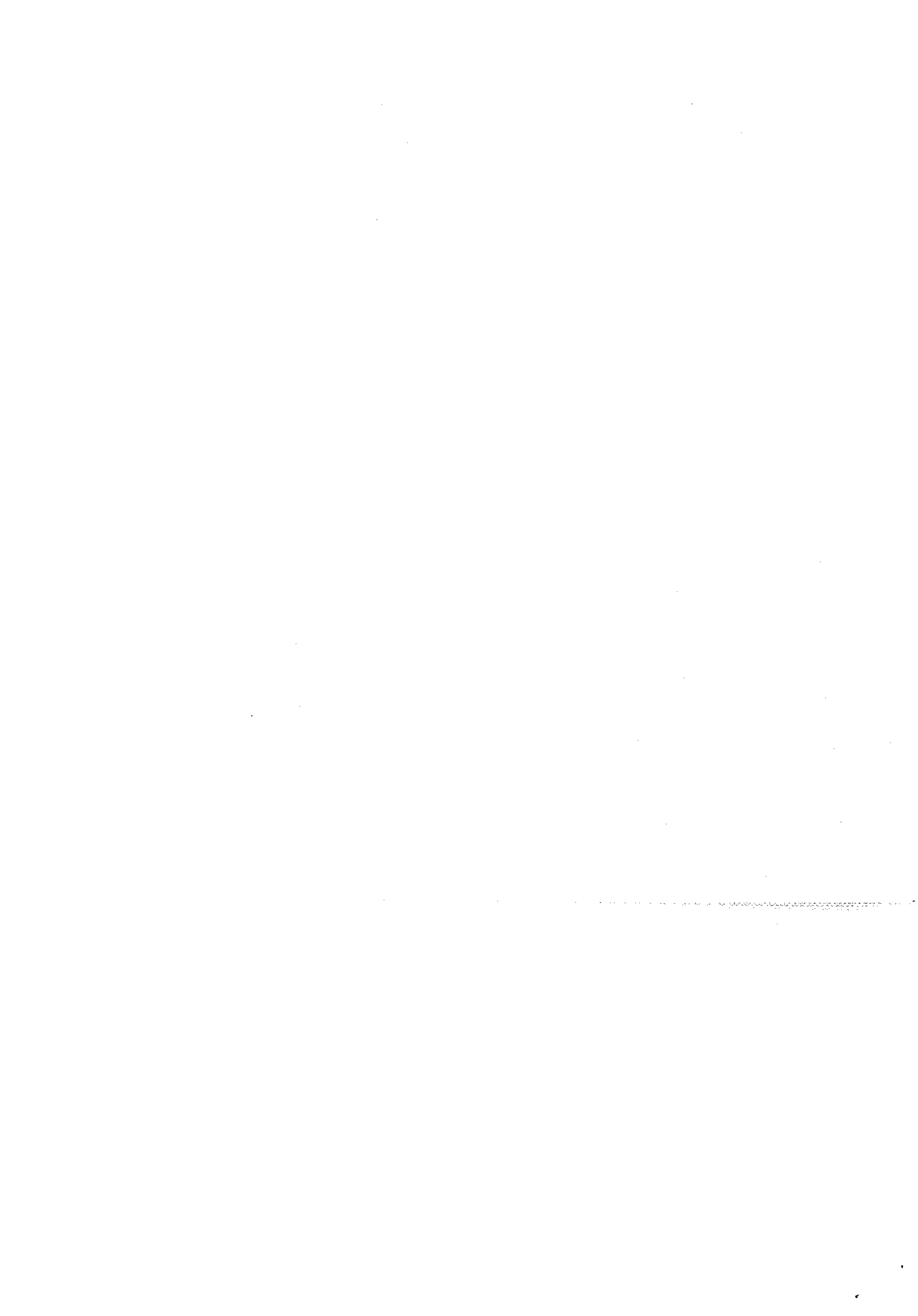
Covering an area of 14,763 sq. kms, the world famous Serengeti is an animal sanctuary with many different animal and bird species.

The Ngorongoro Crater

Eight million years ago, the Ngorongoro Crater was an active volcano whose cone collapsed, forming the crater that is 610 metres deep and 20 kms in diameter. It covers an area of 311 sq. kms and is the home of a variety of wild game and birds, including rhinos and flamingos.

The Selous Reserve

The Reserve, which comprises an area of 55,000 sq. kms, is the largest wildlife area in Africa. It also provides sanctuary to the biggest elephant herds on the continent.



Kilwa Kisiwani and Songomnara

Impressive ruins of 14th - 16th century tombs, mosques, palaces and other buildings can be found in these areas.

Olduvai Gorge and Laitoli Footprints

Here lies the cradle of mankind and the traces of footprints that belonged to the first walking hominid dating 3.5 million years.

As a manifestation of the quality of these attractions, a number of them appear on the World Heritage List.

Other major attractions include:

Water Bodies and Beaches

Tanzania has 804 kms of what are among the finest unpolluted beach areas in Africa. The interspersed mangrove forests and coconut palms provide a serene atmosphere for repose and the coastline beaches offer unlimited opportunities for swimming, sport fishing and other water sports. Moreover, Lake Victoria, the biggest lake in Africa and source of the River Nile; Lake Tanganyika, the longest and second deepest lake in the world, and lake Nyasa are also located in Tanzania, providing yet another opportunity for water sports. These lakes and rivers also link Tanzania to other Central and Southern African countries.

Island

Within Tanzania's territorial waters in the Indian Ocean lie several islands, the largest of which is Zanzibar and which comprises of the clove islands of Unguja and Pemba. Zanzibar town has rich tourist attractions ranging from its historic buildings (e.g. the Stone Town), to the narrow and winding streets and beautiful sandy beaches. Pemba Channel and Mafia Island, the latter of which is situated south of Dar es Salaam, are famous for sport fishing.

Culture and Traditions

Tanzanians are a warm, open and friendly people long known for their generosity, hospitality and wealth of folklore. The culture and traditions of Tanzania have significant tourist appeal. The country has about 126 major different ethnic communities whose diverse Bantu, Nilotic and Hamitic vernacular languages, traditions and customs have great tourist appeal. This diversity also manifests itself in the unique dances and in the paintings (e.g. the Tingatinga paintings), sculptures (e.g. the Makonde woodcarvings) handicrafts (e.g. baskets) and other weaving and pottery displays that are evident in many places.

2.0 CURRENT STATUS, CONSTRAINTS AND LIMITATIONS

Tanzania's tourism sector is among the sectors with great economic growth potential. Over the last decade, the country has registered an average growth of six percent per annum in terms of tourist receipts. In 1997, tourism contributed 15.8 percent to the Gross Domestic Product (US \$ 2,263 Million), and 54 percent of the country's export earnings (US \$ 717.7 Million)¹. It also provided employment for 30,000 people. The country is endowed with numerous tourist attractions. Tanzania's competitive strengths in tourism lie in the abundant and diverse wild-life, the spectacular landscape and scenery, an unspoilt environment, a friendly people and the existence of other economic sectors that have the potential to support the tourist sector (e.g. the mining sector).

However, the nation has yet to exploit this sector's full potential as a way of making Tanzania a favoured tourist destination. Among others, there is need for easier international air access, higher quality accommodation, and lower operational costs. Most tourist attractions need to be better developed and utilised. Indeed, improvement in tourist related facilities and services in Tanzania would tremendously boost this sector's performance.

The basic infrastructure needs to be improved (e.g. the water and power supplies, transport, communication and accommodation facilities). Tourist products need to be better marketed and there is a need to

¹ Source: Planning Commission (1998), Dar es Salaam: The Economic Survey, 1997*
Average exchange rate in 1997: TShs. 631.00 = 1 US\$

promote Tanzania more aggressively as desirable tourist destination. There is a need to devise strategies to make Tanzania's immense potential and tourist products better known to adventurers and travel-lovers in Western Europe, the United States of America, Canada, South America, the Middle East, the Far East, Australia and other parts of Africa.

Other constraints and limitations to tourism include the following:

- (i) The current perception and practice that tourism is more important than the need and demand for a sustainable environment.
- (ii) The underdevelopment of culture as a resource to attract tourists due to the prevailing low cultural gratitude that pervades the local communities.
- (iii) Inadequate regional and international tourist linkages. The existing and excellent bilateral and multilateral relations are not capitalised fully for the development of the sector.
- (iv) There is poor co-ordination and inadequate land management for the development of tourism.
- (v) The shortage of appropriate and specialised core and skilled personnel in the tourist industry, as well as poor comprehensive planning for human resource development and investment.
- (vi) The inadequacy of awareness and appreciation especially on the part of local communities, of tourism and the importance of setting aside and preserving tourist attractions. Furthermore, local communities are not involved in the decision-making, development and sharing of the proceeds from the tourism resources and tourist trade.
- (vii) The deficiency in investment opportunities and limited indigenous and community participation in investment activities within the tourist sector.
- (viii) The poor institutional and technical capabilities and co-ordination among various ministries, the private sector, Non-Governmental Organizations (NGOs) and other organisations involved in tourism development.
- (ix) The inadequacy of infrastructure.
- (x) The meagre sources of finance, as well as financial institutions to cater for the development of the tourist sector.

3.0 GENERAL TOURISM POLICY OBJECTIVES

The National Tourism Policy seeks to assist in effort to promote the economy and livelihood of the people, essentially poverty alleviation, through encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable, and economically viable. It is also sought to market Tanzania as a favoured tourist destination for touring and adventure (a wildlife *safari*)² in a country renowned for its cultural diversity and numerous beaches.

Tanzania envisages that the number of tourists will be in the 1 million range by the year 2010, and that the proceeds from the tourism industry are projected to increase from the current average of 8.1% to an annualised average growth rate of 10% by 2005.*

It is recognised that the private sector will play a major role in the industry's development, with the government playing the catalytic role of providing and improving the infrastructure as well as providing a conducive climate for investment.

² Strictly speaking, *safari* is a Kiswahili term for "journey".

*Source: Southern African Development Community's Travel and Tourism Economic Driver for the 21st Century (A publication by World Travel and Tourism Council July, 1999).

4.0 SPECIFIC OBJECTIVES

The Government of Tanzania is determined to: maintain its tourist resource base in an adequate manner as it forms part of the public resources, improve the existing tourism infrastructure and to develop it further so as to accrue higher revenues from the sector. The specific objectives include Economic, Social, Environmental and Cultural.

4.1 *Economic Objectives*

The economic objectives of the Tourism Policy include:

- To increase revenues and the contribution of tourism to foreign currency earnings and the GDP.
- To create employment, promote human resource development and investment opportunities through the development of private entrepreneurship in the tourism sector.
- To stimulate the development of the infrastructure, support institutions, and linkages among the institutions related to tourism.
- To stimulate the transfer of technology and the development of local industries that produce goods and services for the tourism industry.
- To enhance regional and international tourist linkages in order to boost the Tanzania economy.

4.2 *Social Objectives*

Among the social objectives are the following:

- To encourage cross-cultural exchange and enhance local and international understanding.
- To create awareness within the public, of the importance and the role of tourism
- To provide recreational opportunities for the local and international tourist.
- To establish and maintain a competitive, transparent and effective legal and regulatory framework for the tourism sector.

4.3 *Environmental Objectives*

The environmental objectives include the following:

- To promote and develop tourism that is ecologically friendly and environmentally sustainable.
- To promote and develop land for tourism in a co-ordinated manner so as to attract private investment and ensure sustainable tourism development.

4.4 *Cultural Objectives*

Among the cultural objectives are the following:

- To develop cultural values, create cultural awareness and promote community participation as a form of product diversification in the tourism industry.
- To develop and strengthen industries engaged in the manufacture of products that portray the country's rich and diverse cultural and artistic heritage in order to increase the benefits accruing from the tourist sector.
- To preserve and better manage the country's rich cultural and natural heritage as tourist attractions and for the benefit of present and future generations.
- To develop and maintain museums, theatres, and other cultural exhibition centres.
- To encourage the further development of a national identity and the maintenance of pride in our culture.
- To provide an opportunity for sustainable cross-cultural exchange between local communities, such as those in the rural areas, and tourists, through the promotion of rural tourism and rural development in general and by specifically promoting the provision of other services in the country's remote areas.

5.0 SPECIFIC POLICY STRATEGIES OF THE TOURISM POLICY

In order to achieve the objectives set out in this policy, specific strategies need to be developed and implemented in specific and key areas. The areas include Product Developed and Marketing; Eco-Tourism; Cultural Tourism; International and Regional Co-operation; Land for Tourism; Infrastructure Development; Employment and Human Resource Development; Community Participation; Investment Financing; Competition and Legislation; and Institutional Participation.

5.1 *Product Development and Marketing*

5.1.1 *Product development*

Tanzania is a country of many contrasts. It is endowed with, among others, many of the world's diverse climatic and geographic zones, abundant wildlife, sandy beaches, archaeological sites and diverse cultures. However, Tanzania has yet to fully exploit this potential for tourist purposes as for many years Tanzania's tourism has mainly concentrated on wildlife. Whence, there is a need to diversify the tourist attractions in order to achieve balanced growth within the tourism industry and maximise the benefits that can accrue from the sector.

It is important and necessary to realise the full potential of existing tourist facilities. This entails developing new quality products and diversifying tourist attractions. Emphasis is to be placed on, among others, the development of primary tourist attractions (e.g. wildlife), the improvement of tourist facilities such as accommodation as well as the supporting physical and service infrastructure.

● *Policy strategies for product development*

The policy strategies for product development include:

- Enhancing the existing tourist products and developing others.
- Developing the infrastructure, increasing and improving accessibility to tourist products.

- **Protecting and enhancing quality control mechanisms for tourist products and services through legislation and regulations and by ensuring that through community involvement, these benefits also reach the local communities as this will also serve to ensure the protection of the products and services.**

5.1.2 *Marketing*

Direct accessibility, which is the main problem of marketing Tanzania as a tourist destination, should be increased; indeed, concrete efforts need to be made to ensure that Tanzania truly becomes a favourite tourist destination. This will increase the use of the country's major tourist attractions. Tanzania could easily become an all-rounded/single holiday destination point if other product elements, particularly the beach resorts and cultural attractions were included in the tour packages. More result-oriented marketing strategies are therefore needed.

Emphasis should be placed on obtaining a precise understanding of customer needs, developing and delivering the products customers desire, having adequately skilled staff in place and utilising information technology as a marketing tool.

- *Policy strategies for marketing*

The marketing strategies of this policy include:

- **Identifying and locating the target market with a view towards putting into place cost-effective means of communication and influencing the market segments identified.**
- **Promoting the image of Tanzania's quality resorts and diverse cultural and tourist attractions and its position as a leading destination for wildlife viewing and hunting expeditions.**
- **Supporting the promotional activities of operations in the tourism industry such as hoteliers, tour operators and travel agents.**
- **Providing the pre and post-vacation services needed to ensure customer satisfaction (satisfying the "value-for-money" requirement).**

5.2. *Eco-Tourism*

Traditionally, tourism in Tanzania has been dependent on the natural tourist attractions and the environment. These attractions include, among others, areas of great biodiversity e.g. the Ngorongoro Conservation Area and the Usambara Mountains. Others are National Parks and Game Reserves (such as the Serengeti National Park and the Selous Game Reserve); and other sites of great natural beauty such as Mount Kilimanjaro, the vast beaches and marine resources. The continued existence of these attractions and, therefore, the tourist industry depends on the proper conservation and sustainable management of the environment. It is the commitment of the tourist industry to see that the environment is conserved.

● *Policy strategies for Eco-tourism*

Policy strategies for Eco-tourism include:

- Designing environmentally friendly tourism programmes.
- Putting into place mechanisms that will ensure tourist activities respect use of biodiversity, wildlife conservation, beaches and other naturally occurring phenomena of aesthetic value.
- Enhancing and developing designated trails by putting into place guidelines for their use in order to protect their respective tourist product.
- Ensure that tourism development activities are subjected to EIA.
- Enhancing the conservation of nature, creating sustainable environmental awareness among tourists and the local population alike, and sensitising them on the need to respect nature and conserve the environment.
- Develop tourism plan for specific area e.g. beach areas etc.

5.3 *The Cultural Aspects of Tourism*

Tourism also aims at encouraging cross-cultural exchanges. It provides an opportunity for the tourist to see, understand and appreciate other cultures. Tourism is thus a great promoter of cultural harmony, peace and international understanding.

- *Policy strategies for cultural tourism*

Policy strategies to enhance the cultural aspects of tourism include:

- Enhancing and developing the cultural aspects of tourism through: festivals, exhibitions, theatrical and dance performances; and the making of visits to museums, monuments, archaeological, palaeontological and other historic sites.
- Encouraging individuals, local authorities and other organisations to support and promote the tourism industry by documenting, publicising and disseminating information on cultural attractions.
- Encouraging institutions in the field of the performing arts and other related institutions to establish calendars of artistic events and performances for wider circulation within the tourist industry.
- Incorporating, developing and marketing villages, local cultural performances and the products manufactured by local industries as tourist products.
- Promoting and encouraging local and cross-cultural tourism which does not destroy local culture.
- Designing special programmes for different people, especially the youth and the aged, to visit local tourist attractions and thereby learn to appreciate their culture and nature.
- Promoting the country's cultural and national identity.
- Ensure that cultural impact assessments are undertaken before any approval to develop tourism-related projects and investments is given.

5.4 Domestic Tourism

Tanzania is endowed with unique tourist attractions that pull thousands of tourists from all over the world. However, most citizens of this country have not been able to sample the same tourist attractions due to financial limitations, lack of tourism knowledge coupled with few programmes that enable citizens to participate in domestic tourism.

Deliberate plans will be put in place to promote domestic tourism.

- *Policy strategies for domestic tourism*

Policy strategies for domestic tourism include:

- Collaborating with relevant authorities in availing of preferential rates to various tourist attractions and amenities to citizens.
- Encouraging students in secondary schools to undertake tourism studies that will be introduced in collaboration with the responsible ministry.
- Encouraging institutions to hold their annual meetings in areas with tourism attractions.
- Encouraging tailor-made programmes in order to fully utilise the capacities and services in the accommodation establishments and transport sector during low season

5.5 International and Regional Co-operation

Tanzania has committed itself to practising economic diplomacy by acquiring membership to various organisations including the World Tourism Organisation (WTO), the Regional Tourism Organisation of Southern Africa (RETOSA), the Common Market for Eastern and Southern Africa (COMESA), the Southern Africa Development Community (SADC), East African Co-operation (EAC), Africa Travel Association (ATA) and the Multilateral Investment Guarantee Agency (MIGA).

Emphasis will be placed on the enhancement of regional and international tourist linkages that boost the Tanzanian economy in a sustainable manner.

● *Policy strategies for international and regional co-operation*

Policy strategies for international and regional co-operation include:

- Acquiring and maintaining membership, and making use of Tanzania's membership in various international and regional co-operation organisations and ventures that are beneficial to Tanzania's tourism industry.
- Enhancing the standing bilateral and multilateral relations and establishing new ones.
- Optimising the utilisation of international markets and the marketing systems of the tourism industry.
- Co-operating in the regional and international exchange of information likely to influence the tourist industry (e.g. information on health, internal security, technology, standards and legal provisions).
- Putting into place a mechanism to ensure that private foreign investments enter, and are co-ordinated and protected in accordance with the provisions of the Investment Policy and the Investment Code.

5.6 Land for Tourism

Land is a major resource on which tourism activities and investments are based. The existence of the land policy and clearly defined mechanisms and procedures for the setting aside and better management of land for tourism-related investments (such as hotels), is essential for increasing the overall quality of tourist products and services. Priority will be given to tourist projects that benefit local communities and ensure environmental protection.

- *Policy strategies for land for tourism*

Policy strategies for ensuring the setting aside of land for tourism and its proper use include:

- Collaborating with the relevant stakeholders in identifying and setting aside specific areas for tourism development and investment in collaboration with the relevant land authorities.
- Establishing tourism development plans for areas set aside for tourism and subjecting them to EIA.
- Collaborating with the relevant land authorities and other institutions in ensuring that the areas identified for tourism investment and activities are developed protected and conserved.
- Making it mandatory that all proposed land allocations for tourism investment are approved after Environmental Impact Assessment (EIA) studies have been carried out, approved and appropriate licence issued as a measure to ensure sound environmental protection.
- Putting into place mechanisms to ensure that developers and investors in the tourist industry enter into written agreements with the local authorities/communities in the areas they intend to invest in or develop. The agreement will stipulate the benefits that these communities will obtain from the alliance(s) or agreement(s) and providing for mechanisms for dispute settlement in the event of conflict of interests.

5.7 Infrastructure Development

The operation of a competitive tourism industry largely depends on the quality of the infrastructure. The existence of good and well-functioning telecommunication systems; land and air transportation services, and adequate and up-to-standard accommodation facilities is vital for the industry as it assures the accessibility, efficiency and quality vis-à-vis these services and facilities, for the benefit of the tourist. The competitiveness of Tanzania's tourist industry, therefore, hinges on the state of Tanzania's infrastructure and the tourist industry's ability to deliver services that provide customer satisfaction. It is thus imperative to establish quality information networks, through the promotion and greater use of Information Technology (IT) in the tourist industry and the development of business networks.

- *Policy strategies for infrastructure development*

Policy strategies for infrastructure development include:

- Upgrading, developing and maintaining a multi-modal transport system of surface (road and rail), marine and air transport in a rational network of complementary grids and feeders that is friendly to the environment through EIA.
- Enhancing the provision of national infrastructure networks through the maintenance of links between national entry and exit points as well as important international networks.
- Providing points of access into the country and new tourist routes leading to tourist attractions so long as these boost the Tanzanian economy in a sustainable manner.
- Encouraging adequate, high quality, efficient and environmentally friendly communication services responsive to the increasing needs of the tourism sector.
- Providing support and assistance for the renewal, upgrading and replacement of existing accommodation facilities and the establishment of additional facilities of the kind.
- Ensure that EIA is undertaken for each infrastructure development in tourist areas.

5.8 *Employment and Human Resource Development*

Tourism is one of the sectors with a high employment creation potential. Significant expansion and growth in the tourism industry is currently taking place; e.g. in the provision of services, accommodation, local transportation, and recreational facilities and businesses associated with the country's rich and diverse cultural heritage that are friendly to the environment.

Human resource development is a basis for enhancing the national capacity to manage and develop Tanzania's tourism sector. Given the need for appropriate and specialised skills within the tourist industry, it is imperative that greater effort should be put into the building of capacities in this sector. Being a service-oriented industry, it is imperative that those engaged in the tourist industry ensure that customers obtain good value for their money. There is therefore a need for, among others, formal and in-service training, refresher courses, workshops, seminars study tours, and an increase in private sector involvement in this area.

- *Policy strategies for employment and human resource development*

Policy strategies for employment and human resource development include:

- Developing and investing in the training of qualified local personnel at all levels for the industry and developing comprehensive skills and training programmes. Stronger emphasis will be directed towards the development and training of the local human resource for all management positions.
- Establishing more training facilities for the tourist industry.
- Developing a competent workforce in the sector by nurturing a pool of creative, capable and internationally oriented managers, encouraging labour efficiency and devising cost-effective measures.
- Establishing co-ordination and regulatory mechanisms in order to ensure that academic and professional quality required is maintained.
- Promoting the provision of formal training in the tourist industry which is occupational-specific and practical-oriented, promoting self-employment and the enhanced use of local cuisine, materials and resources.

- Collaborating with the Ministry responsible for education and other relevant institutions with a view to introducing and incorporating tourism as a subject to be taught in specified secondary schools and institutions of higher learning.
- Encouraging the inclusion of studies of the country's national heritage such as historical sites, museums, libraries and archives, and the need to preserve nature and the environment into education curricula. Ideally, the sites of Tanzania's national heritage should be listed as tourist attraction spots.
- Creating more employment opportunities and ensuring self-sufficiency with regard to human resources within the tourism industry.
- Encouraging and facilitating training in tourism in the hotel management for the development of the sector.
- Regulating and monitoring institutions that offer hotel and tourism training.
- Encouraging training and capacity building by using local expertise.

5.9 Community Participation

Most tourist attractions lie within local communities or in their vicinities and in most cases co-exist side by side with the communities e.g. in the wildlife areas. Some tourist attractions such as the sea or lakes, are sources of livelihood while others have great spiritual significance to the members within the communities. It is for such reasons that it is imperative for communities living within or around these areas to be fully involved in the development and management of these attractions and in addition, to get a share of the income generated from tourist activities within their areas.

- *Policy strategies for community participation*

Policy strategies for community participation include:

- Educating and sensitising communities to appreciate and value tourist attractions.
- Educating and sensitising individuals, public and private institutions to identify, understand, value, protect and develop the national's cultural heritage. Emphasis during training should be placed on the relationship between tradition, customs, natural resources, the environment and the country's development plans.
- Involving communities in the management of tourist attractions located within their areas and the making of development-related plans and decisions with regard to tourist attractions especially where such plans are likely to have a direct effect (positive or negative) on the livelihood and well being of these communities.
- Giving priority to members of these communities in terms of training, employment generation and other social and economic benefits accruing from tourist activities or investments within their areas and thereby minimising rural-urban migration.
- Instituting a mechanism to ensure that a balance between the interests of the communities, and those of the tourist industry is maintained so as to promote and enhance social harmony.
- Educating and sensitising developers and investors to value and respect local communities, and their rights, traditions and customs
- Involving local Institutions such as the office of the District Executive Director in the management of tourist areas/land/collection of revenue.

5.10 *Investment*

Tanzania's excellent, spectacular and unique tourist attractions make it an ideal investment place especially for investors interested in the development of sustainable and quality tourism. It is in Tanzania's interests to fully exploit its potential in this sector. Indeed, Tanzania has to strive to attract both local and international tourists, and create a conducive investment climate—one capable of attracting both local and foreign investment and finance. There is a need for the country to promote tourism through private enterprise development and by making tourism one of its top economic priorities.

The investment and financing being sought should be able to develop and promote quality tourism and the various tourist products. It should further facilitate the improvement of existing, and the development of additional infrastructure facilities. It should also generate employment, promote human resource development and facilitate the transfer of technology.

Incentives should be given to investors who invest in this sector and especially those who re-invest the financial benefits of their investments into the tourist industry or the Tanzanian economy.

- *Policy strategies for investment*

Policy strategies for investment include:

- Promoting tourism as priority sector for development, streamlining investment procedures and providing fiscal and non-fiscal incentives to investors in this sector.
- Disseminating information on the tourism investment opportunities available in the industry to potential investors within and outside the country.
- Promoting tourist projects by way of joint venture arrangements with local partners.
- Discouraging vertical integration in tourism investments*

*See Annex 2 for definition of "vertical integration"

5.11 *Financing*

Tourism is among the fastest growing industries in the world in terms of revenue generation and profit making. There is a need for deliberate efforts to be made for the provision of sufficient financial and technical assistance for the development and promotion of the industry.

- *Policy strategies for financing*

Policy strategies for financing include:

- Establishing a favourable fiscal, legal and regulatory framework in order to attract finance.
- Allocating adequate public funds to enable the effective promotion, development and marketing of tourism.
- Soliciting for and providing mechanisms for micro-financing and providing technical assistance to small enterprises engaged in the production of tourism products in order to improve efficiency and quality. Priority should be given to such small enterprises that are owned and managed by local entrepreneurs, local communities, women and the youth.
- Soliciting for financing from international capital markets with a view towards utilising such financing for the development and promotion of the tourism industry.
- Participating in the stock exchange and capital securities market and utilising the same as sources for the development of the tourism industry.
- Encouraging domestic savings and re-investment of the proceeds accruing from tourist activities into the tourism sector.

5.12 *Competition and Legislation:*

Competition is important in enhancing efficiency, increasing accessibility and in the provision of quality tourism products and services. Tanzania is operating in a competitive atmosphere, both regionally and internationally. Given the significant number of tourist destinations and the wide choices available to tourists, Tanzania needs to upgrade its products and services to competitive standards. Effective legislation is essential in creating a conducive and competitive environment

- *Policy strategies for competition and legislation:*

Policy strategies for competition and legislation include:

- Providing for an environment in which activities related to the tourism industry are carried out within the framework of the law, without limiting the freedom of action of operators and local communities whose livelihoods depend upon or are affected by tourist activities.
- Providing mechanisms for arbitration in the event of disagreements.
- Providing mechanisms for the quality control of tourist products and services, providing consumer protection and ensuring health and safety.
- Putting into place a Tourism Act to guide the development of the tourism sector.
- Reviewing the existing legislation and regulations that impinge on the tourism industry with a view to streamlining and simplifying them, and making them transparent, enforceable and fair.
- Facilitating entry and easy access to the country without infringing on national sovereignty.
- Promoting the provision of information on the tourism industry and tourist products to all interested parties.
- Providing for the smooth entry into and exit from the tourism industry as well as market-oriented pricing systems for tourist products.

5.13 *Environmental Protection:*

The relationship between the environment and development of sustainable tourism is so closely knit that the two cannot be dealt with in isolation. Protection, enhancement and improvement of various components of man's environment are therefore among fundamental conditions for harmonious development of tourism. The government will ensure that development of tourism is based on careful assessment of carrying capacities of tourism products and ensure enhancement and improvement of special environment features in order that tourism development does not conflict with indigenous forests, beaches, mountains and other important vegetation.

- **Policy strategies for environmental protection:**

Policy strategies for environmental protection include:

- To develop environmental impact assessment (EIA) guidelines and ensure that EIA is carried out and strictly adhered to in all tourism development projects.
- To monitor and review environmental protection measures in tourism.
- To ensure that laws and regulations governing land use along the coast, rivers and lakes are strictly observed in all tourism development projects and recreational activities.

5.14 *Institutional Participation:*

With the liberalised economic policies, privatisation is on the increase. The state has greatly given way to private investment for the sector's optimum management. Institutional participation underscores the importance of greater transparency, accountability and good governance. It calls for sound public and private enterprise management as well as efficiency, responsiveness and integrity. It also influences the structure and pace of development as well as investment opportunities. With due acknowledgement of the state's past and continuing investment in the development of the human resource and the infrastructure for public

good, it is important that strategic alliances among all stakeholders for the stimulation of investment be nurtured, and that resources are mobilised in order to promote the efficient delivery of quality tourist products and services. The responsibility of promoting tourist products should be shared by all institutions.

5.14.1 *The role of the government:*

The role of the government in the tourism sector is to ensure the implementation of the articulated sectoral development policy strategies and plans of action, and the stimulation and promotion of private investment activities. The government will regulate, promote and facilitate and be a service provider. It will work to ensure that public investment in human resource and infrastructure development is worthwhile.

- *Policy strategies related to the government's role as a regulator:*

The policy strategies related to the government's role as a regulator include:

- Putting into place conducive macro-economic, social and political policies.
- Providing competitive fiscal and non-fiscal incentives to promote the development of private entrepreneurship in the tourist industry.
- Putting into place mechanisms to ensure adherence to the environmental protection standards set up as well as appropriate mechanisms for evaluating and approving feasibility studies and EIAs.
- Seeing to the enforcement of the Tourism Act.
- Providing and maintaining law and order and ensuring the safety and security of residents and visitors alike.

- Putting into place sound mechanisms for the collection of government revenue accruing from the provision of public services, licenses, prescribed fees and other relevant charges.
- Providing inspection services and monitoring the compliance of operators and developers within the tourism sector with taxation, health, safety and environmental standards set, and establishing and maintaining quality control mechanisms and standards for products and services.
- *Policy strategies related to the government's role as a promoter and facilitator:*

Policy strategies related to the government's role as a promoter and facilitator include:

- Preparing and disseminating, on a regular basis, marketing and other promotional materials on issues such as tourist attractions including wildlife, mountains, beaches, and culture, improving and extending tourist information services within and outside Tanzania and providing free tourist information.
- Providing information and guidance, and facilitating and co-ordinating private investment activities in the sector with emphasis on promoting the participation of the indigenous population.
- Establishing mechanisms for co-ordination and consultation that involve the relevant ministries and other interested parties (including the private sector, international and regional government and community organisations; as well as training institutions and universities) engaged in the development of the tourism sector.
- *Policy strategies related to the government's role as a service provider:*

Policy strategies for the government's role as a service provider include:

- Issuing and administering all types of licenses as strategic instruments for the enhancement, institutionalisation and development of quality control mechanisms for products and services.

- Providing for the settlement of disputes on matters such as hunting blocks, land, and environmental issues before proceeding to arbitration.
- Promoting, co-ordinating and encouraging others to provide technical advice and services to the public, and to other government departments/parastatals with regard to the sector.

5.14.2 *Safety and Security:*

The government of Tanzania is committed to ensuring safety and security of all tourists. Policy strategies related to safety and security for tourists are:

Policy strategies related to safety and security for tourists are:

- (i) Undertake both short and long term actions and strategies to reduce crime on tourists in collaboration with relevant organisations such as the Tanzania Police.
- (ii) Provide adequate information to visitors that will help improve their safety and security.
- (iii) Ensure that adequate resources are devoted to providing for the safety of tourists.
- (iv) Co-ordinate co-operation among appropriate stakeholders to work together to ensure the safety and security of all tourists.
- (v) Carry out appropriate research concerning tourism security trends and monitor the effectiveness of safety and security measures.

5.14.3 *The role of the Ministry Responsible for Tourism and its Specified Institutions:*

The role of the Tourism Division:

The division will be responsible for formulation and enhancement of sectoral policy and regulatory functions. This entails:

- Formulation of the policy and overseeing its implementation.
- Sectoral planning and budgeting.
- Formulating and reviewing legislation.
- Monitoring and evaluation of the sector performance.
- Management of information system.
- Manpower planning and human resource development.
- Researching, training and curriculum development.
- Licensing and control of tourist agency business.
- International co-operation and collaboration.
- Identification of tourist attractions and diversification of tourism activities.
- Undertaking impact assessment on cultural and socio-economic activities.
- Setting and reviewing licence fees and monitoring their issuance.
- Controlling quality of tourism facilities and services by carrying out inspection, classification and grading.
- Taking legal action against violators.
- Appraising investment proposals.
- Undertaking resource mobilisation from within and external.
- Developing and promoting domestic tourism.

The role of the Tanzania Tourist Board:

The Tanzania Tourist Board (TTB) is the guiding vehicle for tourism promotion and development in Tanzania. Specifically, the roles of TTB include:

- Promotion of Tanzania's tourism potential abroad and within the country.
- Conducting publicity campaigns (advertising, public relations, road shows, etc) within the objective of attracting more tourists.
- Preparation and publication of destination brochures and other promotional literature.

- Provision of tourist information through the establishment of tourist information centres within Tanzania; and,
- Undertaking market research to establish up-to-date tourism database.

The role of Conservation Institutions:

National Parks, Game Reserves and related protected areas contribute significantly in sustaining human society through conserving natural heritage. Much as tourism activities in these protected areas generate income, such activities should also act as a conservation tool. Institutions like Tanzania National Parks (TANAPA), Ngorongoro Conservation Area Authority (NCAA), Tanzania Wildlife Research Institute (TAWIRI) and other conservation institutions that are custodians of these resources therefore, have a vital role of ensuring sustainability of this Natural Heritage.

The roles of conservation institutions include:

- To ensure high quality product development.
- To enhance marketing and promotion of the products.
- To enhance conservation and awareness activities
- To ensure proper management of the natural resources.

5.14.4 The role of the Local Authorities:

At the government level, specific functions of policy implementation, environmental planning and land-use, product development, marketing and promotion are further supported. Specific roles of the Local Authorities include:

- Responsible land-use planning, urban and rural development.
- Control over land-use and allocation.
- Provision and maintenance of tourist services, sites and attractions, e.g. camping sites, recreation facilities (historical buildings, sports facilities, theatres, museums etc) and public services.
- Provision of road signs in accordance with nationally established guidelines.

- Marketing and promoting specific local attractions and disseminating information in this regard.
- Control public health and safety.
- Facilitate the participation of local communities in the tourism industry.
- License establishments in accordance with national framework

5.14.5 *The role of the Private Sector:*

Like all business people, the private sector engaged in the tourism industry is driven by a profit maximisation motive. Thus, it is in the interest of the private sector to engage itself fully into further development, promotion and marketing of tourist products, the construction of tourist accommodation facilities; and the provision of attractive tour packages and other tourist-related services for the sector's sustainable development. The private sector bears the major investment risks as well as part of the responsibility of satisfying the visitor. The delivery of quality tourism services and providing the customer with value-for-money experiences are largely private sector responsibilities. The private sector also has the responsibility of developing tourism as an industry and engine for the country's sustainable economic growth. Private sector participation, especially the participation of the indigenous population in investment activities within the tourism industry will be promoted.

- *Specific private sector policy strategies*

Specific policy strategies for private sector include:

- Participating, on the part of the private sector and specifically the indigenous population, in investment activities within the tourism industry.
- Operating and managing the tourism industry sustainably, profitably and efficiently.
- Advertising and promoting specific tourist products and services locally, regionally and internationally.
- Continuously contributing to the upgrading of the skills of the work force by continuously providing training and re-training.
- Refurbishing the plant and equipment needed on a regular basis, or as necessary.
- Satisfying customer needs by providing quality products and services.

- Developing and promoting the kind of tourism that is socially, culturally and environmentally sound (i.e., Eco-tourism).
- Collaborating with the government and other members of the private sector in ensuring the safety, security and health of visitors.
- Collaborating with the government in planning for the promotion and marketing of tourism.
- Operating in line with the required and acceptable standards.

5.14.6 *The role of Non-Governmental Organisations (NGOs)*

Non-governmental organisations have grown in terms of their numbers and areas of involvement to the extent that they have an immense influence on development planning and policy making. Such organisations, particularly environmental and community based ones, are expected to play a vital role in development at the grassroots level and in the spread of "Eco-tourism" practices.

Among the roles expected of these organisations are the following:

- Contribution to the implementation of the articulated policy strategies and action plans for the tourism industry.
- Participating in community-based projects that are tourist-related, e.g. projects dealing with the environment, infrastructure, culture and/or awareness campaigns.
- Providing educational and training services and bringing these courses within the reach of local communities.
- Carrying out research on matters pertaining to tourism.

5.14.7 *The role of Women*

Women, especially in the rural areas play an important role in the development of tourism. They are generally managers of the environment. They are producers of more than 80% of tourist souvenirs, which include pottery, beadwork, weaving, cloth art etc. Women are also vendors of local foods and active members in cultural tourism activities. The government has the duty of supporting and encouraging women initiatives in tourism development activities as well as promoting self-help projects. The role of women will therefore be to:

- Organise themselves and lead the implementation of tourism community projects that will have positive environmental, social and economic impacts.
- Promote and ensure respect for women in development, marketing and promotion of tourism.
- Actively assist in development of sustainable tourism as policy makers, entrepreneurs, tour guides, travel agents, workers, managers and other roles in the tourism business.
- As mothers, teachers and mentors to create awareness of the importance of tourism among community members.

5.14.8 *The role of Business Associations*

The tourism business community has several associations such as the Tanzania Association of Tour Operators (TATO), the Association of Tanzanian Tour Operators (ATTO), Tanzania, Association of Travel Agents (TASOTA), All African Travel and Tourism Association (AATTA), Tanzania Hunting Operators Association (TAHOA), Tanzania Hunters Association (TAHA), Hotel Keepers Association of Tanzania (HKAT), Tanzania Hotel Schools Association (TAHOSA), and others.

Each of these associations has an important role to play in ensuring quality and harmony within the industry. There is a need to strengthen and empower the Tourism Facilitation Committee (TFC), which involves all parties engaged in tourism.

- *Policy strategies for business associations*

Policy strategies for business associations include:

- Establishing and strengthening a national co-ordinating body for tourism development, liaising with other bodies in presenting trade-related views and interests to the Government and providing appropriate advice.
- Encouraging their members to develop and adhere to a code of conduct that will present a good image and ensure that the quality of our tourist products is maintained.

6.0 CONCLUSION

Tanzania is endowed with many natural tourist attractions which, given the country's vast size, provide a wide range of possible tourist activities such as game-viewing, mountain-climbing, sight-seeing, game-hunting and photographic safaris, and swimming and other beach activities. Culture and tradition are also significant tourist attractions. The main challenge is to harness and utilise the tourist industry's potential to create employment, generate more income, and increase foreign exchange earnings. This may involve the expansion and diversification of the tourist industry the making of greater efforts to attract greater numbers of local and international tourist, the exploitation of diverse tourist attractions more fully and the development of new and quality products and services.

Policy strategies for the attainment of this goal include the establishment, improvement and/or maintenance of a requisite and supportive physical, economic and service infrastructure. The development of Tanzania's full potential in this domain will be undertaken in a manner that ensures, among others, economical, cultural, ecological and environmentally sustainability. The success of these policy strategies will largely depend on role that the government adopts and the existence, development, and maintenance of close collaboration between the government and private sector (specifically, the business community).

As an industry, tourism has a great wealth creation potential. Given a conducive environment, the wealth created through the proper development and management of the industry could play a significant role in the alleviation of poverty countrywide.

The Ministry responsible for Tourism Development will continue to bear responsibility for the development of Tanzania's tourist industry and for the administration and co-ordination of policies that relate to tourism and its development

I. The Northern Tourist Circuit

Arusha National Park

Arusha town is the main safari base for the Northern Tourist Circuit. The Arusha Park has three distinct zones-Ngurdoto Crater (often described as a mini-Ngorongoro), the Momella Lakes (a group of shallow alkaline lakes fed by underground streams) and Mount Meru (one of the most rewarding mountains to climb in Africa). Animals here include Buffaloes, Elephants, Hippos, Giraffes, Zebras a variety of Antelopes, Blue monkeys, Black and White colobus Monkeys, Leopards and Hyenas.

Tarangire National Park

The permanent water supply of the Park means that during the tropical summer, the animal population here rivals that of the Serengeti with Wildebeests, Zebras, Elands, Elephants, Hartbeests, Buffaloes, Generules, Fringe-Eared Oryx and different Bird species.

Manyara National Park

Covering an area of 325 sq. kms, Manyara is sanctuary to Buffaloes, Hippos, Giraffes, Impalas, Zebras and the most famous residents being the tree-climbing Lions.

Ngorongoro Conservation Area

This is a huge area containing active volcanoes, mountains and archaeological sites, rolling plains, forests, lakes, dunes, the Ngorongoro Crater and Olduvai Gorge.

- *Ngorongoro Crater*

This marvel has been described as one of the world's greatest wonders Eight million years ago, the Ngorongoro Crater was an active volcano but its cone collapsed, forming the crater that is 610 meters deep and 20 kilometres in diameter. It covers an area of 311 sq. kms. and is the home of up to 25,000 large mammals.

- *Olduvai Gorge*

Olduvai Gorge, more accurately called "Oldupai" after the wild sisal that grows in the area, is the site of some of the most important fossil hominid finds of all time-"Nutcracker Man" or *Australopithecus boisei* who lived nearly 2 million years ago.

Serengeti National Park

The name Serengeti comes from the Maasai word "*Siringet*", meaning "endless plains." Covering an area of 14,763 sq. kms, the world famous Serengeti contains an estimated three million large animals, most of which take part in a seasonal migration that is one of nature's wonders. The annual migration of more than 1.5 million Wildebeests as well as hundreds of thousands of Zebras and Gazelles, is triggered by the rains.

II. The West

Lake Victoria

The second largest freshwater lake in the world and the largest lake in Africa, this lake is also the source of the River Nile.

Scenically beautiful and bordered by beautiful large boulders on the eastern front (Mwanza town), Lake Victoria also has great numbers of fish, the most successful commercial variety being Nile Perch. Musoma, Mwanza, and Bukoba are the three major ports on the Lake that lie in Tanzania.

Lake Tanganyika

Lake Tanganyika is the longest freshwater lake in the world, (677 kms) and the second deepest (1,443m) with over 250 different fish species. The town of Ujiji, off Lake Tanganyika, is one of Africa's oldest market villages. It was here that Burton and Speke rested before setting out on Lake Tanganyika and where Stanley met Dr. Livingstone and said to him: "Dr. Livingstone, I presume!".

Gombe Stream National Park

Gombe is the smallest of Tanzania's National Parks, which is famous for its Chimpanzees. The forests are alive with Chimpanzees and Red Colobus, Red-Tailed, and Blue Monkeys.

The Mahale Mountain Park

Mahale Mountains, like Gombe, are home to some of the last remaining wild Chimpanzees in Africa. Mahale is a unique ecological zone with lowland Forest, moist and dry Savannah, Miombo and open Woodlands. Animals range from Elephants, Buffaloes, Leopards to Lions.

III. The South

Katavi National Park

Katavi National Park lies South of the Mahale Mountains on a high flood plain surrounding Lake Katavi. The water of the Park shelters Crocodiles, Hippos and large flocks of Pelicans. The diverse woodlands, acacia bushes, lakes and swamps have attracted over 400 Bird species. Leopards, Lions, Elands and other animals inhabit the short grass and thickets.

Lake Nyasa

Lake Nyasa is the most southerly of the Rift Valley lakes and biologically is also the most diverse. The lake contains 30 percent of the world's Cichlid species – colourful fishes that are easily observed in the clear water. Matema Beach on the northern tip of Lake Nyasa is rated as the best beach on the Lake and has a beautiful setting against the mountains.

IV. The Highlands

Ruaha National Park

The Ruaha National Park (together with Kizigo and Rungwa River Game Reserves) totals a protected area of 25,600 sq. kms. Ruaha is Tanzania's second largest National Park and among the wildest. Crocodiles, Hippos and clawless Otters soak and play in the water and on the banks of the Great Ruaha River.

Selous Game Reserve

Tanzania is home to one of single largest remaining elephant populations in the world. Most of these elephants are found in the remote and wildly beautiful Selous Game Reserve, covering an area of 55,000 sq. kms, it is the largest wildlife area in Africa and is second only to the Serengeti in its concentration of wildlife.

Mikumi National Park

Mikumi, to the north of the Selous, lies only 283 kms away from Dar es Salaam. The Park, established to protect the environment and the resident animals, is also an important educational centre for students of ecology and conservation. The Mikumi flood plain is the main feature of the Park along with the bordering mountain ranges. Animals commonly found here include Lions, Elands, Hartebeests, Buffaloes, Wildebeests, Giraffes, Zebras, Hippos and Elephants.

V. Mount Kilimanjaro

Africa's highest peak, this world famous mountain lies in Tanzania, at a height of 5,895 metres. One cannot help but wonder at the sight of a snow-capped mountain that lies so close to the Equator – at latitude of 3° south. An extinct volcano with two peaks called Kibo and Mawenzi; its lower slopes are covered by dense forests and an amazing variety of flora and fauna.

VI. The Islands

Zanzibar

Zanzibar is known throughout the world as being the jewel of the Indian Ocean, its history is tinted by romance and colour (e.g. the tales of seafarers and explorers, and riches) and tragedy (e.g. the dark stain of slavery). Zanzibar consists of two main islands, Unguja and Pemba, surrounded by about 50 smaller ones. Zanzibar town on Unguja Island is famous for its buildings and narrow, winding streets. Pemba Island is famous for clove and is also blessed with plenty of fish. The Pemba Channel located between the island and the mainland is up to 400 fathoms deep and is recognised as being one of the finest game fishing sites in the world.

Mafia Island

Some 160 kms to the south of Zanzibar lies Mafia, a favourite haunts for the big-game fisherman and scuba diver. The rare and exotic Dugong breeds in the Mafia Channel, as do the great white giant Turtles. The giant Turtles lay their eggs on the smaller islands east of Mafia, during the Northeast monsoons. There are ruins of a settlement at Ras Kisimani. A thirteenth century mosque has been excavated here.

VII. Tanzania's Myriad Cultures and Traditions

Tanzania has more than 120 tribes with different vernacular languages, cultures, traditions and customs. National cohesion has been attained partly through the use of the National Language – Kiswahili and the interaction of the country's people.

The diverse cultures, traditions and customs manifest themselves in Tanzania's unique tourist attractions in the form of rich traditional dances, handicrafts such as weaving and pottery and art in the form of paintings and the wood carvings of the Makonde ethnic community from southern Tanzania as elaborated on below (under Crafts).

VIII. Crafts

Wood Carvings

In the stone houses of coastal commercial towns, doors were made with beautifully carved surfaces and frames, usually with big iron or brass spikes, mountings and chains. Many of these doors can still be seen in the islands along the coast of East Africa, including Zanzibar.

Favourite carving motifs include the Lotus, symbolising fertility, the Chain, symbolising security, the Date symbolising plenty and Frankincense symbolising wealth.

Carved jewellery boxes and chests featuring brass inlays are readily available in Zanzibar and Dar es Salaam.

Beads

The use of beads for bodily adornment, embroidery and as a currency began with locally made beads from ostrich eggshells. Imported beads date back as far as the 10th century or even before, originating from the Near East, India and China and from Europe after the 15th century.

Musical Instruments

Traditional musical instruments are a fine example of the excellence of Tanzania's crafts. The big fiddle with resonator made from a coconut shell is common in the Coast region near Dar es Salaam while the *marimba*³ is used by many tribes. There are many different types of drums – some pointed at one end so they can be thrust into the ground; others are big and heavy and therefore to be suspended with care. Some are held between the knees, while others can stand on their own. Traditionally, drums were used to announce the arrival or departure of leaders, to keep a rhythm or build morale.

Figurines

In many parts of Tanzania, clay figures were and are still used as visual teaching aids for younger people undergoing one of the passage rites. The teaching took place in initiation schools and the figurines were used to demonstrate the inner meanings of songs, riddles and poems.

³ Percussion musical instrument resembling the xylophone and played with two small hammers.

Masks

Masked dancing is an important activity in south-eastern Tanzania, during the coming-out-of-seclusion ceremonies at puberty. The masks enhance the importance of initiation and the relationship between the people and their departed ancestors.

Wooden Sculptures

Makonde Art is world famous. The carving was originally mainly naturalistic but became more commercial-oriented with time. Originally from Mozambique, Makonde carvers created their own villages where they have established workshops, selling directly to tourists or curio dealers.

Stools

In certain cultures the stool is not only a piece of furniture, it is also a mark of social status the more elaborate the design the higher the status. A leader would have an elaborately worked stool.

Mats

Mats are widely used items in coastal houses and certain inland areas. They are used for sleeping and sitting on, for spreading out food to dry and for prayer. Plaiting techniques vary with the area.

Tingatinga Art

Tingatinga art is a familiar sight around Tanzania's tourist centres. Edward Saidi Tingatinga, (born in 1937 in southern Tanzania) is the founding father of the Tingatinga school of painting, which is done on canvas and is characterised by brilliant colours, superficially simple and with a direct and powerful impact typical of Tanzanian traditional art.

Pottery

Pots have been made and dried in open fires for at least 1,000 years, by people inhabiting Tanzania. Pottery here is used for functional and decorative purposes.

Combs

Combs can be simple, made of pointed bamboo sticks or they can be carved from a plain piece of wood or decorated with carved patterns. Many visitors enjoy collecting the many styles and shapes of combs found in the craft markets.

Rock Paintings

A detailed record of Stone Age life exists on the walls of many caves and sheltered overhangs in Tanzania. From these paintings, for example the Kondoia Irangi in the heart of the Tanzanian rift valley, it can be seen that Stone Age man in Africa wore clothing, had a variety of hairstyles. Among other activities, the Stone Age man hunted, danced, sang and played musical instruments. The paintings that still survive are both beautiful and delicate. The colouring materials consist of various pigments mixed with animal fat to form crayons.

Ecotourism: means a purposeful travel to natural areas to understand the culture and natural history of the environment taking care not to alter the integrity of the ecosystem, while producing economic opportunities that make the conservation of natural resources beneficial to the local people.

Tourism: means the activities of a person travelling to a place outside his or her usual environment for less than a year and whose main purpose of travel is other than the exercise of an activity remunerated from within the place visited.

Tourism Industry: means all recipients of direct spending incurred by tourists. This includes pre-trip expenditure on travel and bookings, travel and en-route expenditure, and all spending at the destination.

Tourist: means a visitor who travels to a country other than that in which he or she has his or her usual residence for at least one night but not more than one year, and whose main purpose of visit is other than the exercise of activity remunerated from within the country visited.

Vertical Intergration: This is where a company merges or takes over other companies in the same supply chain. In hotel business, for example, *forward intergration* occurs when a hotel enters the businesses of its customers, moving it closer to the ultimate consumer. *Backward integration* occurs when a hotel enters the business of its suppliers or creating new businesses that provide the same goods or services as suppliers.

Visitor: means a person who travels to a country other than that in which he or she has his or her usual residence and that is outside his or her usual environment, for a period not exceeding one year, and whose main purpose of visit is other than the exercise of an activity remunerated from within the country visited.