

1.0 INTRODUCTION

1.1 BACKGROUND

Tourism has become the biggest economic activity of this day and age. With 476 billion dollars in 2000, tourism is doubtless the primary source of international trade receipts. WTO still expects over one billion international tourist arrivals in 2010 and over 1.5 billion tourists and US\$ 2 trillion receipts in 2020.

WTO's vision 2020 presents an optimistic picture for the tourism sector in Africa with growth of 5.5 per cent a year forecast of the period 1995 – 2020, as against the global rate of 4.1 percent of the 77 Million international tourist arrivals anticipated in the continent in 2020, an estimated 17 Million will be in the countries of East Africa producing an average growth of 5.3 percent.

Zanzibar tourism, began in the late 1980's, is still a new industry, struggling to improve standards, with 87,511 tourists an increase of 43 percent, US\$ 4,471,000 foreign earnings in 2002.

According to figures compiled by the Commission for Tourism, there are currently 173 tourist accommodation establishments in Zanzibar, with a total of 3,089 rooms and 6,139 beds. The majority are located in Unguja, with only 14 establishments (with a total of 110 rooms and 214 beds) in Pemba. Outside the hotels, there are approximately twenty restaurants of international standard, with several new high quality establishments opened in Stone Town in the past few years.

In addition, there are 108 licensed ground tour operators and diving units. Despite the large number of licensed operators, this sector is dominated by a comparatively small number of major companies, which account for the bulk of the business.

Zanzibar now receives mostly mid and low spending tourists and a small number of high spending tourists. There are some international quality hotels in Stone Town and on the East and South East Coast, but still the overall beach product (flights – transport – accommodation – food – beverage – excursions – shopping ... etc) is just on the boundaries of being acceptable to the charter inclusive tourists, who themselves are still a step down from the top quality tourists. This, in fact, doesn't change the reality that tourism makes a significant contribution to the economy.

To most people if not all, a mention of Zanzibar evokes an array of sentiments. Zanzibar has been described as land of exotic natural species, Romantic Island, land of all kinds of merchants, traders, missionaries and explorers, mother city of East Africa, paradise of Africa, isles of harmony and hospitality and the cradle of standard Kiswahili.

The attraction at Stone Town as one of a kind World Heritage site (UNESCO) anchors Zanzibar's image and promotion. Historic sites as Beit El Ajaab (house of wonders). Old Fort, Livingstone House, newly restored Old dispensary, Anglican Cathedral on the site of the former slave market, Tippu Tip House, Maruhubi palace and other ruins of the former sultans, Kidichi Persian Bath, and the Kizimkazi Mosque, Chooko Mosque, Ras

Mkumbuu, Mkamandume Ruins can be reinforced by cultural performances so that a strong historic – cultural product exists in Zanzibar.

Zanzibar tranquility, palm – fringed beaches are well known, but the menu of marine recreational activities has expanded to include scuba diving, snorkeling, deep sea fishing sailboat charters, dolphin watching and visits to the offshore islets and coral reefs, also access to Pemba, the untouched northern island is improving.

Zanzibar discourage any tourism that does not conserve and improve the welfare of local people. The policy emphasizes on responsible tourism – tourism which adopt principle of eco-tourism.

It is impossible to achieve strong tourism development without strong national development. A sustainable use of Zanzibar resources should be completed first proceedings to establish viable criteria for the development of agriculture and fishing activities, open quarrying and garbage disposal, territorial infrastructure and new alternative forms of tourism comparable with fragility of the environment. It is also necessary to guarantee the following preconditions:

- Social and political stability in Zanzibar.
- Political stability in East Africa region.
- Steady national economic growth with improvement of income distribution.
- Security for the tourists is assured.
- Steady economic growth in outbound countries.

To realize the goal of Zanzibar Government which emphasizes that “the expected growth rate should be between 5 – 6% by 2005, rising to between 7 – 8% by 2010, and attained the level of between 9 – 10% by 2020”.

We should all recognize, as government, tourism sector and community, that a policy that places an emphasis on qualified sustainable tourism, has far reaching implications for the development and promotion of tourism. It means that the type of tourism products developed and the facilities that support them must be able to attract visitors that are prepared to pay a premium price. The success of such an approach depends very much on the quality of the overall visitor experience from the time of arrival to the time of departure.

The key to success in Tourism is “To match what you have to supply with what your visitor’s demand and the value of their money”. This makes of Zanzibar the tourism destination that gets a big amount of repeat business” by “Word of Mouth”

1.2 PURPOSE OF THE POLICY

The objective behind “Zanzibar Tourism Development Policy” is to elaborate, taking into account Zanzibar own reality and vision 2020, a framework of reference which will permit the establishment of the country future tourism development with Sustainability,

quality and diversification as the most important factors. This is put forward with a double consideration in mind.

Zanzibar's environmental, cultural and landscape qualities constitute its greatest resource for the future with regard to its economic development and the quality of life of its people.

The factor of environment is concerned not only as a rich gift which should be preserved for the future but also as the extraordinary driving force for its people's economic, social and cultural development.

The adoption of an environmentally compatible quality policy with the tourism sector is favoring the strengthening of the country's main economic sector and the creation of a true mark of quality inside a market which 'everyday' is becoming more and more demanding with regard to environmental questions.

No doubt that we are faced with a very different future and those important institutional and market incentives will be available for those who decide to move in this direction.

2.0 VISION AND MISSION

2.1 VISION

The Vision of the Government of Zanzibar regarding tourism is "To become one of the top tourism destinations of the Indian Ocean, offering an up market, high quality product across the board within the coming 17 years"

In doing so, it will:

- Improve the quality of life of the population
- Stimulate economic growth
- Preserve the social and cultural fabric
- Contribute to the alleviation of poverty
- Raise service levels to internationally accepted standards
- Expand domestic tourism for Zanzibaris
- Protect and conserve fragile ecological systems

2.2 MISSION

The mission of Zanzibar regarding tourism development is "To be the most exotic, diverse island destination in the Indian Ocean Region" Exotic as it is wrapped in a mysterious Arab/African ambience and flavored with palm fringed, tropical beaches. Diverse in terms of products, activities and attractions, there by combining various types of tourism, eg.

- Beach

- Nature/Eco
- Culture & Tradition
- History & Archaeology
- Water sports
- Honeymoon
- Performing Arts
- Conference
- Incentive
- Culinary (spices)
- Medical (herbs)

3.0 OBJECTIVES

3.1 GENERAL TOURISM POLICY OBJECTIVE

The Government of Zanzibar is committed to develop, plan, manage and promote tourism industry that emphasizes sustainability, quality and diversification, and which is culturally responsible, socially desirable, ecologically friendly, environmentally sustainable and economically viable. The image of Zanzibar abroad will work as a promising exclusive holiday destination, basically for historical, cultural attractions and beach holidays.

Hence, the government of Zanzibar firmly believes that tourism as a vital socio-economic development factor can participate effectively in empowering people of Zanzibar to successfully manage their life and has a say on the course of their development through achieving the tourism policy and implementing its following specific objectives:

3.2 SPECIFIC POLICY OBJECTIVES

1. To utilize more effectively the tourism potential to generate more income, human resources, foreign exchange earnings while protecting the environment, Zanzibar culture and traditions.
2. To diversify the tourist attractions in order to achieve a balanced growth of the tourism industry and maximum benefit, and to strengthen the cultural industries including museums, theatres, cultural and community participation as a product diversification to harness tourism.
3. To emphasize the best option for the development for the current accommodation in Zanzibar, types, styles and management models.
4. To improve the standard of quality for services and facilities to meet the challenges of long-term tourism development.

5. To enhance the quality of and accessibility to the existing tourism infrastructure and developing one to cope with the demands of high class tourism.
6. To formulate and develop marketing plans and promotion programs that maximizes the financial revenues, and the economic, social, cultural and environmental positive impacts.
7. To encourage domestic tourism and maximize its significance.
8. To address “reducing Tourism Seasonality” as a serious issue affecting Tourism Industry in Zanzibar.
9. To enhance the tourist image of Zanzibar to be original, trustful and attractive.
10. To address tourist safety and security issues cooperative as an important part of the government’s larger safety and security concerns.
11. To emphasize the fruitful public/private partnership in tourism sector.
12. To contribute to the quality of local people lives.
13. To stimulate the participation of local people of the tourism development process.
14. To maximize the “local content” as a vital means to minimize leakage.
15. To manage tourism impacts so as to balance costs and benefits.

4.0 POLICY STRATEGIES

The realization of the tourism policy objectives os largely depending on the accurate implementation of the following strategies:-

4.1 UTILIZATION OF TOURISM POTENTIAL

The objective is to utilize more effectively the tourism potential to generate more income, human resources, and foreign exchange earnings while protecting the environment, Zanzibar culture and traditions.

4.1.1 MORE INCOME

It is proved that the multiplier effect of tourism is highly notably in terms of income. For-example while gross revenue is collected from a restaurant on the revenue generated from sale of tourists, it also collect a gross revenue tax from the food distributor that sells the food to the restaurant. The policy strategies on generating more income include:-

- Diversifying the tourist attractions to achieve a balanced growth of the tourism industry and maximum benefit.
- Strengthening the cultural industries including museums, theatres cultural values and community participation as a product diversification to harness tourism and preserve national heritage.
- Developing Zanzibar as an exclusive holiday destination by building up the product elements, in particular, cultural attractions and diversified marketing programmes.
- Strengthening the tourism revenue collection.
- Approving the projects which are financial sound and environmental friendly.

4.1.2 HUMAN RESOURCES

The main constraint on continuing tourism development is the lack of trained people available to work in the industry. This means that human resource development for tourism industry becomes a key area of concern. Priority will be on increasing number and skill levels of people from Zanzibar in the tourism sector. The policy strategies on human resources development include:-

- Mobilizing and sensitizing the people of Zanzibar to realize the importance of the contribute resources to human resources development.
- Encouraging broad based training and particularly vocational training to cope with the changing structure of labor markets and the demand for global competitiveness.
- Preparing educational systems which incorporate tourism training that conform to changes of technology and respect moral as well as ethical values, spirit of self confidence, self esteem and tolerance.

4.1.3 EMPLOYMENT

Tourism falls under the category of a labor intensive industry. By developing tourism, more jobs can be created with directly and indirectly than other industries and with a vast spectrum of employment.

The policy strategies on employment include:-

- Undertaking a regular updated manpower survey with a data bank about employment in tourism is needed in order to tract the demand for specific skills (and occupation standards, testing and certification), and observe employment trends.

- Tourism building capacity occurs at many levels: pre-employment curricula, certificate courses, formal degrees for both undergraduates and graduates, on the co-operatives, and non-traditional means. Different levels of skill are appropriate for deferent employment objectives and work place goals.
- Encouraging those forms of tourism like eco-tourism and natural tourism which create lots of jobs at the level where they are most needed.
- Making availability of opportunities for local employments for potential entrepreneurs to start small locally-owned businesses, and for proper training so the indigenous population can learn and improve skills required by the tourism industry.

4.1.4 EDUCATION & TRAINING

The development of tourism personnel is deeply related to the educational and training levels of a country and though the problem cannot be solved overnight, it is essential to deal with the issue with a long term perspective. The policy strategies on education and training include:-

- Formulating an integrated human resource development plan which covers needs of the tourism sector, for all levels and occupations through joint responsibilities of the public private partnership.
- Establishing a tourism training, research and statistic unit within the Commission for Tourism, responsible for:
 - i. Identifying and prioritizing training needs.
 - ii. Formulating the curricula, standard and syllabi for tourism training at All leveling cooperation with the Ministry of Education.
 - iii. Approving Training establishments.
 - iv. Undertaking research.
- Improvement of front-line training and placement of indigenous management.
- Strengthening Hotel and Tourism Training Center vertically and horizontally.
- Encouraging the establishment of private tourism training school which will have to adopt national curriculum.
- Putting cooperative efforts to educate government officials, local communities, investors and tourists about the current status of tourism developments and policy.

4.1.5 FOREIGN EXCHANGE EARNINGS

Tourism in Zanzibar plays a measure role in providing the much need foreign exchange as well as the economic benefits through various industries that would emerge to cater to the sector. The policies on foreign exchange earnings include to:-

- Encouraging the increase in foreign exchange earnings, with minimal monetary leakages of tourist income through import of goods and services not readily available in destination.
- Increasing effectiveness and efficiency in foreign exchange earning collection.
- Discouraging inclusive package tours that hurt national economy and have no benefits to Zanzibar communities.

4.1.6 THE ENVIRONMENT

The Zanzibar Tourism Policy on environment is the conservation and protection of the environment, rational and efficient utilization of natural resources. It is envisioned that sustainable economic development should be accompanied by proper environmental management so that Zanzibar's natural resources and natural heritage are passed on to future generations. The policy strategies on environment include:-

- Enforcing and implementing Environmental Impact Assessment (EIA), Environmental Statement (ES) where development takes place.
- Creating a zonal system to encourage the establishment of the Marine Parks are for better management and sustainable tourism development.
- Developing wide ranging long term programmes of research towards better and timely strategies for resources utilization and environmental protection.
- Establishing the permanent programmes for monitoring the project development trend and tourist attractions that will lead to understand the status of the environment.
- Encouraging the use of new technology like solar energy system and conserving recycling, re-using and reducing the waste produced from tourism establishments.
- Of-shore boundary has to earmarked in order to avoid poaching from game fishing boats.
- Emphasizing sustainable type of projects which are environmentally friendly.

4.1.7 CULTURE AND TRADITIONS

Tourism will be used to conserve the uniqueness of the Island's heritage, its history, culture and way of life. Tourism will help to reinforce these values, and stimulate the

further development of an extensive range of cultural activities, mega events and manifestations (e.g. festivals). The policy strategies on culture and tradition include to.

- Encouraging tourism with a strongly authentic character with its roots in and true to Zanzibar cultural and tradition. The culture and historic attributes of Zanzibar especially Stone Town will dominate the marketing message, more so than traditional sun and sand beach tourism.
- All markets require attention to and investment in the historic integrity and protection of Stone Town.
- Over time, under exploited natural and historic assets activities will be developed in a sustainable manner to prolong length of stay.
- Encouraging public participation programmes in the cultural awareness, including public institutions, private individuals, non-governmental organizations and businesses.
- Encouraging planned and controlled growth of tourism as to preserve art and craft, culture, heritage and life style quality.
- For maintaining the cultural ethic of Zanzibar, the number of visitors must be controlled.

4.2 ATTRACTIONS

While all components of tourism system are important to its function, attractions provide the emerging power. Tourist attraction, together with access, accommodation and other services are the main feature that distinguishes one tourist destination from another.

The objective is to diversify the tourist attractions in order to achieve a balanced growth of the tourism industry and maximum benefit and to strengthen the cultural industries including museums and theatres, cultural and community participation as a product diversification to harness tourism through the following strategies:-

- Increasing opportunities for day excursions by tourists through offering a wide variety of water sports, historical sites and peace and tranquility.
- Improving museum displays that interpreting Zanzibar heritage and way of life, complemented by a cultural center, where there is art, theatres, etc.
- Developing cottage industries for artisans and crafts people, with an increase in sales outlets and locally managed shops.
- Enhancing revitalization of Forodhani Park.

- Organizing general cleanup campaign that increases the aesthetics of the stone town area without sacrificing its character.

4.3 ACCOMMODATION

Accommodation is clearly a major element of the tourist's experience in a destination. The best option of accommodation is that it will be compatible with Zanzibar overall policy that ensures sustainability, quality and diversification principles, such as "eco-lodges" and midsize properties.

The objective is to emphasize the best option for the development of the current accommodation supply of Zanzibar types, styles and management models through the following strategies:

- Encouraging eco-lodge development designed to attract and serve a broader eco-tourism market.
- Setting a classification system to ease the regulatory process for constructing and operating eco-lodges and other hotel establishments.
- Encouraging investors who are interested in long-term profitability with a sense of responsibility to the local community.
- Enforcing and monitoring building standards to protect the natural and aesthetic environment as follows:
- Building heights in the beach area will be limited to 2 –3 storeys.
- Using of indigenous architecture in order to maintain aesthetic control building style and materials will reflect the site capabilities, and the environmental and social context of the setting.
- The institution responsible for environment should maintain the right to specify activities that limit negative impacts associated with construction and operation:
- Building setbacks for the shoreline, specify garbage areas and limit the cutting of trees, protect wooded areas, retain open spaces, protect scenic views, preserve agriculture land, and establish conservation areas.

4.4 OTHER SERVICES AND FACILITIES

The goal to create a climate of customer service with a strong service ethic in order to provide the highest possible level of service and quality experience to guests, therefore; The objective is to improve the standard of quality for services and facilities to meet the challenges of the long-term tourism development through the following strategies:-

- Enhancing clearance of the final bureaucratic and administrative hurdles in order to efficiently issue tourist visas on arrival.
- Emphasizing on skill and management training for Zanzibaris, as well as programs to recognize and encourage consistent, superior services training section.
- Monitoring performance of private sector, through licensing, setting minimum standards, and classification schemes.
- Preparing specific operational regulations and guide lines for various sub-sectors in the industry.
- Facilitating to upgrade and expand tourism supporting service so as to improve visitor experiences.
- Issuing licences to the qualified tour guide in order to overcome problem of un licence tour guide.
- Enhancing improvement of the management and protection of the marine and terrestrial environment as well as the clearance of the Stone Town in a coordinated manner.
- Encouraging the use of sound proof in order to avoid noise disturbance.
- Making all aspects of the industry more resource conscious.

4.5 INFRASTRUCTURE

Tourism in Zanzibar plays a major role in providing the much needed foreign exchange as well as the economic benefits through various industries that would emerge to cater for the sector.

The objective is to enhance the quality of and accessibility to Tourism infrastructure existing and developing infrastructure to cope with the demands of high-class tourism. Through the following strategies:-

- Formulating marketing and promotion activities which will fit with the overall image and mission of Zanzibar Tourism.
- Putting marketing efforts in identifying and defining target market using the most effective techniques.
- Developing the Tourist product image in order to improve the quality level of services and induce upper scale market tourists.
- Encouraging domestic tourism.
- Undertaking fairly joint marketing and promotion campaign with Mainland Tanzania.
- Attending continuously regional and international market to gain consumers attention.
- Exploiting the role of embassies and consulate abroad to shaping consumer vocational choice and potential investor through providing tourism information and marketing materials.
- Undertaking tourism research through conducting visitor departure survey which can lead tourism marketing and product shift.
- Relining on traditional marketing tools, such as familiarization trips, assistance to travel writers and journalists, and participation in trade fairs, as well as advanced marketing tools, such as websites, Internet and e-mailing, are considered critical activities to be explored systematically.

4.7 DOMESTIC TOURISM

International tourism can be substituted by domestic tourism, however, due to internal factor such as lack of tourism awareness, low income only to mention few; domestic tourism still has a little contribution to Zanzibar revenues. The objective is to encourage domestic tourism and maximize its significance through:-

- Putting consideration of the significance of domestic tourism, in particular, as a substitute for international tourism during off-seasons and/or crisis periods.
- Preparing tourism education and awareness programs, I coordination and cooperation with means of media in Zanzibar.
- Conducting awareness campaigns in Schools and other educational institutions, in co-operation with Ministry of Education.

- Promoting the tourist movement from the Tanzania Mainland and the regional integration, specially during off-season periods.

4.8 REDUCING SEASONALITY

It is common for a tourist destination to experience seasonal differences in tourist arrivals. This situation leads of under-use of tourist facilities and services during certain periods of the year, and often-excessive demand at other times. The objective is to address “Reducing Tourism seasonality” as a serious issue affecting tourism industry in Zanzibar though the following strategies:-

- Relining on traditional marketing tools, such as familiarization trips, assistance to travel writers and journalists, and participation in trade fairs, as well as advanced marketing tools, such as websites, Internet and e-mailing, are considered critical activities to be explored systematically.
- Selecting or developing types of tourist attractions that will attract visitors at different times of the year, and especially during the typical low season.
- Developing some low-season activities – such as festivals and special events, conference and special types of recreation facilities and activities.
- Using marketing and pricing techniques to attract tourists during low season.
- Targeting special market segments as older tourists who are free to travel anytime, and prefer the less congested destination environments that are available during the low season.
- Encouraging domestic tourism that uses international facilities during the low season.

4.9 TOURIST IMAGE

An image can be defined as, the expression of all objective knowledge, impressions, prejudices, imaginations and emotional thoughts with which a person or group judges a particular object or place. A choice of destination is usually not made objectively but according to the image projected, hence to create the attractiveness of the images projected and the impact on the market concerned, the tourist image of Zanzibar should be original, safe and attractive, through the following strategies:-

- Making the best use of the particular resources and peculiarities of the region or site.
- Providing opportunities for contact with local people, their crafts and custom.
- Introducing specific features to create “atmosphere” and identity.

- Upgrading the quality of standards of the tourist products in special and related services and facilities in general.
- Mobilizing and sensitizing the people of Zanzibar to realize the importance of tourism, and to contribute to human resources development.
- Improving the overall cleanliness and reduce pollution in Zanzibar.
- Conserving the ecological systems and fauna of the natural attraction features.

4.10 SAFETY AND SECURITY

As tourism grows, security and safety become more important and travelers will expect safe guarding measures in transportation, accommodation and other services and facilities. Objective is to address tourist safety and security issues cooperatively as an important part of the government's larger safety and security concerns through the following strategies:-

- Setting up a special trained tourist police unit providing security and assistance to tourists and residents.
- Establishing tourist hot line for reporting crime against tourism industry.
- Coordinating efforts among tourism stakeholders to prevent and investigate tourist from engaging in any criminal activities.

4.11 PUBLIC/PRIVATE PARTNERSHIP

Tourism development heavily depends upon vital partnership between government and tourism private sector. The objective is to emphasize the fruitful public/private partnership in tourism sector through the following strategies:

- Setting up policy and plans of the tourism industry jointly with stakeholders.
- Encouraging the tourist private sector through solving problems, finding means to finance the small enterprises and setting up seminars and training programs.
- Soliciting the private sector on participation in joint financing for marketing.

4.12 LOCAL PEOPLE BENEFITS

The development of tourism in Zanzibar will contribute to the quality of local people lives through the following strategies:

- Putting in consideration that tourism development is for interest and enjoyment of the resident population as well as visitors.
- Emphasizing that beaches in Zanzibar is in public ownership. Prior and traditional right of use and access are recognized.
- Giving first priority for compensation and direct continuous benefits from tourism to those residents who are displaced by tourism, traditional users and those living near tourist sites; for example, seaweed farmer moved to another area, fishermen excluded from and islet allocated to a developer, and communities on the boundary of any reserved area.
- Giving first preference to local residents for all jobs opportunities connected with tourism sectors.
- Setting up community funds on a voluntary basis with stakeholders to channel benefits from tourism development to local villages, with strict systems and parameters guarantee transparency.
- Creating a mechanism for technical assistance for local businesses: what visitors like how to run a local business etc.
- Encouraging the industrialization and/or the creation of arts and crafts items in Zanzibar, using locally available materials and not from outside of Zanzibar.

4.13 LOCAL COMMUNITIES PARTICIPATION

Tourism development must occur in harmony with the socio-cultural, ecological, heritage goals, values and aspiration of the Zanzibar community. Indigenous populations often have the best local knowledge; their views on social and cultural matters are paramount. The objective is to stimulate the participation of local people in the tourism development process through the following strategies:-

- Proceeding with participatory involvement and feedback from all segments of Zanzibar society, including business people, rural villagers, fishermen, farmers, women, youth, religious institutions, and the poor input will be collected before land allocations decisions are made.
- Planning programs for educating and informing the citizens of Zanzibar to understand the government policy for tourism development, the needs of tourists, and the legal rights of residents.
- Organizing seminars for politicians, in particular to guarantee their continuous education and updating about tourism an economic development tool and agent of change.

- Reliance on tourism demands inclusion of tourism as a part of the school curriculum to create an involved, awareness citizenry for the future.

4.14 MINIMIZING LEAKAGE

Leakage means loss of income when the basic tourist required products come from outside Zanzibar and are imported.

By their availability, visitors will be encouraged to consume locally goods and services where possible, rather than imports that hurt the valuable foreign currency reserves. Businesses will be encouraged to maximize “local content” i.e production by Zanzibar – of services and items sold to tourists. The objective is to ensure the business in Zanzibar will be encouraged to maximize “local content” as a vital means to minimizing leakage through the following strategies:-

- Establishing strong partnership with and parallel development of the agriculture and fisheries sectors in the provision of food and beverages, as well as the use of local construction and building materials (within environmental guidelines):
- Working with Ministry of Trade/Industry to continue program matching producers and hotel industry (furniture, fabrics/sewing, kitchen serving dishes, decoration as well as souvenir).
- Establishing quota controls on the number of charter flights in any one year and quotas according to any one source market and all payments by tourists are made outside Zanzibar will be taxed assuming competitive market value of service provided.
- Reserving certain activities such as tour operations and tour guiding for Zanzibari’s
- Encouraging and rewarding a programme matching producers and the hotel industry in various areas (furniture, fabrics/sewing, kitchen serving dishes, decoration as well as arts and crafts and souvenirs.

4.15 MANAGING IMPACTS

Tourism requires a policy decision balancing costs and benefits. Planning mitigates costs and impacts: a strong, responsive planning process and timely implementation of plans. The objective is to manage the tourism impacts so as to balance costs and benefits through the following strategies:-

- Developing tourism incrementally, at rate at which developmental impacts can best be absorbed and mitigated.
- Pacing of international pressure arrivals –i.e. annual percentage change – primarily determine the range of impacts and ability to adjust.

- Preparing and updating tourism plans for the socio – cultural and natural environment at all levels:
- Regular updating of plans will assure relevance and applicability.
- Reserving the right to set limitations on the number of tourism related facility developments, (no either a national or area/zonal basis).
- Implementing and enforcing rules and regulations which monitor and control potential problems.
- Creating and designing of lead institutional responsibility, political will to follow through and inter-sectoral co-ordination are imperative for this function to be effective.
- Encouraging tourist activities and resource uses that are non-consumptive and non-motorized. In contrast, sports such as use of jet skis, water skiing, parasailing, have high potential for negative impacts, and may be regulated (or banned). Alternatives include kite surfing, wind surfing, snorkeling etc.
- Enacting of code of conduct and visitor education to lessen offences to traditional culture and maintain appropriate dress.
- Conducting a parallel research program to monitor and document tourism's impacts.

5.0 OTHER POLICY AREA:

5.1 INSTITUTIONAL COOPERATION

Tourism is a multi-sectoral, fragmented industry, requiring co-ordinated activities across a wide rang of public institutions, each with its own functions and responsibilities.

The Commission for Tourism

- a. ZCT is legally mandated to serve the following functions: development, planning, investment guidance and input, policy promulgation, product inventory and enhancement regulation and control, marketing and promotion, information service, research and statistics, human resources and public awareness.
- b. ZCT will be provided with full staffing, skill training, and regular funding to support implementation of its mandate. An investment in the lead tourism body and its people should mean sustained, improved performance of the sector.

- c. Tourism Policy, co-ordinated by the ZCT will be in accordance with policy declarations of other management and regulatory units operating in the development area.

Department of Environment

- a. Department of environment is the lead institution and final authority on registration, resource degradation and deterioration, pollution, integrate coastal zone management, and plant/animal conservation and protection.
- b. Department has responsibility to oversee and comment on environmental impact assessment required as par of the allocation process.

Department of Land and Registration

- a. Department of Land and Registration plays an important integrative function providing input to investment allocation decisions, setting site, use standard, and preparing and implementing officially recognized tourism land use and zoning plans.
- b. Official planning areas must be designated, and the department is the lead organization in preparation and implementation of tourism land use and zoning plans.

Zanzibar Investment Promotion Agency (ZIPA)

- a. ZIPA operate as a one stop center to the potential investment including tourism.
- b. While ZIPA leads and co-ordinate, ZIC a technical committee play a fairly weighted in a transparent process to assure decisions are based on more than solely economic grounds.

Ministry responsible for Finance

- a. The Ministry is responsible for revenue collection from the tourism industry, and earmarked disbursement of a portion of these funds to support public reinvestment in continued growth of the tourism sector.
- b. Ministry responsible with Finance will public report on tourism revenue earnings to allow government to track the state and health of tourism.

- a. Priority to pass new enabling legislation for lead tourism body to realities of complex management of tourism industry and division of responsibilities within government.
- b. Government and private tourism initiatives will abide by legal rules, operational regulations, and set procedures.
- c. The government will engage in a continuous elimination of inefficiency and red tape in land allocation for tourism, business permitting and approval, and oversight of day to day operations of tourism businesses. Result will be a more efficient, productive environment for investors.
- d. To redact the type and rates of taxes through better collection methods, at the same time, this will help to increase the revenue yield.

5.4 INFORMATION & TECHNOLOGY

Development of the tourism industry has experienced tremendous growth and technology acts as a strong driving force which is reshaping the tourism industry and providing with a competitive edge.

The tourism policy on information technology is to ensure that information technology services are provided in Liberalized and competitive manner to all economic and social sectors such that the collection, organization, retrieval and dissemination of information and data meets timely requirements and utilization.

Therefore, the policy interest on this area include to:-

- a. Establish a more reliable and comprehensive statistical database for tourism.
- b. Establish a management information system including:
 - Visitor arrivals and other tourism statistics.
 - Product details.
 - Market research information.
- c. Get priority for Tourism sector in the process of modernizing information networks.

5.5 RESEARCH

Tourism research is an objective, systematic, and logical investigation of travel related problems. It does more than just provide information for travel planners and managers to make better decisions. The value of tourism research is its potential for providing ongoing and comprehensive means of decision support and proactive planning. Marketing research, which is an important part of tourism research, is a necessary tool for

both public and private sector decision makers to determine effective strategies. Therefore research will be used to help in:

- a. Identifying and evaluating tourism significant problems and success.
- b. Formulating policies and establishing priority that is appropriate for markets shifts and community concerns.
- c. Formulating the basis for successful strategic marketing plans.
- d. Developing new resources by identifying new markets new products and new uses for established products.
- e. Conducting a research program to monitor and document tourism's impacts to minimize costs (local representative will be involved)

5.6 PUBLIC FINANCING OF TOURISM

Tourism should be developed in such a way as to generate substantial economic benefits, in keeping with overall targets for the general well-being of the people. The Government obtains tourism revenue from variety of sources: hotel sector, stamp duties, sales tax, personal income tax, leasing revenue and fees, licensing, permits, attraction entrance fees to mention the few.

The following points are necessary:-

- a. Every effort will be made for fair, accurate collection and reporting of these revenue sources and earnings. This initiative requires data sharing across ministries and traditional lines of responsibility.
- b. Expansion of the tourism industry requires a closed loop where public profits from tourism are re-invested in the sustained growth of the sector. Thus earmarking of funds is supported, in contrast to returning of the entire general treasury. Visible and effective re-investment is also likely to ease tax collection problems from the private sector.
- c. As such, the Commission for Tourism is allowed to recapture a set portion of the revenue tourism generates through the tourism sector, on submission of the budget for an annual plan of work. This will serve as a form of re-investment in continued growth and management of the industry.
- d. Formula should be set for director allocation of a significant of tourism taxes and fees to other activities including but not limited to tourism promotion, funding of the hotel training school, natural resource protection, village funds in destination areas, and/or infrastructure maintenance.

5.7 INVESTMENT (Process/Policy/Business need/Opportunities)

Investment Process

Because Zanzibar's coastal area is extremely valuable for tourism development, other destinations have degraded and over-used their marine – dependent tourism resources, and land resources are limited on the island, therefore:-

- a. The investment process will be standardized, made clear, fair and transparent, and applied impartially to all investors.
- b. The policy aims at establishing quality properties that provide value for money through good site design and excellent service, regardless of construction styles adopted.
- c. Applications for hotels should include a detailed project description with drawings, a feasibility study, capital budgets, operating statements and financial rates of return, management arrangements, and training programs. All new projects will then undergo an assessment of environmental, social, and cultural effects as part of the approval process, including a cost/benefit analysis.
- d. Investment approval will be issued only in officially designated tourism zones in considering of carrying capacity principle.
- e. Resources for monitoring progress on tourism projects and evaluation will be made available so as to assess compliance with rules and regulations.
- f. Inactive leases and interim certificates/approval will be rescinded in order to discourage land speculation.
- g. Offer land to investors on competitive basis rather than investor driven.
- h. Establishing mechanism to control small, local development not under investment act.

Government Investors Policy

Despite government policy and legislation, the power of external agents to dictate the scale and style of development can be overwhelming therefore:-

- a. The Government of Zanzibar is committed to research the track and operating history of investors to assure high-quality development by companies that have a long term interest in the future of tourism in Zanzibar. Companies interested in the “fast buck” of the early stages of tourism will be discouraged. In addition to its own profit, consideration must be made for the long-term integrity of the on site local community.

- b. Domestic – foreign joint ventures and public-private investment partnerships in market driven development are encouraged.
- c. A relatively stable, cosmopolitan destination requires a diverse, investment community representing many nationalities.

Businesses Need

To recognize that investors have other options; seek to decrease the tremendous government interference; minimize day – to day hassles, recognize both need each other to cooperate to achieve positive results:

- a. The Government is committed to develop tourism infrastructure.
- b. Respond in timely manner to bring in experts to perform functions and training not currently available in Zanzibar but can require training and set time limits.
- c. Strengthening unit for complaints and appeals.
- d. Get the suppliers utilities to be more professional in their dealing.

Investors Business Opportunities

Zanzibar encourages foreign investment in the tourism sector as complementary to indigenous investment and to spur quality and service, therefore:

- a. The government will seek and approve reputable investment which is long term sustainable, rather than short-term exploitation.
- b. Encourage locals in quality small scale tourism project and provide them with financial assistance, training and a like
- c. Every effort will be made to ensure for a fair, standardized, transparent process of investment. Once approved, investors agree to abide by site use rules regarding construction and management.
- d. To give investors choice and encourage improvement of monetary service. Promote establishment of at least one commercial bank operating under international banking standards. This is crucial to the financial health and competitiveness of the private sector.
- e. The formation of industry trade groups such as associations of hotels, tour operators, and eco-tourism society are essential as they promote quality, co-operative projects for: the betterment of the industry, and provide input to government of tourism issues.

5.8 TOURISTS RESPONSIBILITIES

As Guests, tourists also have responsibility for behavior consistent with local norms and cultural traditions.

An ongoing visitor education campaign will be conducted to minimize offensive tourist behavior due to lack of knowledge and ignorance. A visitor code of conduct prepared with the community involvement will be distributed to potential visitors before and on arrival to Zanzibar.

Tourism business operator will advise visitors to be aware of laws, code of conducts and sensitivity for religious issues.

5.9 LAND USE

Critical or high-pressure natural areas in managed, protected systems are key attraction base for tourism establishments, therefore:

- a. At present, the Zanzibar Investment Promotion Agency oversees larger tourism projects, and rules regarding land use are written into the land certificate. However, both large foreign projects and small, local projects (cumulatively) have serious implications for land use and negative socio-cultural impacts. Physical planning and land use guidelines must apply to both categories of projects.
- b. Clustered development, concentration of tourist facilities at selected areas, will be promoted, rather than widely scattered development.
- c. Small offshore islets represent a special case of land use, and are especially valuable from traditional uses, marine conservation, scenery and aesthetics, and exclusivity for upscale resort development.

They are also extremely sensitive ecosystems vulnerable to change in intensity and type of reef use and water demands, and altered access will have social repercussions. For these reasons:

Islet allocations for tourism development will be based on the study findings of inter-disciplinary teams that conducted island assessments and recommended “best use.”

- d. The size of hotels and resorts is a primary determinant of impact, with both socio-cultural and environmental pressures increasing with size. Size of hotels also crates an image for the island of mid-size, personalized development or higher, volume mass tourism. While recognizing that profitability is also linked to hotel size, policy is that (not there are numerous options as follows)
 - Option # 1 – The maximum size of lodging properties approved will be 100 rooms.

- Option # 2 – Hotels over 100 rooms.
 - Other options that could be compatible with island culture and environment.
 - Those options will be restricted according to zoning area and the approval process for hotels over 100 rooms will be more detailed lengthier.
 - Night club, camping and casino are strictly prohibited.
- e. Outside towns and villages, residential and tourism land uses will be spatially separated to avoid conflicts congestion, noise, etc. A minimum distance of over 300 meters from the resorts to the village is enforced.
- f. The concept of setting aside a certain percentage of open space/undeveloped land within tourism zones is supported. Public open spaces are scenic and provide beach access, while serving as a buffer between villages and hotels, and between hotels/resorts. Some undeveloped spaces could be created for public uses with no other construction.
- g. Tourism may operate within the water resource constraints of the island. This may mean desalination plants and conservation practice and pollution control measures.

5.10 CRISIS MANAGEMENT

Crises should be considered in adopting un-conventional strategies. Moreover special circumstances are involved where terrorism, political instability or uncertainty imposes upon destinations and threaten the tourism future. Crisis situation depends to a large extent on how crises are handled. Crisis management comprises actions related to specific public relations, promotion, communications and marketing campaigns.

“Zanzibar tourism policy on disaster prevention, preparedness and post disaster rehabilitation capability is to put into place the most efficient and effective disaster preparedness systems and capabilities in all relevant places and also involve entities such as insurance, social security institutions, non government organizations, community based organizations and scientific communities in response activities.

The aim is to establish a team work for crises management responsible for dealing with tourism crisis pre and post as they occur through:-

- a. Establishing a comprehensive information system that identifies and assesses the risk involved.
- b. Establishing team works (according to the crisis nature and volume of the crisis).
- c. Holding necessary meetings with team works to set objectives, Financing etc.
- d. Implementing a work program, then to monitor and evaluate the Results.

- e. In case of any volume and nature of the crisis, an intensive campaign with the foreign media will be necessary in order to improve Zanzibar image towards diversification of new tourist product and new promising market.
- f. To launch a program for inviting international media people, tour operators, travel agencies to highlight Zanzibar image.
- g. To hold meetings with foreign countries Ambassadors or representatives to discuss about warnings to their citizens concerning travel to Zanzibar.
- h. To improve security and safety for tourists.

5.11 ROLE OF WOMEN

In Zanzibar women have been entered prematurely very active and have created for themselves new economic and social opportunities. Therefore, every effort will be made to encourage this trend through:

- Providing educational and training services and brings these courses within the reach of women communities
- Providing loans to enable them promoting tourism
- Involving women in decision-making pertaining tourism related issues
- Participating by establishing tourism based projects, e.g. tour operator, tour guiding and other tourism related projects
- Developing the productive skills initiatives the meet the tourism requirements

5.12 PEOPLE WITH DISABILITIES

The disabled people have a significant role in developing tourism sector. They are active players in tourism activities that cannot be underestimated. Their participation can be facilitated through:-

- Promoting the tourism attractions which are accessible and disabled friendly.
- Promoting the accessible tourism facilities for this untapped or under exploited market.
- Giving priority to members of this group in terms of training
- Encouraging disabled persons and their families interested to engage in small and medium industries that will cater to tourism need

- Encouraging the disabled organization to active involvement in planning implementation and monitoring of tourism projects
- Encouraging participating in skill enhancement and modern technology trainings to improve on their capabilities to do tourism related work.

6.0 REGIONAL INTERGRATION AND GLOBALIZATION

6.1 REGIONAL INTERGRAATION

Any assessment of tourism prospects for East Africa cannot ignore domestic tourism. The potential is vast, but initiatives are needed to provide low cost facilities (operating on a less-than-fully commercial basis) if access to leisure travel is to be widely available. If this is not a goal and the ability to take holidays is limited to the growing numbers of the middle classes then charges against tourism of elitism could be damaging to the common strategy of the region of using the sector as one of the central planks for its economic development.

The objective is to improve the tourism situation by regional integration, exchanging knowledge and experience and achieve the maximum benefits for Zanzibar through:-

- Engaging in regional and international tourism trade fairs.
- Promoting tourism investments through domestic and foreign companies so as to attain competitiveness.
- Strengthening community public – private partnership in tourism.
- Expanding the country's tourism product range and image.
- Expanding and changing the focus of the tourism country's marketing
- Improving human resource development issues.
- Expanding and improving means of communications.
- Embracing and supporting a regional tourism marketing strategy.

6.2 GLOBALIZATION

The principal determinants and influences that will impinge on the development and growth of tourism activity in the period up to 2020 are identified as being: economy – Technology – Facilitation – Safety Demography – Globalization –Localization – Socio-Environmental awareness – living and working environments change from “Service” to “experience” economy – marketing. Most of these factors exert their influence in combination and are going to produce a polarization of tourism taste and supply.

Globalization is defined as a process of integrating production, distribution and usage of goods and services among the economies of the world. The globalization manifests increasing flows of capital, labor, products, services, and technology across countries above the growth of world output. In tourism the effects of globalization are:-

- The increasing Liberalization of tourism services and related activities; specially air transport; the growing significance of transactional corporations and tendency towards consolidation, mergers and alliances among tour operators, airlines, travel agencies, etc.
- The wider and rapid applications of information and communication technology in the travel and tourism industry.
- The changing consumer's preference destinations.
- The growing competition among suppliers of tourism services based on diversification, market segmentation and integration.
- The development of new destinations.
- The rapid fall in the real costs of long-distance travel.

Globalization has brought about a range of challenges to developing countries:

- Local small and medium enterprises will have to face the terms and conditions imposed by large overseas companies.
- The wide spread application of IT poses a threat to local suppliers as it reduces significantly the need for intermediaries in the tourism market with adverse impact on employment.
- In a globalized economy, human skills become an important determinant in competitiveness.

Therefore, to face these challenges the policy intends:

- a. To develop competition policy-related disciplines to prevent the abuse by dominant suppliers.
- b. To strengthen the negotiating capacity of local hoteliers the travel agencies through joint efforts and consolidation of entities.
- c. To provide with technical and financial support in order to learn the state of the art and the best practices of the new electronic environment.

- d. To undertake incentive training and skill, programs to cope with tourism world-wide developments and technological advances in the business to assure higher productivity and better quality services.

7.0 MONITORING AND EVALUATION

The Zanzibar Tourism Policy seeks to assist in effort to promote the livelihood of the people, essential poverty alleviation. The monitoring and evaluation process of the policy will move simultaneously with the evaluation of the alleviation of poverty countrywide. The Commission for Tourism will continue to bear responsibility of information data collection,. Evaluating reports and advice the Government accordingly.

8.0 CONCLUSION

Putting in consideration that the achievement of Tourism Policy Statement has to be realized as a continuous process rather than a sequence of activities, the government will establish the appropriate institutional mechanism (laws, incentives etc) to create the favorable climate for enterprise development within Zanzibar on the one hand, and to ensure the promotion of Zanzibar as an exclusive destination in the different tourism source markets on the other hand.

Manpower training, involving the transfer of knowledge and technology will ensure that the tourism industry can meet international standards of service and customer care. The combination of a trained workforce and the appropriate institutional mechanism will result in a competitive tourism private sector, attracting foreign investment and be attractive to holiday makers.

Despite creating an enabling environment of the participation of local people, public and private stakeholders, and related sectors for Zanzibar tourism industry, the Commission for Tourism which is responsible for implementing the process, will establish a facilitation committee which will be responsible for follow – up and coordinating efforts of all institutions with the tourism industry and between tourism and other sectors of the economy at all levels.

As the tourism industry matures and government recognizes its importance, and area of great importance is monitoring and evaluation of this tourism policy. The government will put a great emphasis on the accurate measurement of tourism impacts by developing better statistical approaches based on demand, getting use of the developed realistic indication for tourism costs and benefits to enable both public and private sectors to maximize tourism benefits and above all setting appropriate monitoring criteria.

LIST OF ABBREVIATION:

ES	-	ENVIRONMENTAL STATEMENT
EIA	-	ENVIRONMENTAL IMPACT ASSESMENT
HHTC	-	HOTEL AND TOURISM TRAINING CENTRE
IT	-	INFORMATION TECHNOLOGY
UNESCO	-	UNITED NATION EDUCATIONAL SCIENTIFIC AND CULTURAL ORGANIZATION
ZIC	-	ZANZIBARINVESTMENT COMMITTED
ZIPA	-	ZANZIBAR INVESTMENT PROMOTION AGENCY
ZCT	-	ZANZIBAR COMMISSION FOR TOURISM
WTO	-	WORLD TOURISM ORGANIZATION.