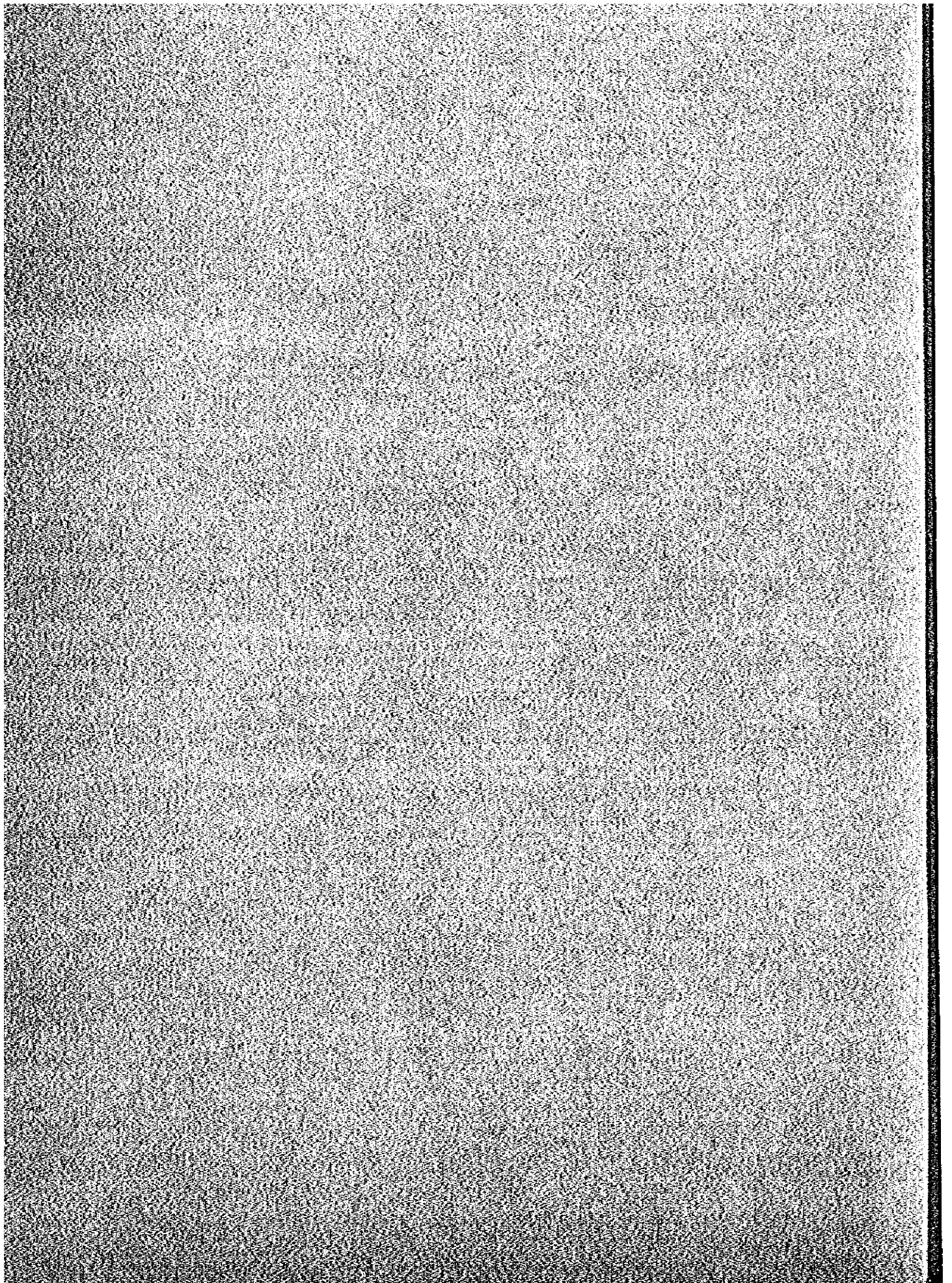


*KILIMANJARO IDP
TOURISM*

11



TOURISM

Contents

	Page
BASIC CONSIDERATION ON TOURISM DEVELOPMENT	1
1. PRESENT STAGE ON TOURISM	4
1.1 General	4
1.2 Tourism Inventory	5
2. TOURISM DEVELOPMENT	14
2.1 Tourism Development Policy	14
2.2 Tentative Plan for "K.I.A. Tourism Center Complex"	15
3. PROPOSED TERMS OF REFERENCE FOR FORMULATING NATIONAL POLICY AND GUIDELINES	19
3.1 National Policy and Guidelines	19
3.2 Development Action Plan on Regional Level	21
3.3 Proposed Work Program	22

BASIC CONSIDERATION ON TOURISM DEVELOPMENT

"Bearing in mind that receipts from international tourism may constitute an important item in the balance of payments in the developing countries and may also have a favourable effect by generating additional employment and income for the population of those countries; Recognizing that the provision, inter alia, of financial resources and technical assistance to enable those countries to develop their tourist industry is a highly favourable area for international co-operation; Recognizing that widespread access to tourism for all segments of the population may be a factor contributing to the basic objective of raising standards of living and promoting real awareness of internal obstacles to development, in as much as it is a means of communication and cultural interaction which has an impact on the social and economic integration efforts of the people' Recommends...encouragement of travel from developed to developing countries."

(UNCTAD-3, Santiago 1972)

Tourism to developing countries has many implications, which can roughly be divided into three different groups; the planning, the economic factors and socio-cultural aspects. Recently, a fourth group may be added, namely the political implication. Nevertheless, this political aspect of tourism does not play an important role in the developing countries as a whole.

From a geographical point of view, the planning aspects of a fast expanding tourism industry in the developing countries are the most noteworthy. Above all, it can be stated that planning the tourist facilities is an urgent need. If the international tourism is allowed to expand without any regulation, without any kind of plan, then, very soon may attractive beaches, or cultural assets will have to face the chaos to lose its original charms to attract the international tourism.

Physical planning is; however, in most instances, very strongly hampered by the absence of a general plan for tourism. The preparation of such a master plan would provide a broad framework for major long-term policy decisions in such fields as infrastructure investment and places the authorities in a stronger position when considering proposals for major schemes by private developers.

Stressing the need for careful planning, however, is also putting a finger on one of the weakest spots: the almost total lack of planning and planning institutions in most developing countries. Very seldom they have the needed insight, the will, the money and the power to achieve a well-balanced spatial policy. A further drawback is the fact that, although the need for appropriate planning is admitted, the need for foreign currency is even greater. Hence, the quick developments of today are very likely to spoil the developments of tomorrow. A short-sighted and ill-planned tourist industry will invariably lead to visual monotony, uniformity and a dull leveling. Another point that is not in favor of a well-balanced national spatial policy is the fact that a great deal of the tourist business in the developing countries finds its source in the rich countries. Foreign investment firms and hotel organizations tend to have less concern for a national or regional development plan, than the local authorities have.

One of the main problems in dealing with the planning of tourist facilities is the choice between on the one hand a concentrated and on the other hand a dispersed development. To concentrate the tourist accommodation can be a policy of a national government. The reason will be mostly to prevent too close a contact between the tourists and the local population. Acculturation problems and an unwanted polarization between the "haves" and the "have nots" can be avoided. Thus, the building of tourist ghettos is stimulated. Another cause for concentrating tourist facilities is the strong wish to protect the natural landscape as much as possible.

On the other hand, the planning of a dispersed touristic development may have some favorable aspects. Especially when an important place in a national or regional development plan is reserved for tourism, dispersion of the activities will be commendable. Then, the tourist infrastructure will be useful for other sectors of the economy and thus may even act as a nucleus for further developments (concentrating the tourist industry in a few areas may only lead to regional disparity and, even more, strengthen the dualistic economy, already so widely spread in the developing countries). This multiple use of the tourist investments may have more favourable outcomes; the increase in income is more equally spread over the country, while unemployment that is caused by the seasonal character of tourism can be reduced.

At the moment, the tourist industry in the developing countries is mostly restricted to a few areas: the beaches, the cities and a few spots of special interest (game hunting volcano craters, etc.). Most of these "Tourist focuses" have known a spontaneous, unplanned and therefore sometimes rather chaotic development. Now that the consciousness for a careful planning is awakening, policies have to be contrived in order to provide the places of tourist interest with a gradual development. Moreover, tourism as a whole deserves a fair place in the national planning, so that it may substantially contribute in a total national development.

Economically, the developing countries have high expectations for the tourist industry and are willing to promote it as much as possible. Indeed, tourism can mean a substantial increase in the GNP and in employment. A study in Morocco has shown that one hotel bed creates direct employment for 0.4 worker, whereas additional employment is established for 1.4 workers. In 1968, tourism supplied Kenya with around 20,000 new employment possibilities, which means 3 extra workers per every 365 days spent by tourists in Kenya.

These economic gains should not be overestimated. The tourist industry is capital intensive and in order to acquire the financial benefits a lot of heavy investments have to be made" not only direct investments, such as hotels, shops and holiday villages, but also a large range of indirect investments--airports, roads, telecommunications, city reconstruction, the restoration of antiquities, etc. The direct investments are mostly performed by foreign development firms, airline companies and hotel syndicates. Therefore, a substantial part of the profits will return to the rich countries. The indirect investments must be made by the country itself, that, poor as it is, has to turn to the richer countries for loans, which mostly means high rates of interest and other unfavourable conditions. The costs for constructing a good tourist infrastructure will appear as a heavy burden on the balance of payments.

Moreover, the tourist industry is very vulnerable. If the conjuncture in the richer countries declines, tourism is one of the first sectors to be hit. Whether a country comes into or goes out of fashion, is also a situation to be reckoned with, just as political outcomes.

The increase of employment furthered by tourism also stimulates education. The newly created jobs demand a special schooling and--no matter whether the vocational training of the higher staff is still mainly taking place in the developed countries--the general education as a whole will come to a higher level. Rather negative aspects are the vulnerability and the seasonal character of tourism, which can raise severe unemployment peaks, especially in areas where tourism has become the main sector of the economy. Besides, in these areas the dangerous situation of a one-sided occupational structure may arise: dishwashers, waiters and souvenir sellers as the backbone of the working class. The social implications of tourism to developing countries consist mainly of acculturation problems. The average tourist has an expectation pattern that can be called "extra consumptive." He is more interested in the climate and the antiquities than in the present-day society and its socioeconomic problems. His goal is to be away from everyday life and it is this "relaxing-tourism," that is enacted in special hotels with private beaches and enclosed holiday villages. On the other hand, the local population gets a wrong image of the tourist as well: "he is rich, does not work at all and spends a lot of money." These mutually wrong images give way to a polarization between the rich and the poor. Information can improve this situation, but the present information to the tourist is very stereotyped. Even the developing countries present themselves in a "Euro-American" way. The result of all this is the forming of the dreaded tourist ghettos and a loss of identity of large areas in the host country.

A better relationship between tourists and local population is established by the so-called "educational tourism": small groups of tourists, with the explicit goal of getting acquainted with the country and its population. For the moment, however, this "educational tourism" is largely surpassed by the mass "relaxing tourism."

It is also this last kind of tourism that is very much sought after by the majority of the developing countries. Some of them do fear the drawbacks involved: ill-planned tourist resorts, heavy investments, profits returning to rich countries and a mental clash between tourists and local population. But for most of them the need of foreign currency overshadows everything. It is not realized, however, that--if tourism does not fit in a total development strategy--the drawbacks hardly counterbalance the materialistic advantages. And, as we have seen, these materialistic advantages are often much less than is shown by the officially published figures.

1. PRESENT STATE OF TOURISM

1.1 General

Globally, the number of tourist arrivals reached the 213 million mark in 1975, and in the preceding five years the average annual rate of increase thereof was 5.6%. Moreover, international tourist expenditures topped US\$29 billion in 1974 after increasing at an average annual rate of 11.1% in the preceding five years.

The regional breakdown of these international tourist arrivals is: Europe, 75.4%; America, 18.2%; the Pacific and Asia, 3.2%; the Middle East, 1.8%; and Africa, 1.4%. The regional breakdown of total international tourist expenditures of US\$24 billion in 1972 exclusive of international fare payments was: Europe, 60.6%; America, 19.1%; the Pacific and Asia, 10.8%; the Middle East, 1.5%; and Africa, 8.1%.

It should be noted that the average annual rate of increase in international tourist arrivals since 1971 has been lower for Africa at 4.5% than the global average.

Almost 90% of the international visitors to the three East African countries are from Europe and America, the reason being, no doubt, the continuing decisive attractiveness of the safari to European and American tourists.

In the case of Tanzania, some 60% of international visitors come in overland from Nairobi, and since they have already paid in advance elsewhere for the tourism services that they are to receive, much of the income deriving from their visits apparently does not go directly to Tanzania.

1.2 Tourism Inventory

(1) National Tourism Organization and Activities in Outline

Tanzania's tourism administration, including tourism development planning, tourism statistics, tourism promotion and advertizing overseas, and supervision of hotels and other tourism facilities, as well as many other facets and aspects of tourism in Tanzania, is the responsibility of the Tourism Bureau of the Ministry of Natural Resources and Tourism, which has taken over most of the functions once performed by the now defunct Tanzania National Tourist Board. At the present time the Tourism Bureau runs tourist information offices in most major towns in Tanzania as well as overseas tourism publicity offices in London, Frankfort, and New York. In charge of actually operations is the Tanzania Tourist Corporation (TTC), the successor to the tourism department of the National Development Corporation. Established in 1969, its fields of activity include construction and operation of hotels and other tourist accommodation facilities, tourism infrastructural investment, travel services, consulting services for operation of private hotels, production and showing of tourism-related films, and organization of safaris.

(2) Tourism Resources in Outline

Tanzania is divided into three tourism zones: the Northern Circuit, the Indian Ocean Coastline Belt, and the Southern Circuit.

The Northern Circuit, which embraces the Kilimanjaro and Arusha regions, is the richest of the three in tourism resources in terms of both natural scenery and wildlife. From east to west, it boasts the Mkomazi Game Reserve, Kilimanjaro National Park, the Mount Meru Game Reserve, the Arusha, Tarangire, and Lake Manyara national parks, the Ngorongoro Conservation Area, Serengeti National Park, and many other natural tourist attractions.

The Indian Ocean Coastline Belt includes Dar es Salaam and the islands of Mafia and Zanzibar, and the Southern Circuit consists of the Selous Game Reserve, Mikumi and Ruaha national parks, and the Rungwa Game Reserve.

In Tanzania's national parks and game reserves wildlife and natural vegetation are protected by prohibiting human settlement and hunting. The total area of parks under national supervision is now 175,412 km², or 18.7% of national land area.

The following table gives a profile of the natural parks on the Northern Circuit.

(Table-1)

Name	Status	Established	Area (km ²)
Serengeti	National park	1951	14,592
Lake Manyara	"	1960	315
Arusha	"	1970	115
Tarangire	"	1968	1,972
Kilimanjaro	"	1973	756
Ngorongoro	Conservation area	1959	8,192
Mkomazi	Game reserve	1951	3,584
Mt. Meru	"	1951	317

(3) Tourism Income Trends

After independence in 1964, tourism in Tanzania underwent steady growth, as witnessed by the increase year after year in foreign exchange earnings, as indicated by the figures in the table below. After peaking in 1973, however, such income has been dropping off in recent years.

Foreign Exchange Earnings (unit:1,000 sh.) (Table-2)

Year	Net	Gross	% increase
1968	35,000	65,000	-
1969	48,000	80,000	23.1
1970	58,000	96,000	20.0
1971	59,000	98,000	2.1
1972	71,000	110,000	12.2
1973	-	115,000	4.5
1974	-	93,200	- 19.0
1975	-	83,100	- 10.8

Source: Economic and Operations Report, Bank of Tanzania.

(4) Trends in the Number of Visitors From Abroad

The number of foreign visitors to Tanzania has been steadily increasing: 9,847 in 1960, 21,500 in 1965, 69,819 in 1970, and 177,560 in 1974. Since 1970 the annual rate of increase has been in excess of 22%.

(Table-3)

Year	Direct foreign visitors	Foreign visitors arriving via Kenya or Uganda	Totals	% increase
1960	7,534	2,313	9,847	-
1961	7,351	4,286	12,218	24.1
1962	9,257	6,409	15,666	28.2
1963	9,878	10,472	20,350	29.9
1964	7,140	13,117	20,257	- 0.5
1965	8,278	13,222	21,500	6.1
1966	10,800	17,559	28,359	31.9
1967	16,000	18,619	34,619	22.1
1968	-	-	49,105	41.8
1969	-	-	55,884	13.8
1970	-	-	69,819	24.9
1971	-	-	97,735	40.0
1972	-	-	119,200	22.0
1973	-	-	145,500	22.1
1974	-	-	177,560	22.0
1975	-	-	-	-

Sources: East Africa Statistical Department

Bureau of Statistics, Dar es Salaam

The major hotels in the Arusha and Kilimanjaro region as of December 1974 and the number of rooms and beds of each are listed below.

	No. of rooms	No. of beds (Table-8)
Kibo Hotel	43	79
Marangu Hotel	34	60
Moshi Hotel	67	79
New Arusha Hotel	71	146
New Safari Hotel	35	60
Mt. Meru Hotel	200	400
Totals	450	824

(5) Trends in Number of Hotel Bed/nights and Number of Visitors to National Parks

As can be seen in the table below, in recent years the rates of increase in total hotel bed/nights, foreigner hotel bed/nights, and the number of visitors to national parks in Tanzania have been lower than in the period 1968-1972. Foreigners account of 55-60% of total bed/nights. Moreover, the average length of stay of foreign visitors has been declining: 6.2 days in 1969, 5.5 days in 1972, 4.7 days in 1973, and 2.8 days in 1974.

Year	Total bed/nights	% increase	Foreigner bed/nights	% increase	Visitors to (Table-4)	
					National Parks	% increase
1968	467,000	-	262,000	-	109,818	-
1969	499,500	7.0	295,400	12.7	143,908	31.0
1970	599,800	20.1	379,000	28.3	178,926	24.3
1971	743,000	23.9	486,700	28.4	212,280	18.6
1972	806,700	8.6	494,700	1.6	255,961	20.6
1973	830,400	2.9	477,100	- 3.6	278,715	8.9
1974	955,879	15.1	493,566	3.5	253,209	- 9.2
1975	1,014,600	6.1	592,000	19.9	273,539	8.0

(6) Visits to National Parks

In recent years the number of visits to national parks in Tanzania has held steady at about 2,5000-27,000 persons.

The highlight of tourism in Tanzania is the Serengeti, Ngorongoro, and Lake Manyara national parks on the Northern Circuit, which together account for a full 84% of all visits to national parks in that country. If the Tarangire and Arusha parks, also on the Northern Circuit, are included, this figure comes to 93%.

Visits to National Parks (Table-5)

National parks	1972	1973	1974	1975
Serengeti	69,352	82,306	85,842	95,038
Ngorongoro	78,042	86,128	71,273	73,297
Lake Manyara	66,853	68,664	57,771	61,012
Tarangire	10,259	10,856	8,471	10,664
Arusha	15,694	14,032	13,834	14,475
Mikumi	14,608	15,076	14,410	17,178
Ruaha	1,153	1,653	1,608	1,875
Totals	255,961	270,715	253,209	273,539

Source: Bureau of Statistics

(7) Present State of Accommodation Facilities

As of 1975 there were 111 hotels, 3,315 hotel rooms, and 6,174 hotel beds in Tanzania. The table below gives the breakdowns of these figures by area. The Northern Circuit accounts for 29 hotels, 1,093 hotel rooms (33% of national total), and 1,934 beds (31% of national total). The Northern Circuit is characterized by international tourism, as shown by the fact that 202,000, or 71%, of its bed/nights in that year were accounted for by foreign visitors.

Hotel Capacities and Occupancy Rates, 1975 (Table-6)

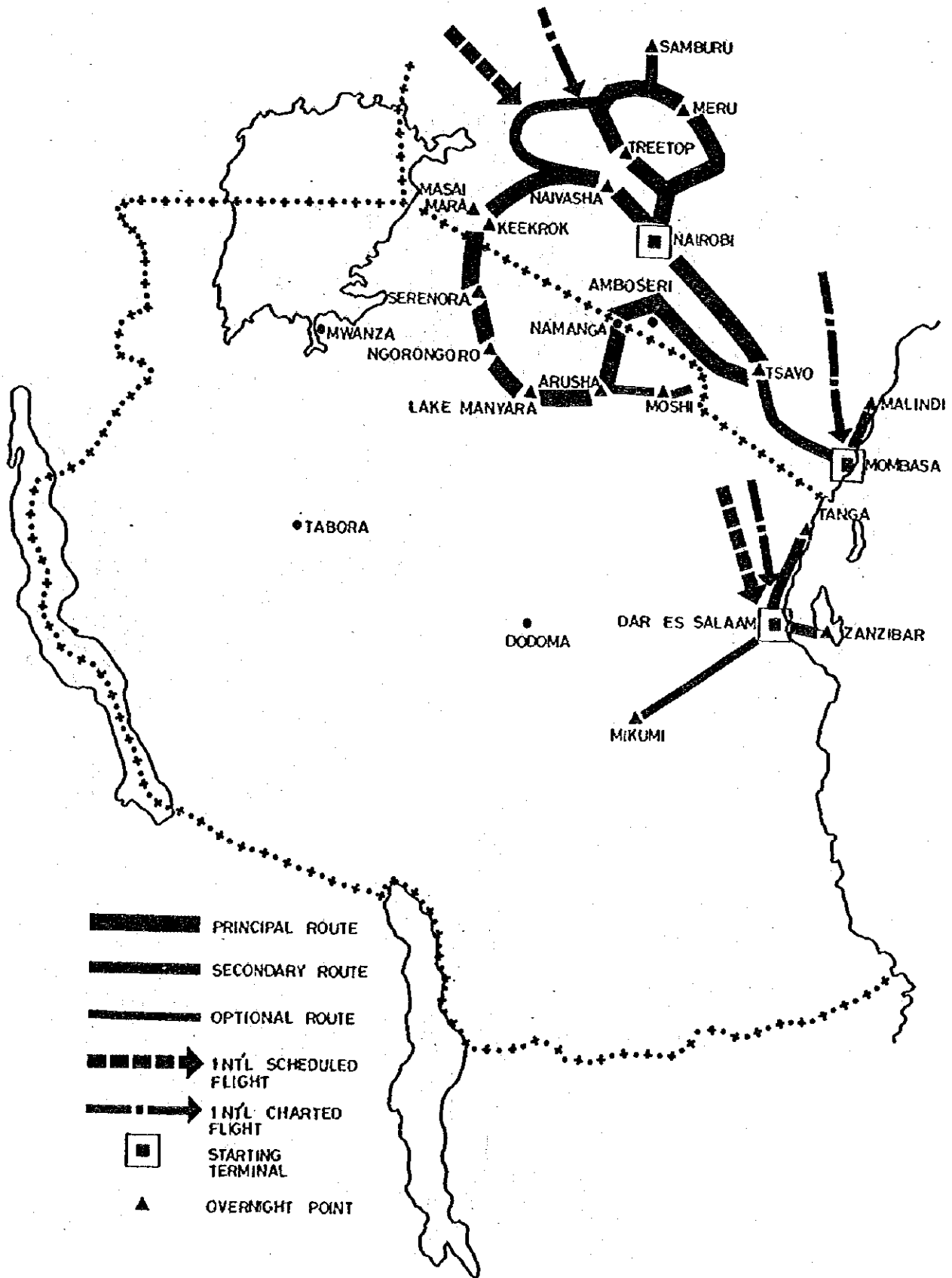
	Dar es Salaam	Arusha/Moshi	Northern wildlife area	Zanzibar	Other areas	Total
Number of hotels	30	19	10	4	48	111
Number of hotel rooms	1,380	512	581	166	676	3,316
Room occupancy rate (%)	71.6	51.0	38.6	28.5	54.5	57.0
Number of hotels beds	2,660	872	1,062	340	1,240	6,174
Bed occupancy rate	55.9	43.3	35.4	18.3	38.2	41.7
Annual number of bed/nights (1,000)	543.5	134.0	150.8	22.7	163.7	1,841.6
- Tanzanians	247.2	74.8	8.6	7.7	145.2	482.7
- Foreigners	296.3	59.9	142.1	14.9	18.5	531.9

Hotel Capacities and Occupancy Rates in Arusha and Moshi Areas (Table-7)

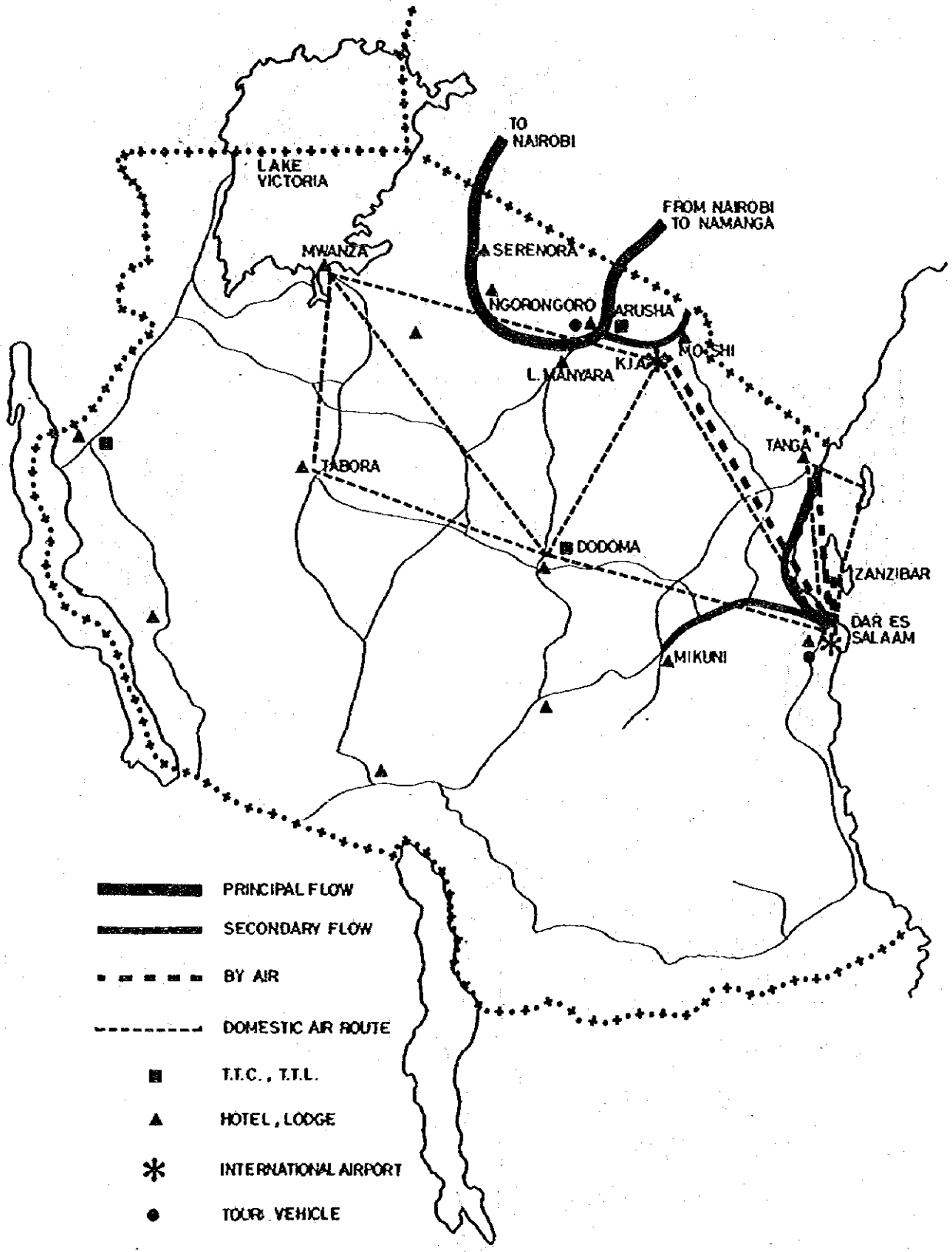
	1972	1973	1974	1975
Number of hotels	18	17	19	19
Number of hotel rooms	475	480	505	512
Room occupancy rate	42.3	42.3	79.0	51.0
Number of hotel beds	787	826	863	872
Bed occupancy rate	36.2	35.7	61.2	43.3
Annual number of bed/nights (1,000)	106.0	106.6	116.5	134.0
- Tanzanians	45.6	51.4	62.0	74.8
- Foreigners	60.4	55.1	54.5	59.9

Source: Bureau of Statistics

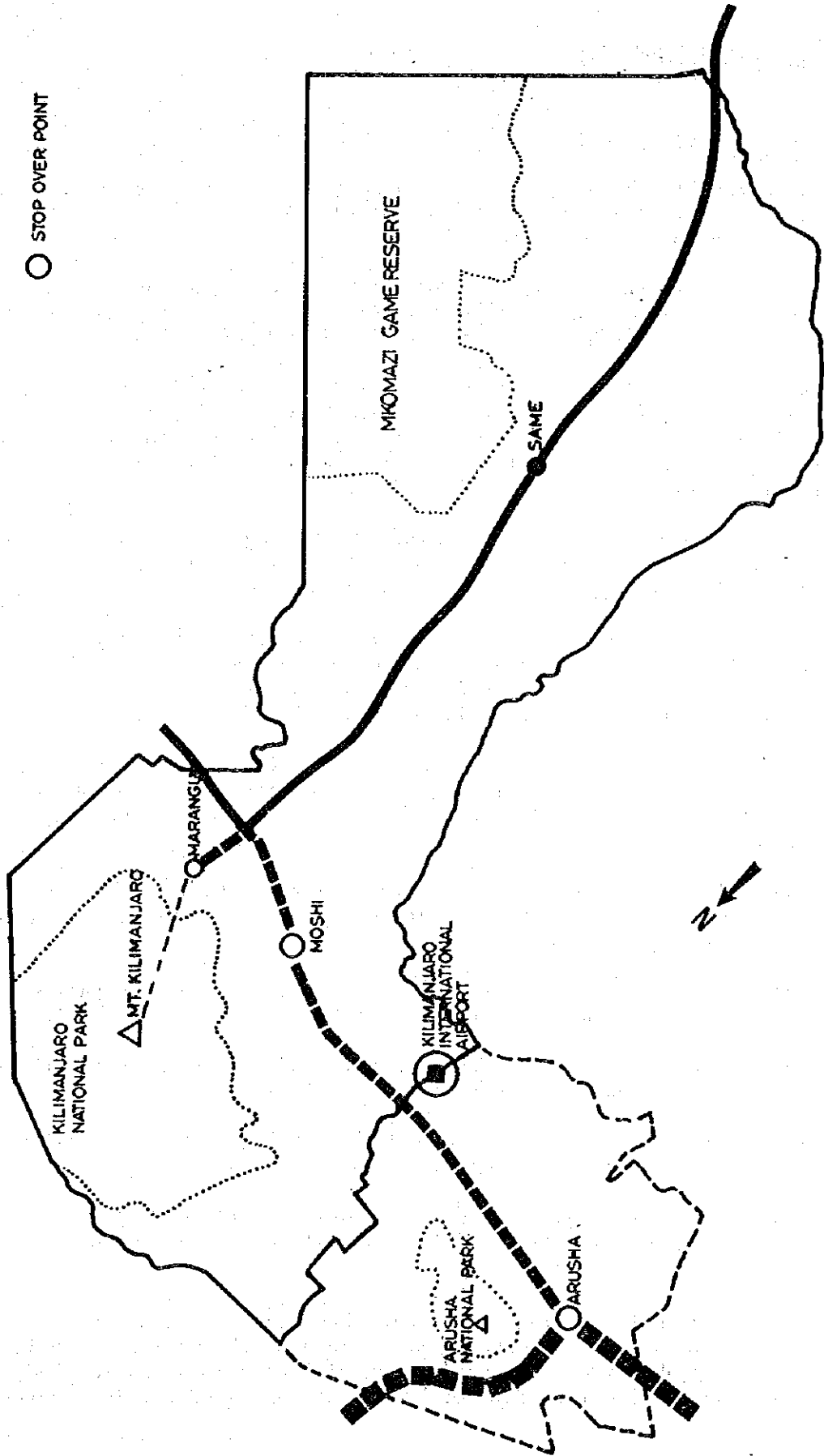
Movement of International Tourism in East Africa (Fig.-1)



Movement of International Leisure Tourism in Tanzania (Fig.-2)



Tourist Flows to Kilimanjaro Region (Fig.-3)



2. TOURISM DEVELOPMENT

2.1 Tourism Development Policy

The promotion of tourism, needless to say, is a very effective way of earning foreign exchange for Tanzania's economic development. It is also a quicker way of doing so than promotion of exports.

Let us make a rough estimate of the number of foreign tourists that will visit the country in 1980 and the amount of foreign exchange earnings they will account for as a projection of the actual figures for 1974.

The foreign tourist inflow in 1974 was 177,560. Assuming an annual rate of increase of 22%, the figure will be 603,625 in 1980. Again assuming a daily expenditure of \$45, that will mean \$76 million of foreign exchange earnings if the average stay is 2.8 days, as in 1974, or \$127.7 million if 4.7 days, as the year before.

It cannot be overemphasized that this is assuming a sustained rate of increase of 22%, an increase that cannot be easily realized. One pertinent circumstance in this respect is the fact that there has been a steady decline in recent years in the average length of stay in spite of a growing number of visitors as a side effect of the foreign tourist boom in Kenya, a decline perhaps partly explained by upgrading of accommodation facilities in Nairobi and a consequent preference of foreign tourists to spend a larger part of their swing throughout East Africa there.

In any case, in spite of the international fame of Mt. Kilimanjaro, tourism development of the Kilimanjaro Region must be considered in the context of the whole northern circuit and also on the national level. Hence the following recommendations:

- (i) Formulation of tourism policy and guidelines on the national level for intensive promotion of international tourism, taking into account the recent trends therein.
- (ii) Establishment of direct access to Tanzania by international tourists, especially on a charter flight basis.
- (iii) Development of both the northern and eastern parts of the country as international tourist destinations.
- (iv) Improvement and maximum use of existing tourist facilities and services as short-term program.
- (v) Development of additional minimal facilities in order to be able to meet the increase in international tourism expected in the near future.

In order to make it possible to attain these goals various subsidies and other promotional measures will have to be devised at the national level, and national comprehensive tourism planning will have to be overhauled, particularly with respect to development of better air and land tourism routes.

In the context of such overall development of international tourism on the national level, particular priority should be given to development of the northern circuit. In this respect, it is especially important that maximum utilization be made of airports, particularly for charter flights, that over-land transportation be urgently improved, and that tourism services, including accommodations, be raised to a level at which it will be possible to cope with the number of visitors that is anticipated.

Outline of Northern Circuit Tourism Development

- . Airport: Kilimanjaro International Airport, Arusha and Moshi
- . Administrative organization: T.T.C., T.T.L., T.T.O.
- . Hotels: Kilimanjaro International Airport Hotel and hotels in Arusha, Moshi, and other towns
- . Tourism institute: At Kilimanjaro International Airport
- . Transportation: I.A.T.A., charter flights, land transport center at K.I.A., local air transport
- . Major tourism attractions: Game reserves, Mt. Kilimanjaro, etc.
- . Budgeting: Arusha Region, Kilimanjaro Region

2.2 Tentative Plan for "K.I.A. Tourism Center Complex"

This concept of the complex places it as the functional core of transportation in the northern region as attached to the existing airport building, and, eventually, as a terminal for west-bound excursions to traditional game reserved areas and east-bound excursions to Mt. Kilimanjaro and its environs.

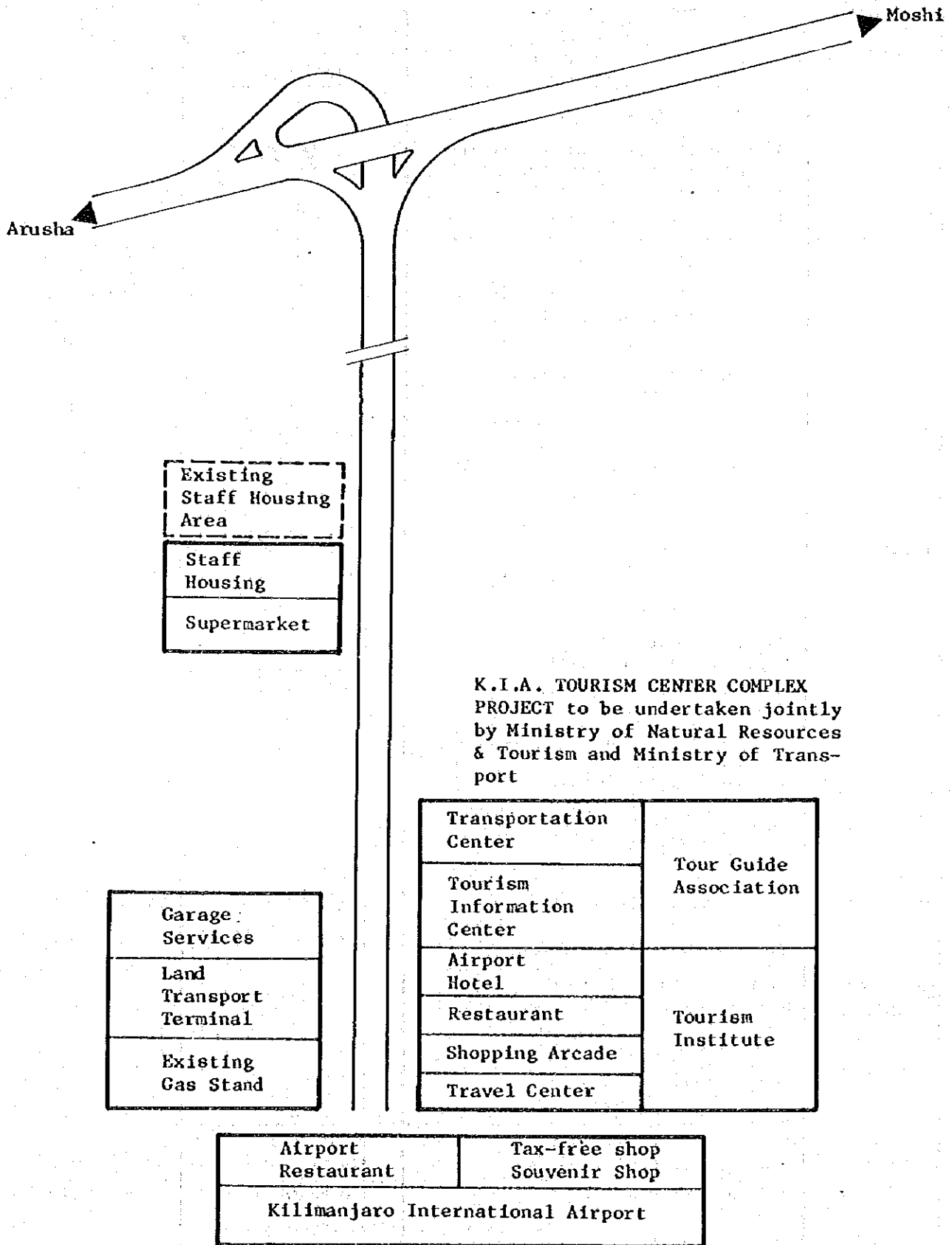
The functions and facilities of this complex will be minimal as necessary to fulfill the function of an airport terminal hotel and a land-transportation center for touring circuits, which will be gradually developed as required.

Development will proceed as budgeted and as determined by policy considerations.

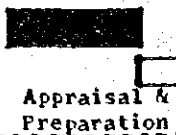

(1) Out-line of Function & Facilities of "K.I.A. Tourism Center Complex"

- Lodgings: 50-80 units of international standard
- Restaurant/bar lounge/coffee shop
- Shopping-souvenir arcade
- Airlines/travel counters
- T.T.C./T.T.L. branch office & service counters
- Tourism information center
- Game information center
- Transportation center: bus, cruiser, rent-a-car, taxi
- Guide center
- Tourism institutes: hotel training/guide recruitment,
tourism accounting, tour operation
- Garage service station
- Staff quarters
- Tax-free shop operation: airport bldg.
- Airport restaurant: operation, flight catering

Diagram of K.I.A. Center (Fig. 4)



(2) Provisional Implementation Program & Cost Estimation with Proposed Finance Allocation for "K.I.A. Tourism Center Complex"

PHASE	WORK COMPONENT	YEAR	PHASE - 0	PHASE - I
			1977	1978
PHASE - 0	<p><u>PRELIMINARY ARRANGEMENT</u></p> <p>Institution of Central Government's Policy & Administrative Guidance for Tourism Development Action Plan (c.f. : 2-3. Proposed Work Program)</p>		 <p>Appraisal & Preparation</p>	
PHASE - I	<p>1. Feasibility Study :</p> <ul style="list-style-type: none"> - Technical & Engineering Study - Basic Design & Drawing Work - Compilation & Economic Analysis - Appraisal & Authorization 			
PHASE - II	<p>1. Development of Transportation Systems & Facilities :</p> <ul style="list-style-type: none"> - Garage Facilities Construction - Procurement of Vehicles <p>2. Development of Tourism Function & Facilities :</p> <ul style="list-style-type: none"> - Tourism Operation Center - Restaurant & Tax-Free Shop <p>3. Development of Airport Hotel (30-rooms at Phase-II)</p> <p>4. Operational Management</p>			
PHASE - III	<p>1. Extension of Airport Hotel (20-rooms at Phase-III)</p> <p>2. Development of Tourism Academy</p> <p>3. Development of Transportation Network & Its Systems</p>			
PROVISIONAL ESTIMATION OF COST(LUMP-SUM)			TSH/1,500,000	TSH/2,162,000
PROVISIONAL PROPOSAL FOR FINANCE - ALLOCATION	FOREIGN GRANT (X to the Total)		TSH/1,500,000(100%)	TSH/2,162,000(100%)
	FOREIGN AID or LOAN (X to the Total)		-----	-----
	OWN BUDGET		-----	-----
	- Central Government (X)		-----	-----
	- Arusha Province (X)		-----	-----
- Moshi Province (X)		-----	-----	
MANPOWER REQUIREMENT	- Foreign Expert		120 Man/Month	120 Man/Month
	- Local Manpower		30 Man/Month	60 Man/Month

PHASE - II		PHASE - III		
1979	1980	1981	1982	1983

TSH/19,724,000	TSH/15,397,000
Expenses for Foreign Experts	Expenses for Foreign Experts
TSH/14,793,000 (75%)	TSH/11,547,750 (75%)
TSH/ 2,958,000 (15%)	TSH/ 2,309,000 (15%)
TSH/ 986,200 (5%)	TSH/ 769,850 (5%)
TSH/ 986,200 (5%)	TSH/ 769,850 (5%)
5 Experts for Operational Management	10 Experts for Operational Management
150 Persons for Operation	100 Persons for Operation
120 Persons for Construction Work, PHASE -II, PHASE - III	

3. PROPOSED TERMS OF REFERENCE FOR FORMULATING NATIONAL POLICY AND GUIDELINES

Tourism development planning has to be based on properly formulated national policy and guidelines, and on a practical development action plan embodying the priorities and sequence determined on the basis of a cost/effectiveness analysis.

The followings are items that should be covered in the terms of reference.

3.1 National Policy and Guidelines

(1) Administration

- Ministry of Natural Resources & Tourism:
- Tanzania Tourist Corp.:
- Tanzania Tour Limited:
- International relations: public relations,
publicity,
international tourism associations and
organization
I.A.T.A.
tourism exporting countries
- Internal relations: Ministry of Transport,
Ministry of Finance and
other ministries and authorities concerned

(2) Marketing & Promotion

- Public relations and publicity
- Sales promotion activities
- Incentive activities
- Educational tours
- Mass media
- General sales agencies
- Wholesaler and travel agencies
- International airlines and charter carriers

(3) Transportation

- International relations: I.A.T.A., charter carriers,
non-I.A.T.A. members carriers, etc.
- International transportation: traffic right,
charter code, etc.
- Domestic air transportation: network, systems, schedule,
domestic charter flights, etc.

- Land transportation: network, vehicles, operation system, rent-a-car, etc.
- Air terminals: Kilimanjaro International Airport, Dar es Salaam International Airport, and local airports
- Communications systems: reservation operational systems

(4) Receiving Functions & Facilities

- Immigration policy:
- Handling operations: tour operators, land transportation, ticketing systems and recruitment policy thereof, etc.
- Lodgings: hotels, reservation network system, discipline and recruitment policy for hotel personnel, accounting and management
 - Interrelation of development priorities and sequence
 - Coordination of T.T.C. and private sectors
 - Development of tourism facilities at tourist areas
- Tourism-related industries: tax-free shops, souvenir shops, handcraft industries, etc.
- Tourism attraction & potential: tourism motivation criteria, development of tourism attraction
- Preservation and development: game reserves, national parks, and other areas with tourism potential

(5) Infrastructure

- Development priorities and sequence
- Programming and budgeting

(6) Discipline & Recruitment

- Tourism academy
- Hotel training school
- Tour guide and operators training center
- Coordination with wildlife ranger training
- Budgeting

(7) Economy

- Economy evaluation criterion
- Budgeting allocation
- Financing: foreign aid, foreign loans, budgeting systems, self-supporting systems, etc.

3.2 Development Action Plan on Regional Level

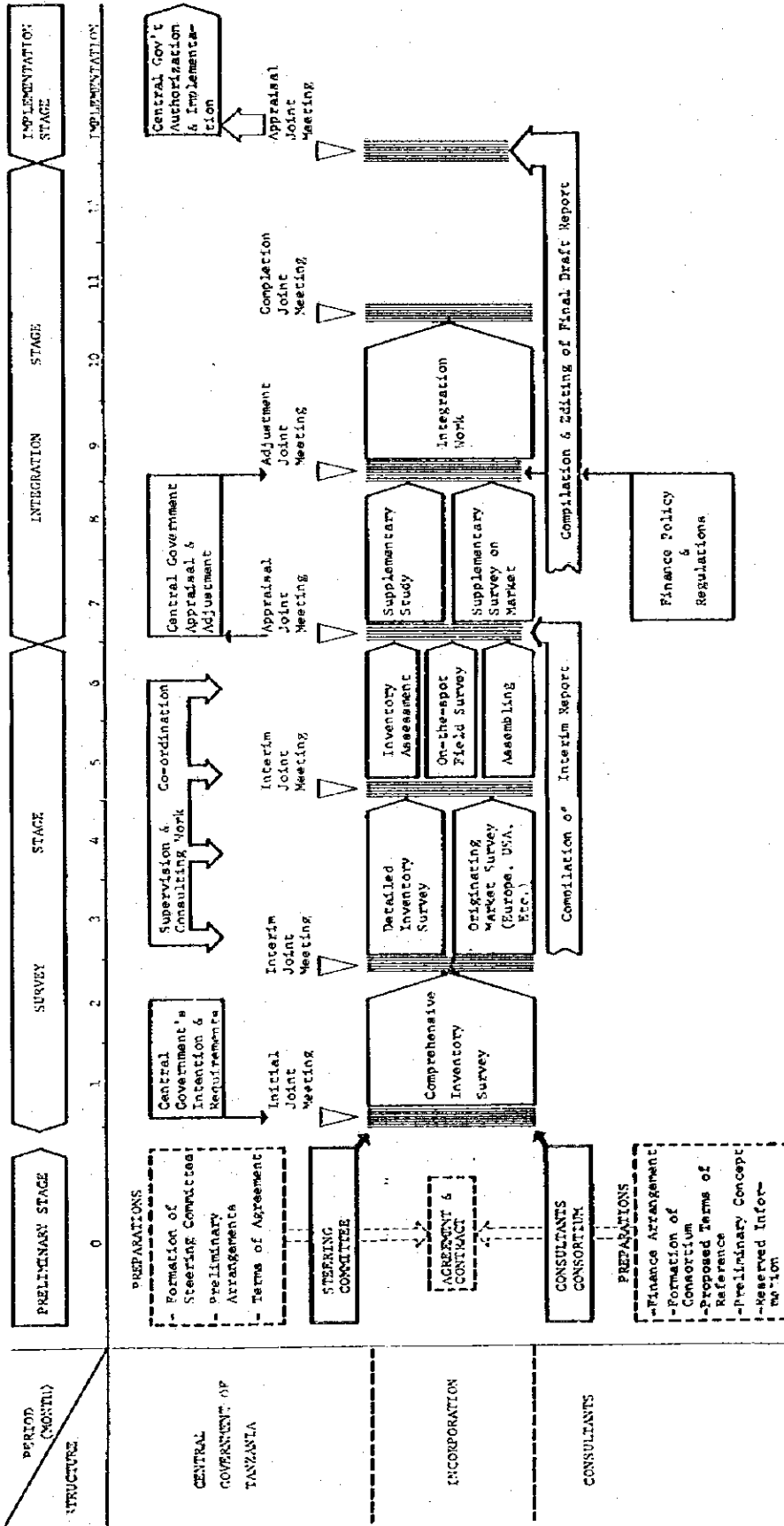
(1) Determination of Development Priorities & Sequence

- Development cores
- Transportation terminals
- Lodging
- Tourism facilities
- Tourism-related industries
- Tourism attraction and potential
- Economy evaluation
- Budgeting

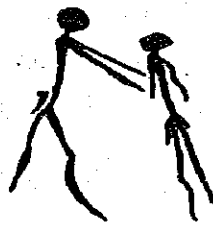
(2) Development Finance Allocation on the Regional Level

(3) Integration of Development Plan, Program & Budget

3.3 Proposed Work Program







KIJUMANJARO IDP