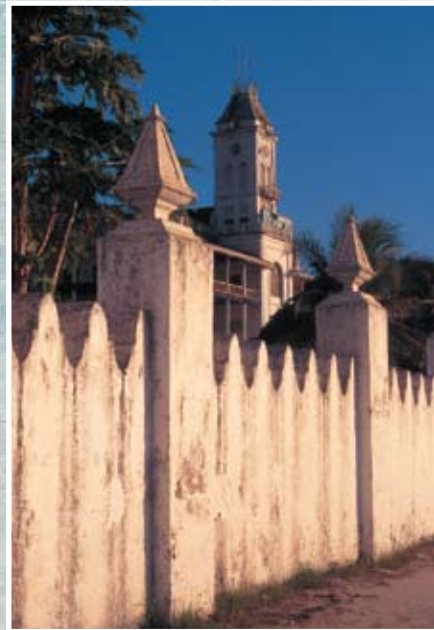


# TOURISM IN ZANZIBAR

Focus on the Future

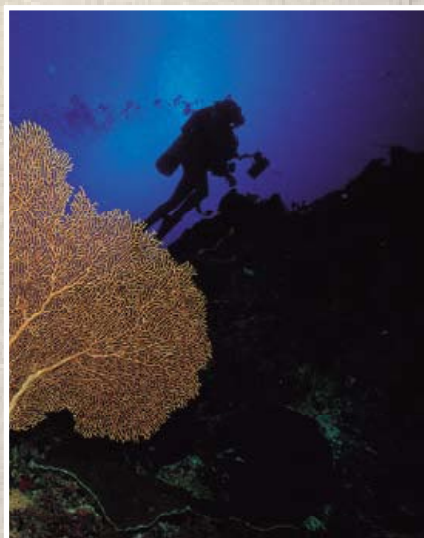
## Zanzibar ni njema, atakae aje





# Zanzibar is beautiful, all are welcome

Ali Hassan Mwinyi, former President of Zanzibar and Tanzania





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Photographs by Javed Jafferji. Additional pictures by Julia Bishop, Simai Mohammed Said.  
Written and edited by Julia Bishop and Simai Mohammed Said.  
Designed and printed by ZG Design. Contact: [marketing@zg-design.net](mailto:marketing@zg-design.net)



# A WELCOME NOTE FROM THE CHAIRMAN

I truly believe that East Africa is a unique destination. According to World Tourism Organization tourist arrival statistics, East Africa is the fastest growing region when taking into consideration size, attractions and number of international visitors.

This association that I represent in many important events and meetings, ZATI, has a long vision of seeing and ensuring that the tourism industry in Zanzibar develops in a sustainable manner by encouraging our members to adhere by the island laws, respect the cultural values, engage members in training the local workforce and most of all, participating in variety of projects by supporting the Government in its economic growth and poverty reduction plan, and making sure that their Vision 2020 is achieved.

It is a fact that both parties have their responsibilities and are required to act, but ZATI believes the Government has the main role to play. The Government as a body is the policy maker, regulator, approval of budget and tax collectors while members of ZATI who have invested in various areas of tourism act as stake holders. Due to this, there is no doubt that tourism development can only be achieved in partnership, whereby the private and public sectors play their roles in ensuring that services for the important tourism sector are maintained, and income generated is well utilized to improve the industry.

The tourism industry in Zanzibar is developing very fast- It is attracting a lot of immigrants who are job seekers from our neighboring countries or mainland Tanzania respectively, it is also attracting a lot of investors, and the result of all this is pressure on the government to improve the infrastructure and services that are badly needed in order to support us, and add the necessary polish. This includes our airport, education and training, security, international standard health municipal services

and most of all, small scale industries that can assist and provide services to tourism.

We know Zanzibar is not a cheap destination; tourists who visit Zanzibar need to have quality service and get value for money. Of course, the sheer beauty of Zanzibar speaks for itself, but we can't rely on that alone to keep the tourists coming here- important issues have to be addressed. It is high time that the Government provided formal and regular access to hear what the private sector has to say. This partnership that is being encouraged by the Government needs to be truly put into place. One of the channels that will be used to is the ZANZIBAR BUSINESS COUNCIL.

This Council would give a forum for members of the private and public sectors to create a dialogue in areas that require immediate attention by sharing ideas concerning obstacles and creative solutions.

In 2007/8, ZATI, with the financial assistance provided by the International Finance Corporation, brought a consultant from the UK to Zanzibar to hear the voices of the ZATI members as well as the opinions of the public sector, and this report both identifies the areas that needed urgent attention, and also suggests a way forward. The report was published in September 2008 and circulated to government offices for immediate views, hoping that it would be of good guidance.

I have had an exciting and challenging year, and I would like to thank my Executive Team, specially our Deputy Chairman Paolo Chiaro, Board Member Abdul Samad Said for their support, Julia Bishop our ZATI Director for her dedication and formaking sure ZATI achieves its targets, and Marc Coppin for his immense contribution during the power blackout, without forgetting ZATI members for all their contributions. A big thank-you to the ZG Design team, especially Terence Fernandes for his



design skills, and Kawthar Buwayhid for coordination. A big thank you must also be extended to the British High Commission and the American Embassy from Dar for their sponsorship of ZATI in making sure we are able to learn and participate in international events.

Special words of appreciation must go to His Excellency, President Amani Karume and his Ministry of Communication and Transport for improving the roads in many areas of Zanzibar, we truly hope that the same energy and spirit that was used for the roads should also be taken into action in other areas such as the airport. Much appreciation also to Hon Samia Suluhu Hassan, Minister for Tourism, Trade and Investment, and Hon Mansour Y Himid, Minister for Water, Energy, Construction and Lands for their support and dialogue with ZATI during the blackout.

We hope that this partnership of support will be extended to other relevant Government institutions during both prosperous as well as global economically difficult times.

With this, I sign off to wish a happy new year to all, and a warm welcome to our new members.

Simai Mohammed Said  
CHAIRMAN  
ZATI

# MEET THE ZATI TEAM



**JULIA BISHOP** is the ZATI Director and runs the office as a volunteer.

Previously the General Manager of Fundu Lagoon in Pemba, the ZATI Pemba representative and the British Honorary Consul in Pemba, she now works with Zanzibar Beach House property developers, and champions sustainable tourism, particularly focusing on community development and carbon-neutral environments.

Her ambition is to establish a responsible tourism rating system for hotels in Zanzibar.

**SIMAI MOHAMMED SAID**, owner of the landmark Mercury's restaurant on the Stone Town seafront, completes his third year as the Chairman of ZATI having been re-elected by the trustees at the 2007 AGM.

He manages to successfully juggle this busy role with his other positions at Busara Promotions and Rotary Club in Zanzibar.

He is keen to continue to encourage young Zanzibaris to participate in social and economic issues in Zanzibar.

**LAIZE ABDULLA** is the administrative assistant at ZATI, dealing with the ZATI accounts and the membership register. She also co-ordinates the job applicants that come to the ZATI office to get positions in the tourism industry.

Laize is studying for her National Business Accountants Exams and a Diploma in Business Management and Administration, sponsored by ZATI. She has a diploma in tourism studies.

She is interested in airlines and tourism in general, and values the exposure and experience she gets at ZATI.

# EXECUTIVE BOARD MEMBERS



**SIMAI MOHAMMED SAID – CHAIRMAN.** *Director Mercury's Restaurant, Chairman of Busara Promotions, Member of The Rotary Club of Zanzibar. "East African Tourism is growing rapidly, the Government needs to act urgently to upgrade the Maruhubi Tourism College to ensure that the job creation is benefiting Zanzibaris in hotels, airlines, tours and services."*



**PAOLO CHIARO – DEPUTY CHAIRMAN,** *Director of Renco Ltd, Honorary Consul for the Italian Embassy. "ZATI has improved its links with the Government and in the future should take a strong position in advising on tourism policy"*



**ELEANOR GRIPLAS – TREASURER,** *Director of Harringford (Znz) Ltd Safari Blue, Treasurer of Rotary Club of Zanzibar Stone Town. "I think ZATI's greatest achievement is the way it unifies its members and helps us all to feel part of a community. We are going from strength to strength as our membership grows"*



**MARYAM OLSEN – EXECUTIVE SECRETARY,** *Managing Director of Explore Zanzibar. "During times of world economic downturn, it is more important than ever that tourists are seen as welcome guests to our islands, and that services are of the required standards. ZATI's assistance with tourism training in 2008 needs to continue in 2009."*



**CARL SALISBURY – EXECUTIVE BOARD MEMBER,** *Managing Director of Zanair and Zantours, British Honorary Consul, Zanzibar. "The need for improvement of the Zanzibar Airport has been a priority for ZATI during 2007 and 2008 and will continue to be high on our agenda when speaking to the Government during 2009."*



**ANTHONY CHEGE – EXECUTIVE BOARD MEMBER,** *General Manager Zanziabr Serena Inn. "Tourism has always been a sensitive industry and this has been compounded by the fact that the world has become a global village. It is no wonder that anything negative happening at a destination or anywhere in the world is quickly shared globally thus having an immediate counterproductive effect on tourism. It was gratifying to see ZATI come out strong against the advisories issued during the month-long power outage mid 08, in a bid to reassure potential guests. ZATI is a true voice of the investors."*



**ABDUL SAMAD – EXECUTIVE BOARD MEMBER AND ZATI SECURITY REPRESENTATIVE,** *Director of Sunset Bungalows. "ZATI fights for the rights of the tourism stakeholder – often with results, sometime less successfully. It needs to be more engaged with the Zanzibar Business Council to ensure its voice is heard."*



**NASSOR SALUM – EXECUTIVE BOARD MEMBER,** *Managing Director of Mnarani Beach Cottages, Co-ordinator of Nungwi Hoteliers Committee, Board Members of ZANEMA (Zanzibar Employers' Association) "Regional representation is important, as each area of the island has different issues. ZATI can extend this by getting a regional representative on the east coast next year too, and ensuring that regular meeting are held."*



**FARHAT JAH – EXECUTIVE BOARD MEMBER AND PEMBA REPRESENTATIVE,** *Director of Swahili Divers and Kervan Saray Pemba, British Consular Correspondent, Pemba. "ZATI is invaluable in bridging the gap between commercial investment and the culture of Zanzibar. This is a delicate path to tread, but through dialogue and bridge-building I see ZATI as being the key player in the positive investment future of Zanzibar."*



# ZATI'S MISSION

## Mission Statement

ZATI is a community of tourism businesses that aims to be a force for developing responsible and sustainable tourism in Zanzibar. It provides support for its members and works in partnership with the Government to achieve this goal.

## Constitutional Aims and Objectives

- To unify and represent all the members in the tourism sector of Zanzibar.
- To defend the rights and interest of the stakeholders in the tourism sector.
- To act as a link between the members of the tourism sector and the Government on matters of socio-economic policies.
- To formulate and uphold the highest standard of business ethics.
- To advise and co-operate closely with the Government in formulation of policies and programmes relating to tourism industry and its promotion internally and externally.
- To co-operate with the Government in the formulation of strategies in promotion of tourism and maintenance of standards of professionalism in the tourism industry.
- To work hand in hand with the relevant authorities in the Government to collect and disseminate business information on tourism industry nationally and internationally.
- To promote, participate in, render, advice on, conduct and/or fund education and training, in order to create awareness for the need for hospitality training, for any business directly or in-directly involved in Zanzibar tourism.
- To co-operate with companies, institutions, agencies, societies and associations having similar objectives.
- To affiliate and join membership to national and international business organisations.
- To support, stimulate and catalyse socio-economic development.
- To conduct research on socio-economic development and tourism industry and share findings with the stakeholders.
- To prepare its members to participate effectively in regional integration and international preferential arrangements and improve their understanding of the modern commercial order and new technologies in the context of the globalisation.
- To invest in any economically viable investment approved from time to time by the Association.
- To raise and borrow money on such terms as the Association may from time to time deem fit and expedient.
- To help its members to realise their objectives.
- To perform any other function and objective approved by the Governing Council.
- To assist towards strategic planning, sustainable development and quality enhancement of Zanzibar's tourism product.
- To represent the collective ZATI membership towards local, national, regional and international bodies, authorities and institutions.





## FROM THE DESK OF THE DIRECTOR...



In October 2007 when I arrived back in the main Zanzibar island of Unguja after three wonderful years in the peaceful backwaters of nearby Pemba Island, I noticed two big changes:

Firstly, how much and how fast the economy of Unguja is growing: more people, more wealth, more cars, more development – all good. With that, I realised, there is inevitably more traffic, so more pollution, and potentially more social and environmental issues which can accompany such growth.

Secondly, I was struck by how many more investors are pouring into Zanzibar in response to world demand for new and exciting locations for people to spend their holidays – and their money.

Simai welcomed me with a big smile. I thought he was just being his usual friendly self until he started suggesting that I take over the position of ZATI Director from Nicola Kilvington, who did a great job for 10 months, before returning to UK last September.

It doesn't take a genius to see that the two things I noticed about Unguja are inexorably linked; more tourists spending money equals more economic growth and wealth creation. Planned and controlled in the right way, tourism investment can be a powerful catalyst for all sorts of service and supply industries too, feeding the benefits of the income stream from overseas into all levels and sectors of business and society.



So I agreed to Direct ZATI, because working with Simai is always interesting, and because I really believe that helping to steer the right sort of tourism investment is the key to Zanzibar's long term economic success. As 'the Member for Pemba' on the Executive Board previously, I had seen that ZATI is well positioned to represent the investors, and to work with the Public Sector to achieve that success.

One of the first tasks was to produce a new plan for ZATI. We commissioned a Strategic Plan to clearly set out our mission statement, key objectives, management structure, and financial plan for the organisation for the period 2008-10 and beyond. The Strategic Plan was the first part of a three-phase study, the second part being "The Tourism Industry investigation into Current Issues and potential Constraints to Growth", which reviews the Zanzibar Commission for Tourism document "The Strategy of Half Million Tourists in Zanzibar" and identifies current and future issues and potential solutions relating to the development of tourism in Zanzibar. The final phase of the study looks at Supply Chain Issues - how to meet the demand of existing and new hotels by engaging local industries to supply.

Essentially, we now know that all the main internal impacts on tourism spring from one of the following three sources, and our members confirm this to be the case:

First, SERVICES, which covers infrastructure, including airport and ports, roads, municipal services, security, and power and water utilities. Without Government attention to these areas, no industry, let alone tourism, would grow.

Secondly, SUPPLIES, meaning the availability of fruit, vegetables, fish, meat and poultry, dry goods, equipment, building materials and all the other necessities for all hotels.

Finally, STAFF, because we want Zanzibaris to enjoy the opportunities brought by tourism, so if we need 5000 more staff for hotels and tour operations in 5 years time, we better start training them now.

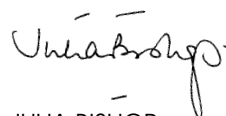
So as well as being the voice of the Tourism Sector and encouraging our members to be the right sort of investors, ZATI is all set for the future: our efforts are directed towards working with the Government to address service shortfalls to match growth (or maintain growth at the limit of available infrastructure), assisting other NGOs and Government bodies to help communities produce and supply goods to the hotels and restaurants, and encouraging tourism training and apprenticeship at every level, and in every discipline.

Zanzibar is a gem; its uniqueness astounds and delights me every day when I hear the call to prayer and wake up to see the blue sea shimmering and the boats heading back from night fishing. I greet the ladies in coloured kangas chatting in doorways on my way to work, and pass through fascinating narrow alleys full of busy little industries and giggling children. I'm entranced by the faded grandeur of the austere old buildings with their crenellated walls and arches, and touched by the wisdom and kindness etched in the faces of the old men selling coffee or playing Bao outside the office. We are surrounded by living history.

Our challenge - for both the private sector and the Government - is to bring in enough economic growth through tourism, whilst maintaining the authenticity of the culture and the environment. It's about treading lightly, respectfully, with a vision and a purpose, and having the judgement to shape and control the quality and quantity of investors. With that, these islands should and will continue to sparkle for generations to come, for the admiration and pleasure of tourists, and the success and happiness of Zanzibaris.

If ZATI can help in some way to achieve this goal, our efforts will be worthwhile.

Enjoy our brochure - it's been a busy and fun 12 months at ZATI, and I look forward to more next year.



JULIA BISHOP  
ZATI DIRECTOR

# PART I: A YEAR OF ZATI ACHIEVEMENTS 2007 - 2008



**JULY 07**

*ZATI moves offices*

ZATI comes of age by moving from the Renco offices to the newly refurbished Art Deco old cinema, Cine Afrique, in the busy port area of Malindi. Out of town members are invited to use our facilities as a meeting place, and our Executive Board Meetings are held here. The ZATI offices are the top row of windows in the left in the picture.



**AUGUST 07**

*MCC Cricket team comes to Zanzibar*

The revival of one more popular games and the connection between sports and tourism are favorite subjects of the Hon Minister for Information, Culture and Sports, and also of our ZATI Chairman, and so in partnership they invited the Marlebone Cricket Club to Zanzibar to play the Zanzibar Stars.



**SEPTEMBER 07**

*Tourism Training Mkokotoni*

Following the successful tourism training session the previous year in Madema Urban West Area, ZATI members ran another session in the North-West, at Mkokotoni. Here, Police Officers are in discussion with Chairman Simai M Said about how to help tourists feel welcome and safe in Zanzibar.



## OCTOBER 07

### Zanzibar Promotion / ZATI DVD

ZATI Commissioned a promotional DVD for Zanzibar 'Beyond the Doors', which highlights the intrigue and beauty of the islands. Produced by Dar es Salaam creative engineers The Works, it has been shown since by many members as part of their own promotion of the isles, and shown to the international tourism industry at the trade fairs ITB Berlin and WTM in London.



**Sponsored by ZATI**  
ZANZIBAR ASSOCIATION OF TOURIST INVESTORS

**Special thanks**  
Ministry of Information Culture and Sport  
Mahoud Kembo  
Chairman and Board of ZATI  
Eleanor Griggs of Safari Blue  
Paolo Chiara of La Gemme Dell'Est  
Johann von Gruening of the Africa House  
Farouq Chahin Daud of Tropical Air  
Zanzibar

**ZATI**  
OPENING DOORS

**THE WORKS**  
Produced by THE WORKS Ltd  
Creative Director: Steve  
Produced by: Steve  
Edited by: Steve  
Music by: Steve  
Sound Design: Steve  
Casting: Steve  
Production: Steve

**ZANZIBAR**  
beyond the doors

"Six degrees south of the equator, 22 nautical miles off the East African Coast, an archipelago awakes.  
An archipelago steeped in history, beauty, mystique and intrigue.  
A place that for centuries has captured the imagination of adventures, traders, explorers, romantics alike.  
A place that was a centre of world trade long before Columbus discovered America. That was the capital of an empire spanning over 1000 miles for hundreds of years.  
A place that attracted many of the worlds great civilizations over two thousand years  
The Assyrians, Egyptians, Phoenicians, Indians, Persians, Chinese, Arabs and British all came, some left, but what remains is a culture as unique as the diversity of the cultures that created it.  
This is the archipelago of Zanzibar. A place of contrasts.  
Whose idyllic beauty was the canvas to some of the most atrocious acts against human kind as the centre of world slave-trade.  
Whose unique ecosystem provided the world with much of it's spices.  
Whose tumultuous past resulted in religious tolerance like nowhere else on earth.  
A place where the renowned doors open into a world that the world as we know it, has long left behind.  
We invite you to go beyond those doors.  
To journey into the past,  
To marvel at the architecture.  
To celebrate the culture.  
To submerge in the waters  
And to relish in the beauty that makes it one of the most alluring tourist destinations in the world.  
Zanzibar. Beyond the doors."



A lively Ngoma ceremony entertained guests of honour and senior police officials at the opening event of the new Nungwi Police Post.

## OCTOBER 07

### *The new Nungwi Police Post, Northern Unguja*

In an unprecedented example of a successful private / public project to improve security in the region, a New Police Post at Nungwi, hailed as one of the finest in the country, was officially opened on Saturday 20th October 2007. The money raised to build the new police post came from local ZATI members' donations.

The Police Post was built by Renco, and at the auspicious opening event, guests from all over the island assembled outside the police post and were greeted by all ranks of the police force.

The Deputy Minister for Public Safety and Security, Hon Mohammed Aboud was the guest of honour, representing the Chief Minister of Zanzibar, and guests were entertained with a traditional ngoma ceremony. ZATI Chairman Simai greeted the guests and was thanked by The Hon Mohammed Aboud, and presented the handing-over certificate to The Chief Commissioner of Police Mr Simba.

The ceremony concluded that ZATI and the Ministry of Public Safety and Security have successfully combined their efforts in creating the new post to combat petty crime and make Nungwi a more secure place for local people and tourists alike.





ZATI members relax at the Zanzibar Serena Inn after the AGM in 2007.

## NOVEMBER 07

### ZATI AGM

40 ZATI members met at the Zanzibar Serena to elect the Executive Board and discuss current issues. The ZATI Chairman Simai Mohammed Said summed up the challenges facing ZATI, and high on the agenda was the issue of the airport. Senior airport officials were invited to be present at the meeting, as were the press. The result was this issue became a subject for the local media.





The protection of reefs is vital to tourism as well as to the local economy of the islands.

## DECEMBER 07

### *Fisheries and British High Commission Conference, Bagamoyo*

There was another flurry of media attention as a result of a meeting where ZATI was asked to represent the interests of coastal tourism, in December in Bagamoyo, arranged by the British High Commission and Fisheries Department. The subject was the increase in dynamite fishing in Tanga and Pemba areas, which destroys tourist attractions like reefs and marine life. The Minister for Tourism and 120 participants including Regional Commissioners and District Commissioners plus the Police and the Navy were present.







The round-table discussion, featuring the Director of Ports Mustapha Jumbe, Director of Stone Town Conservation Authority Issa Makarani, Zanzibar Municipality Mabrouk Jabu, Deputy PS for the Ministry of Transport & Communication Dr. Lila, Senior Assistant Commissioner of Police, and former Director of Planning in the Ministry of Tourism, Issa Milingoti plus other representatives.

## DECEMBER 07

### Round Table Discussions

To round off the year, ZATI Chairman Simai Mohammed Said held a discussion forum which was chaired by the Hon. Samia Suluhu, Minister for Tourism. Many Government departments were represented, including The Directors for Ports, Stone Town and Municipalities. The press warmly welcomed this spirit of open discussion and mutual respect and co-operation. the main interests of the ZATI members were discussed in full – including the airport, the port congestion in town, and the situation of power and water.

The next day the headlines read "Is Zanzibar now awakening?" Quotes from the press included "This was utterly unforgettable. One of those rare days that makes a lifetime impression of what had taken place"







## JANUARY 2008

### *Consultants Acorn start work with ZATI on the Strategic Plan*

And so to 2008, where ZATI commissioned tourism experts to help with our strategic plan – and also to look at the tourism projection for Zanzibar to understand what might be the future needs of our members – the tourism investors - in Zanzibar.

## FEBRUARY 2008

### *Sponsorship of Simuliza za Busara*

ZATI's first sponsorship of the year was on a cultural theme, by sponsoring the SIMULIZA poetry competition, which was part of the Sauti za Busara Zanzibar music festival.

This is a popular childrens' poetry and story-telling competition which was held at the House of Wonders.

## MARCH 2008

### *ZATI Dinner Party*

It was 'full house' at the Serena in Zanzibar as over 160 guests assembled around the pool for what is becoming one of the highlights of the Zanzibar social calendar. Tickets were in such demand that latecomers were sitting along the wall and squeezing onto tables.

The Guest of Honour at the event was the Chief Minister Hon. Shamsi Vuai Nahodha, and there were other Government Representatives from various Ministries, including the Chief Commissioner for Police Zanzibar, Mr Simba. This year the sponsors were the Federal Bank of the Middle East, FBME, represented by the General Manager Mr. Andrew Stephens from the Head Offices in Dar es Salaam. The turnout from the 70 Zanzibar hotels, tour companies, restaurants and suppliers to the tourism industry that from the ZATI membership was an all-time high, reflecting strong support in the sector.

The Director of ZATI Julia Bishop opened the event with a speech and slideshow explaining all the recent activities in which ZATI has been involved.



Andrew Stephens, from sponsors of the event, FBME Federal Bank of the Middle East, Dar es Salaam.

Julia explained that The Zanzibar Government's Strategy for Half a Million Tourists in Zanzibar 2007-2013 provides three challenges for ZATI.

1. To establish the feasibility and impact of this on Zanzibar given the current infrastructure;
2. To help to position Zanzibar's tourism strategy to deliver jobs and income rather than visitor numbers;
3. To work with the Public Sector to deliver their goal to: "Adopt eco-tourism as a tool to sustain the natural and cultural environment and highlighting the image of the destination" (Zanzibar Tourism Masterplan)

The ZATI Chairman Simai Mohammed Said, then reminded the audience that tourism now represents an estimated 20% of the Gross Domestic Product (GDP) and 77% of the Foreign Direct Investment (FDI) of Zanzibar, and laid down a strong challenge in his speech. He said that the tourism industry, and ZATI members particularly, need to try to adhere to a seven-part pledge – dubbed 'The Magnificent Seven'. These promises are to encourage good cultural awareness and respect, to build and operate in a responsible manner, to be law-abiding employers, to educate and train their staff, to look after the environment, to work

together with local communities, and to operate a high standard of business ethics. He particularly said he would like to see all ZATI members employing over 50% Zanzibaris in senior positions by the year 2010.

Simai went on to say that success for tourism lies in partnership, and in return he requested the Government to also participate by focussing on seven of their own promises, in the spirit of Private / Public Partnership.

1. That Zanzibar needs to be a safe and secure environment for businesses to operate and guests to visit;
2. That utilities such as power water and healthcare needed to be improved;
3. That international standard airport needed to be built and maintained;
4. That a higher level of basic education and better vocational training would allow more Zanzibaris to enter and benefit from opportunities in the tourism industry;
5. That local businesses could be encouraged to supply the tourism sector to help to reduce poverty;
6. That environmental sustainability of the island should be safeguarded;
7. That taxes and levies need to be fair and transparent.

He concluded that the tourism industry needs to work closely with the public sector in order to create sustainable tourism and economic growth. He thanked the Government for building better road networks, for improving bridges, for the coming plans of renovating the airport and said that mobile communications are now widespread which helps the industry – but also requested urgent attention to a new airport, the water and electricity supplies, unlicensed traders hassling tourists, the illegal sale of items such as sea shells, rubbish collection and finally he thanked them for helping the rubbish situation by banning the blue plastic bag.

The General Manager of the FBME bank Ltd Mr. Andrew Stevens made a speech praising the natural beauty of Zanzibar and repeating that tourism is a vital growth sector in the economy. He said the FBME bank are happy to play their part to assist in the growth of the industry. He congratulated ZATI and the Government on the good work they are doing to promote tourism towards by in partnership.

The Chief Minister Hon Vuai Mohammed thanked all assembled for the part they play in tourism, and stated he was very happy to be the Guest of Honour of this occasion. He provided figures to show that tourism is the fastest growth sector and should play an active part in implementing the strategy for economic growth and poverty reduction as well as being important for socio-

economic development. He said that tourists require high quality services and returned Simai's challenges with reports of the new Malindi passenger port, the improved road network, and he said the Government has waged a war against malaria. He finally assured the members of ZATI that the Government would improve security measures to combat crime, since all tourism industry is volatile and needs its international reputation protecting.

Finally special recognition was given by ZATI for special services to tourism industry – first to the Hon Mohammed Aboud, former Minister for Tourism in Zanzibar, who lay the foundations of ZATI in 2003 and has been a strong advocate to tourism in Zanzibar, secondly to Renco for its assistance in building the new police post in Nungwi, and lastly to the Rotary Club of Stone Town, among whose members are also many ZATI members, for their tireless assistance in helping community development and bringing eyecare clinics and and valuable lab equipment to schools.

It was agreed that the evening was a great success, that with private and public dialogue in a constructive and open manner the tourism industry in Zanzibar can be set to grow, in a carefully managed way, taking care to attract a high quality of tourism investment which is sustainable and responsible, and supported with the right infrastructure, education and services.



L-R: ZATI Chairman Simai Mohammed Said recognising achievements: Paolo chiaro (Renco), Zanzibar Chief Minister Hon Shamsi Vuai Nahodha, Marlene Corker and Eleanor Griplas (Rotary Club), Deputy Minister for Public Safety and Security Hon Mohammed Aboud.





Presentation of the pledge for responsible tourism.



L-R ZATI Board Member Abdul Samad, Chairman Simai Mohammed Said, Chief Minister Hon Shamsi Vuai Mohammed, ZATI Board Members Eleanor Griplas, Kostas Trivasas, ZATI Director Julia Bishop, ZATI Board Member Anthony Chege Kamau.

## MARCH 2008

### *Meeting with the Chief Minister*

Members of the ZATI Executive Board met the Chief Minister Hon Shamsi Vuai Nahoda at his offices.

The purpose of the 90 minute meeting was to thank him for being the ZATI Guest of Honour at the 2008 Annual Dinner Party, to get to know each other, to reiterate the ZATI issues, and ensure the most important items for the Zanzibar investors are on his agenda.

The main part of the discussions covered the following items:

- Safety and Security on the island.
- The urgency to renovate the airport.
- The need for tourism commission to properly licence street vendors.
- Congestion in Stone Town with temporary port traffic measures.
- The need to further improve educational standards.
- The rubbish collection services in Zanzibar - particularly concerning plastic bags and bottles.
- A need to ensure that there are public beaches set aside so there is no local resentment now that

tourism has taken all the previous leisure areas for local Zanzibaris.

The Hon Chief Minister confirmed that the Government is tackling these issues, and in turn asked ZATI to help with tourism training by working with and encouraging the ZITOD, (the Hotel and Training Institute in Mahurubi) and also to help investigate ways that community projects in the villages could help to deal with the plastic rubbish issue.

ZATI Chairman Simai Mohammed Said presented the Hon Minister with a framed copy of the saba-saba pledge which he outlined in his speech during the annual dinner, which shows seven areas in which the tourism industry will try to improve upon, and draws public sector attention to the same seven areas which are necessary for tourism to thrive in Zanzibar. With private and public sectors both focussing on the issues that the Government has defined as essential for economic growth, the challenges for both can be more easily overcome.

We hope that this is an important step towards ZATI improving its dialogue with the Government Leadership of Zanzibar.



The Private Sector Group lead by ZNCCBA, together with the Hon Minister Samia Suluhu Hassan – Minister of Tourism, Trade and Investment (seated, centre) - and members of the Tanzania Business Forum.

## APRIL 08

### *Zanzibar National Chamber of Commerce, Business and Agriculture.*

ZATI Chairman Simai was elected to the Zanzibar Business Council, and Director Julia to the steering committee. They attended a workshop held by the ZNCCBA entitled 'Accelerating Growth in Zanzibar – a private sector perspective'.

The result was a further commitment from the private sector to strengthen and unify, and called for action from the Government to further demonstrate its commitment to consulting and partnering with the private sector in strategic analysis, policy choices, planning, financing, implementation and evaluation, and to undertake jointly with ZATI a serious review of the existing strategy on tourism in Zanzibar to develop an agreed strategic positioning for the sector, and to commit to completing key infrastructure projects in an agreed timeframe.

The Zanzibar Business Council will meet at least twice yearly to continue debating these themes.



Students look on while the art of cake making was demonstrated at the Serena hotel.

## MAY 08

*School day out to encourage interest in careers in tourism.*

ZATI took pupils from the Sunni Madressa School in Zanzibar on a special day out – to get a taste of what the tourism industry is all about. They visited The Zanzibar Beach Resort, The Maruhubi Tourism Training Institute (ZITOD), ZG Design (to learn about tourism marketing and PR), and The Zanzibar Serena Inn. In the hotels they were shown around the different departments and it was explained how each one operates to service the needs of visitors.

ZATI Chairman Simai explained about the variety of different kinds of job opportunities available in the tourism sector, and managers from hotels who participated showed the group around the grounds and the rooms.

The students claimed they had their eyes opened to opportunities in reception, booking office, public relations, accountancy, marketing, engineering, restaurant service, kitchen, construction, as well as senior management positions. Many expressed a keen interest in pursuing a career in the tourism sector. Because we need young Zanzibaris to be interested in this growing sector of the economy, and information about opportunities available was not properly understood beforehand, ZATI has decided to make this a regular event with different groups of school leavers.



## JUNE 08

### *The Sullivan Summit*

The Leon H Sullivan Summits were created in the US to bring together the world's political and business leaders, civil society organizations and academic institutions in order to focus attention and resources on African economic and social development. Every two years a different African country becomes the venue for corporate and political discourse, and for African Americans who wish a greater understanding of their heritage and of the African continent. This year the summit came to Tanzania and visited Zanzibar where they were hosted by the Zanzibar Government through the Ministry of Tourism, Trade and Investment. It was held at the Kempinski Hotel.



ZATI Chariman Simai Mohammed Said presents a Zanzibar chest engraved with greetings from ZATI to Ambassador (ret) Andrew Young, summit co-chairman.

## JUNE 08

### *Security Training*

June was a busy month for ZATI. The East African Regional Counter-terrorism advisor based in the British High Commission in Nairobi arranged security training in Kenya and offered to visit Zanzibar for two days of security advice and training for ZATI members and the Zanzibar Police Force. The Heads of Security of seven major hotels were involved in the training, as well as the Senior Hierarchy of the Zanzibar Police.

Topics covered were - understanding of terrorism, risk management, security plans, physical security, evacuation, hostile vehicle mitigation, staff and customer safety issues, searching vehicles, hostile reconnaissance. The training was organized by ZATI and the British High Commission and delivered by Detective Inspectors from the UK National Counter Terrorism Security Office and Special Branch from New Scotland Yard, London.



The Chief Commissioner of Police Mr. Simba (centre) with ZATI Director Julia Bishop (far left), Senior Police Officers, and security trainers from the Metropolitan Police, London.

## JUNE 08

### *The Karibu Travel and Tourism Fair*

For the first time, Zanzibar had its own enclosure at the annual event in Arusha, and many Zanzibar tourism businesses made the journey up-country to advertise and make business contacts. The ZATI stand was in the centre of the arena, a venue for members to meet suppliers, clients and friends.

The ZATI tent had spiced coffee and Zanzibar sweet halua to welcome guests, and the stand doubled as a gallery for henna art produced by a womens' group in Hurumzi Street in Stone Town. There were also displays of other Zanzibar arts and crafts, as well as a promotion for the Sauti za Busara music festival.

ZATI Director Julia spoke at the Karibu gala cocktail party - sponsored with much thanks from ZATI by members Gallery Tours and Safaris, Neptune Beach Resort, Zanair and Al Johari - together with TATO, the Tanzanian Association of Tour Operators. Other support for the event was received from Memories of Zanzibar, Safari Blue, Hakuna Matata Beach Resort, and all the other ZATI members who attended the fair.



ZATI Director Julia Bishop addressing the Karibu Gala evening.



The ZATI pavilion at the Karibu Fair in Arusha, Tanzania, where many guests visited to learn about tourism in Zanzibar.





ZATI Chairman and Vice Chairman with the Hon Minister for Water, Construction, Energy and Lands, Hon. Mansur Yussuf Himid, and his senior Directors.

## JULY 08

### *Meeting with Ministry for Water, Construction, Energy and Lands*

Following the power cut in Zanzibar caused by a power surge in the main cable supplying the island, ZATI members met with Hon. Minister Mansour Yussuf Himid, the Permanent Secretaries and Directors of the Ministry for Water, Construction, Energy and Lands, and the General Manager of the Zanzibar Electricity Company ZECA.

The Hon Minister informed us that the Government is now focussed on regular maintenance of the existing cable, the provision of backup units, and securing the long term stability by upgrading the cable. This is a major new project in 2008. He went on to thank ZATI members for support and assistance during the power outage and concluded that we work more efficiently if we work together, combining where necessary the experience of both the private and the public sectors.

The Chairman thanked the Minister, and said that energy, water and land were all vital elements to the tourism industry and that ZATI were very pleased to have been invited for this meeting. It was agreed that a sub-committee could be formed to look at future areas of mutual interest or concern so that there is an ongoing dialogue between the Minister's office and the Tourism Association.





## AUGUST 08

### *Ngalawa Race*

ZATI sponsors an 'ngalawa' boat in a race organized by ZATI members Explore Zanzibar, in aid of the Zanzibar Mental Hospital. There were 30 boats competing, many of them were ZATI members. The event was held on the beach out Zanzibar Serena. The winner was a local NGO 'ZAYADESA', chaired by the First Lady Mama Shadya Karume, Second were Zawadi Chest, a retailer and ZATI member, and although there was some confusion at the finish line on the beach, we think the ZATI boat came in eighth! Almost \$15,000 was raised for the Hospital.



## SEPTEMBER 08

### *Destination Zanzibar Workshop*

The Zanzibar National Chamber of Commerce Industry and Agriculture (ZNCCIA) arranged a discussion on Zanzibar International Airport (ZIA) called Destination Zanzibar, which was attended by about 40 participants including Principal Secretaries of the relevant ministries.

The workshop was officially opened by the Minister for Tourism Trade and Industry Hon Samia Suhulu, and closed by the Minister for Communication and Transport, Hon Othman Machano. ZATI were invited to participate and present a paper representing the views of their 80-plus members who suggested ways of improving and upgrading the airport.

It was widely agreed that a programme of institutional reform and upgrading of facilities is overdue at the airport, and this was once again set as a priority.

Members of the private and public sectors are preparing to present the cases and to help find the solutions in the Zanzibar Business Council. ZATI supports this initiative which will improve dialogue for the benefit of the Zanzibar economy.



British High Commissioner Phillip Parham and Deputy British High Commissioner Tony Brennan, with ZATI Chairman receiving a sponsorship cheque to attend the European IIPT Conference.



ZATI chairman with David Scott, US Embassy Zanzibar Affairs Office.

## OCTOBER 08

### *ZATI goes International*

ZATI Chairman Simai was invited to participate in The International Institute for Peace through Tourism (IIPT) European Conference being organized in partnership with the UN World Tourism Organization (UNWTO), and United Nations Environment Program (UNEP), and hosted by Stenden University, Leeuwarden, Netherlands in October 2008. Simai represented ZATI at the Conference in the Netherlands thanks to sponsorship from the British High Commission who are supporting sustainable tourism in Zanzibar.

The Conference Theme was Bridging the North - South Divide through Sustainable Tourism Development, in support of the UN Decade of Peace and Non-Violence for the Children of the World and the UN Millennium Development Goals.

At the same time, in a gesture of friendship and unity, Simai has been assisted by the American Embassy to visit USA, as Chairman of Busara Promotions, the NGO organising the 'Sounds of Wisdom' Zanzibar Sauti za Busara music festival. He was been invited by the State of Louisiana to make a presentation on Zanzibar Best Practice in Cultural Tourism at the World Cultural Economic Forum.



# PART II: LOOKING FORWARD PRIORITIES FOR 2008/9/10

## TOURISM IN ZANZIBAR

### WHAT IS THE CARRYING CAPACITY OF ZANZIBAR?

Based on the research undertaken by Acorn Consultants, and from information provided by the Zanzibar Commission for Tourism, it is estimated that there were over 178,000 international tourist arrivals in Zanzibar in 2007, with a further 131,000 domestic tourist arrivals (overnight visits from residents of the mainland). Consequently, Zanzibar received almost 310,000 tourists in 2007, with 71% (or 221,000) if these staying in commercial accommodation (hotels, resorts, guest houses).

### INTERNATIONAL AND DOMESTIC TOURIST ARRIVALS IN ZANZIBAR, 2007

	Arrivals in Zanzibar	Arrivals Staying in Commercial Accommodation
<b>International Tourist Arrivals</b>		
International Tourist Arrivals by Air (excluding from Tanzania) and Sea	143,283	143,283
International Tourist Arrivals by Air from Tanzania	30,000	30,000
International Tourist Arrivals staying with friends and relatives	5,000	
<b>Total International Tourist Arrivals</b>	<b>178,283</b>	
<b>Domestic Tourist Arrivals</b>		
Domestic Tourists	47,636	47,636
Domestic Tourists staying with friends and relatives	83,800	
<b>Total Domestic Tourist Arrivals</b>	<b>131,436</b>	
<b>Total Tourist Arrivals (International and Domestic)</b>	<b>309,719</b>	220,919

Source: Commission for Tourism, Acorn Consulting Partnership Ltd

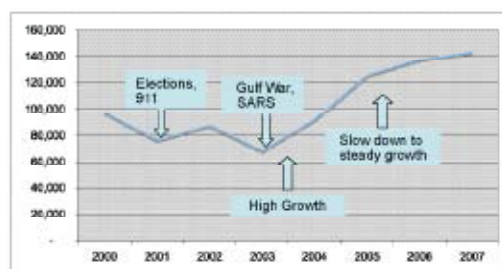
## NOTES

(1) These estimates are based on UNWTO concepts and definitions of tourism.

(2) Of the 309,719 international and domestic tourists, 220,919 stay in commercial accommodation.

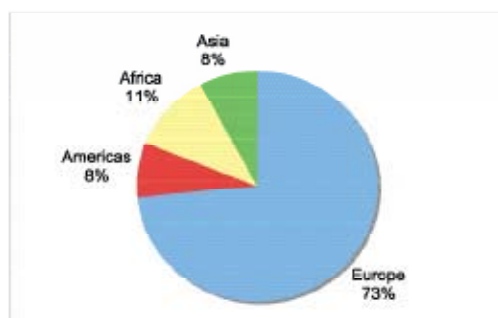
(3) There are a reported 10,592 beds in Zanzibar (Commission for Tourism). Average length of stay is 7 nights (Tanzania Tourism Survey 2005), and bed occupancy rate of 40% (Acorn estimate) - therefore  $(10,592 \times 365 \times 40\%) / 7 = 220,919$  tourist arrivals.

## FOREIGN NATIONALS ARRIVING DIRECTLY IN ZANZIBAR BY AIR. 2000-2007



Source: Commission for Tourism

## BASED ON THE SAME DATA, THIS IS WHERE THEY COME FROM – ZANZIBAR – UNGUJA AND PEMBA:



For the growth of tourism in Unguja, ZATI urges a focus on jobs and income rather than tourist numbers. The infrastructure of the island is not in any position to be able to support many new large hotels with air-conditioning and wasteful water needs. Fish stocks and other supplies will be strained. A steady, sustainable growth based on proper implementation of the tourism masterplan and close attention to environmental protection and economic benefits to Zanzibaris will ensure that Zanzibar reaches its tourism carrying capacity under control, and that the capacity can expand in a strategic and managed manner.

ZATI has for 3 years called for Pemba to be reserved as a 'green island' (as it's ancient name first suggested) and to have environmental criteria placed on any investors on that island. Having fewer beaches than Unguja and a vastly rich sea life on the western seaboard, tourism is quite undeveloped there so far, except for three main resorts – all focused on their remote location and diving the pristine reefs. Pemba is a perfect blank canvas to create an island of responsible tourism, focusing on just a few high end and light-footprint resorts, and protecting the marine environment through application of the mandate of the Pemba Channel Conservation Authority. It could become an environmentally responsible destination in its own right and would attract the right sort of investment to keep it unique and unspoiled by mass tourism.

ZITOD, The Zanzibar Hotel Training Institute, together with ILO, have started training courses in Pemba, and ZATI will be keen to assist Pembanas to participate in tourism through its membership on this emerald island.

# ZATI STRATEGIC PLAN 2008 - 2010

The Strategic Plan for ZATI defines how ZATI will increase and better represent its membership, align with Governmental and other organizations to achieve the vision for tourism growth in Zanzibar, and find the appropriate financing to be able to undertake projects that assist the Zanzibar communities to better engage with and benefit from the tourism industry. These projects fall into three categories – Services, Supplies and Staff.

Here are the comments and suggestions from ZATI members on these subjects:



H.E. President Amani Karume viewing the new equipment for the Urban West water development project.

## **SERVICES** - *The Supporting Infrastructure and Utilities necessary for the industry*

It is going to be critical to maintain our environment and supply the needs for the growing sector in terms of water, power, security, municipal and fiscal facilities and requirements. This area of responsibility largely comes under the public sector and the following ideas are put forward:

- **Water:** ZATI members are happy to note that water resource management and water source provisions are being undertaken, organised by the Ministry of Water, Construction, Energy and Lands and ZAWA, the Zanzibar Water Authority. Financed by JICA (Japan International Cooperative Agency), this project is expected to cover the Urban-West region of Unguja, which has a population of over 300,000 people. There will be 2 new reservoirs of 2m litres each, 6 new boreholes, 24kms of pipeline laid and new pumps and pumphouses

provided. H.E. President Amani Karume recently inspected the project. In addition, the African Development Bank is also financing the provision of water supplies to 4 villages in Unguja, as well as five villages and all three of the main towns in Pemba.

Businesses in other parts of the island could also be encouraged to harvest their own rainwater to reduce demand on underground supplies, which are expected to have a limited life. A study into the sustainability and environmental

impacts of drawing water from underground sources should also be undertaken.

- **Power:** Being an island, Zanzibar experiences blackouts, poor power strength and strong power fluctuations. The Government is undertaking a study to determine the required demand for power based on the expected increase in resorts, hotels, residential units and other industries, to ascertain the feasibility and sustainability of the proposed / approved developments. The use of solar



power should also be considered where feasible, such as for street lighting.

- **Security:** It is recommended that those elements of the police force that are most likely to come into contact with tourists continue to receive appropriate training. In particular this would include English language speaking classes, and appropriate ways to deal with tourists.

The Commission for Tourism has established a community police network in some areas of Unguja made up of ex-police and servicemen, with the aim of eradicating beach crime by patrolling the coast by boat. This is an excellent initiative and appears to be working. The expansion of this network across areas of Zanzibar frequented by tourists should be encouraged.

ZATI has a very good relationship with the police force in Zanzibar and in some areas there is an arrangement with police and hotels to provide evening security cover. This could be increased.

- **Environment:** High on ZATI's agenda, we would like to find out how to encourage more LPG gas on the island so that cylinders can be refilled locally instead of being sent to Dar es Salaam, which causes delays. This should encourage more gas used for cooking rather than woodfuel and charcoal, and provide an alternative to electricity to relieve power supplies. Solar power and waste water recycling is also being sought by some new properties, and ZATI is assisting in sourcing

the necessary know-know and equipment to encourage these activities. The recent banning of plastic bags on Zanzibar is welcomed and should be rigidly enforced to prevent further littering of the interior and coastal areas.

The Government should encourage the recycling of waste to minimise the amount of landfill on the islands, and hotels should do the same.

The need for Environmental Impact Assessments and the enforcement of environmental building regulation needs to be enforced strongly.

- **Stone Town:** The conservation and rehabilitation of Stone Town would benefit from the movement of Government offices out of the town centre. This would reduce traffic, noise and pollution and enable several buildings, some of which are lying empty, in key central locations to be converted to hotels, restaurants, shops, galleries, or other leisure facilities for both tourists and residents. However, it is important to ensure that new uses of buildings are in keeping with the town. Part of the charm of Stone Town is that it is a "living town" – it will be important to maintain a balance between residents and tourists.

Street lighting, better waste disposal and traffic control should be priorities too. The recent rehabilitation of the Forodhani gardens is welcomed by members with hopes that the work is on track for an early completion.

- **Revenue Collection:** Businesses operating in the tourism sector should be encouraged by organisations such as ZATI to pay

their taxes promptly. In turn, the ZRB should respect businesses by contacting them only during office hours, and have a good reason for undertaking any on-site inspections. The ZRB must be more mindful of the importance of investors when collecting VAT revenue to avoid embarrassing harassment, instead supporting and assisting (especially local) investors with tax education rather than punishment. The ZRB also needs to take notice that all payment for hotel accommodation is subject to commission to agents, so advertised rates and actual payments will often differ.

A consultation should exist between the private and public sectors before new tax increases are imposed (eg Tourism Commission licences, training levies) to explain the purpose and background to the tax payers.

- **Zanzibar Airport:** complete refurbishment of the airport should be undertaken immediately. In order to attract higher spending tourists, scheduled airlines need to be encouraged to land on the island.

This refurbishment should include: A roof cover over the check-in area, re-surfacing of the runway, improvements to the car park, draining of the airport approach road to avoid flooding, better access to the rooftop restaurant, a smoking area (to prevent smoking on the paths) and complete re-training of all the airport staff.

ZATI is pleased to hear that negotiations are proceeding on the airport clean-up and extension in order to service increasing visitor numbers.

## SUPPLIES - *Quality, Quantity and Consistency of the Supply of Goods*

There is a demand for local produce, in particular vegetables, fruit, spices, meat, and seafood, but also authentic arts and crafts. This demand, mainly from hotels, but also from restaurants and shops, is expected to increase as tourism on the islands becomes more established.

The following opportunities have been identified:



Cloves drying in the sun.

- Villages smallholdings could be encouraged to grow produce for sale to local hotels.
- Hotels can develop their own plots to grow fruit and vegetables, and to undertake composting techniques to recycle some of their waste – collaborating with their local communities.
- There are opportunities for extending the range of products that farmers can supply to tourist hotels by promoting local food recipes in hotel menus and by processing perishable foodstuffs.
- More local supplies of consumer goods like jams, soap, honey, essential oils, shampoos and biodegradable soaps, clothes, dried fruits etc. could be made available through community projects. ZATI encourages the 'Made in Zanzibar' initiative.
- The establishment of fish farms for the breeding of fish, crabs, lobsters and shellfish in enclosed areas.
- There is an urgent need to develop a guideline for responsible fishing, setting out clear guidelines on the sizes of fish, crabs, lobsters, etc, that it are acceptable (and legal) to land.
- Farmers and fishermen could form a producer's network to facilitate dealings with buyers.
- Establish a permanent craft market and/or an annual craft fair specifically for Zanzibari crafts – this would also become a tourist attraction. This could include workshops for craft manufacture and training so that skills are passed down from between generations.
- The market could also act as an association or cooperative representing local crafts, and sell goods to hotel gift shops as well as marketing them to other outlets (including for export). Manufacturers could also advertise/promote their product on the ZATI website.

## STAFF - *Offering Zanzibaris the appropriate Training and Education*

Some potential jobs in tourism for Zanzibaris are being taken by people from the Tanzanian mainland - also from Kenya, where a downturn in tourism due to election violence in early 2008 led to a slump in their job market, causing some economic migrants to seek positions in Zanzibar. Due to their greater experience in tourism they take opportunities from people from Zanzibar. There are many other supporting industries to the hotels themselves which present many opportunities for entrepreneurially and business minded Zanzibaris.

- Education of Zanzibaris is critical for the future development of the economy. There is a focus on schooling by the Government at the primary and secondary school levels. There is clearly a need to put more emphasis and investment into ensuring the majority of the population achieve at least secondary school education, and particular attention needs to be given to English language.

- A programme of "Zanzibari-isation" could be initiated by ZATI by encouraging all members to achieve a certain percentage of local employees by a given date).

- We could further build on the success of the small NGO-run training colleges in Zanzibar by encouraging similar projects across the island.

- There is a need to upgrade facilities and training at The Zanzibar Tourism Training Institute (ZITOD) urgently (ILO, VSO, EC and various other assistance is in place already)

- The private sector should be more proactive in training local staff by funding one (or more) employee(s) each year to undertake a formal training course.

- Schools teaching English as a foreign language should be encouraged. Training centres should focus on vocabulary that



The new primary school in Matemwe, built by Fairmont Hotel.

is relevant to the tourism and hospitality sectors.

- Arrange more school trips to visit hotels, to understand how they operate, with the aim of inspiring careers in the tourism and hospitality sector.

- Establish an "on-line employment agency". This could be effectively established by an organisation such as ZATI, by developing a website that could be used as a "clearing house" for jobs wanted and situations vacant

- Tourism sector businesses should abide by Zanzibar labour laws. Employment personnel should make themselves aware of these laws, although the profile of these could be raised by ZATI.

- Establish a Government fund to help start-up small businesses, and help with loans such as microfinance.

- Establish a business operation, marketing, and development consultancy service for small businesses like guest houses, tour operations and suppliers. Many businesses fail in the early stages simply due to lack of sound advice. Such a service should be free of charge for initial consultations, and reasonably priced for future advice.

- The Ministry of Agriculture could provide technical advice and set up a market information service for farmers and food suppliers to help them to plan their production and to negotiate on price.



# ZATI INITIATIVES - GOING FOWARD



## SERVICES CASE STUDY: *WASTE PRODUCTS FROM HOTELS*

In June 2008 ZATI commissioned a student from the School for International Training Coastal Ecology Programme to look at hotel waste management practices in the Paje, Bwejuu and Jambiani region of Unguja. Information was collected about plastic water bottle consumption and plastic bag usage to serve as indicators of total volume of rubbish

produced and environmental awareness respectively.

Interviews were conducted with managers of the hotels, employees and tourists and the village sheha to assess current practices and perspectives on the future of waste management in the area. Additionally, observations of the dump at Paje village were made to assess current waste disposal capacity.

Hotels were found to employ a private collection service more

frequently than a government collection service and to supplement collection with reusing or composting. Some hotels were found to have no formal collection service at all, and burned or buried their rubbish. Recommendations for alternatives for the future were made.

ZATI is in dialogue with two other interested parties who are keen to work with hotels to remove and recycle their rubbish.

## SUPPLIES CASE STUDY: CRAB FARMING

Diversifying activities and developing new skills with the help of VSO

Crab fattening is just one project a women's group in Kisakasaka are working on in order to diversify their means of income. They are also producing soap, rearing chickens and making ornaments for Zanzibar's tourists. Before, they were dependent only on their crops, but now they have diversified their interests and expertise.

As well as training the women in business skills like bookkeeping and budgeting, VSO helps them to gain

access to markets for their products. In Zanzibar's hotels, the majority of produce is imported. VSO wants hotels to buy locally so that the island's poorest communities can also benefit from the tourist industry.

'We went to the hotel management and asked them to think about buying crabs from the women's group rather than importing them from the mainland,' a volunteer from VSO explained. 'They said 'yes, if we can get a steady supply of good crabs, then we'll be interested'.'

So far the Kisakasaka Women's Group has agreements with two hotels in Zanzibar who are ZATI members. When the fattened crabs are ready, the group transports them by bicycle along a long

bumpy track to the main road. The hotel manager meets them and buys all the stock that they have.

'Because the women are working as a group, they have stronger bargaining power. And so far it is working well. The market chain works,' says Maurice. 'And that is really the gist of what we are doing here – making markets work for the poor.'

VSO has introduced the Kisakasaka Women's Group to ZATI help to promote sustainable tourism. ZATI encourage its members to buy locally wherever possible, and is taking on a volunteer from VSO in 2009 in order to help communities to identify similar projects to bring commercial opportunities to rural areas.





## STAFF CASE STUDY: *TRAIN THE TRAINER*

Nine days of free training – to learn how to train others.

In July 08 ZATI was approached by the consultancy firm GOPA, funded by the European Union, to help in a public / private partnership project to train trainers in Zanzibar. Working with the Commission for Tourism, there were 15 ZATI members who participated in the training along with 10 people from private training institutes and 25 trainers from the Zanzibar Hotel Training Institute, ZITOD.

Three, three-day courses covered a methodology to show people how to perform the tasks and transfer the skills necessary in housekeeping, front office and tour guiding. It was conducted by GOPA consultants together with ZATI director Julia Bishop and a VSO volunteer and lecturer from ZITOD as co-trainers.

The three day course shows the trainers how to assess training needs, and how to set up and conduct training session.

Participants have been shown a step by step process to ensure that each training session is executed clearly by breaking down a task into sub-tasks and transferring the skills and knowledge required to perform it. They are then assessed in their workplace, and given a certificate if they pass the assessment.



Minister for Tourism, Trade and Investment, Hon Samia Suluhu, opening the train the trainer programme at the Zanzibar Beach Hotel in July '08.





A student looking on as the art of napkin-folding is demonstrated in the training.

Because people are being trained to train, the project has an element of sustainability.

The result is that there are now 50 new trained trainers on the island ready to show more people the skills and knowledge necessary to obtain a job in tourism.

Further training is planned along similar lines in 2009 for Food and Beverage preparation and delivery. The trained trainers will be able to continue to ensure that people who want to work in tourism will benefit from better training at the institute, and also in-house hotel training will be improved. We anticipate that the training will be an ongoing process for the next five years.

A Tanzanian Tourism Training Programme website has all the information on it – this is new, internationally recognized curriculum showing the occupational standards and the necessary procedures to perform every activity in each hotel department. This website is open to all - [www.ttptanzania.com](http://www.ttptanzania.com).

ZATI and ZITOD will continue to run the training programmes on a regular basis to help standards

of performance improve in both private and public sectors.

Finally, ZATI will be involved in a pilot Apprenticeship Programme

International Labour Organisation (ILO) office in Dar es Salaam, Tourism Commission for Tanzania (TCT) and the Hotel Association of Tanzania (HAT) are working together to develop a pilot apprenticeship training program for the hospitality industry in Tanzania with the aim improving services offered in the industry.

ZATI starts work with these groups later in 2008, with the expected outcome to develop a national apprenticeship programme based on the findings of research and recommendations, and to determine ways to institute and support the formal apprenticeship systems in formal employment so as to match education and training systems with labour market demands to create decent work for the youth.

ZATI will help to bring this project to Zanzibar, using its membership base to get involved in training of apprentices.

# ZATI MEMBERS DOING THEIR PART FOR COMMUNITY, CONSERVATION AND CULTURE

## FAIRMONT HOTEL

IFA Hotels and Resorts

IFA Hotels and Resorts have recently opened the newly renovated Fairmont Zanzibar resort and alongside its boundary another very special project is underway. In an effort to help the community in which the resort is situated - Matemwe Kilima Juu - the team at IFA have been helping to build a junior school for local children who are too small to travel to the village's current school over two kilometres away.

The school building was completed January 08 and is phase one of a newly planned Government school which currently has four classrooms. IFA has raised the money and has plans to double the size in the future to create a total of eight classrooms, ranging from kindergarten to standard 7. Teachers for the school will be supplied by the Government and will be handed over to the Ministry of Education to run once the ablutions and equipment required is completed. Another primary school in Abu Dhabi, UAE, has adopted Matemwe Kilima Juu Primary School as its 'twin' and now pupils from across the water are helping to provide

equipment, desks and stationary by having various fundraising events, and will be corresponding with the pupils once the school is officially opened.

IFA Hotels and Resorts have a good record of community activity in the area; they built a mosque in the same village last year and also recently provided a generator for the borehole at Keshangi and during the recent power crisis this provided much needed water to the whole Matemwe region. They are also looking into electrifying the village of Kilima Juu, and are investigating the possibility of establishing a cultural market where the villagers in the area can make and sell their own Zanzibar crafts based on traditional and new skills that will be brought to them by trainers in order to encourage more tourism income into the village. These various projects and many future plans have been set out in their community upliftment strategy that has been run by Mr. Mark Coppin, who has always believed that all investors need to give back to their communities.

We hope this strategy is adopted by many more of our ZATI members.



## TABASAM TOURS

The British School of Zanzibar (BSZ) offers nursery and primary education based on British curriculum. It enables orphans to enjoy the same opportunities as other children.

Tabasam Tours has established this International non profit school which funds the inclusion of a small number of orphans or less privileged children who study for free, whilst the rest of the pupils are fee paying. They opened the school with 3 children on 31st January, 2007. By July 08 they had 14 children who are fee paying and 3 orphan/less privileged children between 3 – 7yrs old, a total of 17 children at School. They plan to grow the school by adding another Key Stage every year to eventually offer the complete range of Primary education.

They accept applications on a rolling basis for pupils from Nursery, Reception and Year 1, age 2 1/2 to 8yrs. The school welcomes families of all nationalities and provides a unique opportunity to educate children following a British Curriculum within the Zanzibari community. Tabasam Tours were assisted by the Ministry of Education and Vocational Training, and they thank Mrs





Mwanaid Abdallah Deputy Principal Secretary (MOE) and Mr. Narrotam Harilal for their advice in setting up this project.

## MTONI MARINE HOTEL

Mtoni Palace Conservation Project Mtoni Marine is one of the older tourist hotels in Zanzibar and located right next to the Mtoni Palace Ruins. They have an agreement between the Department of Archives, Museums and Antiquities of the Ministry of Education, Culture and Sports to preserve the oldest palace on Zanzibar. Their partnership is referred to as the Mtoni Conservation Project.

The partnership has maintained and cleared the ruins, and recently, reconstruction of the palace baths has commenced. These works are carried out by tradesman who have followed a restoration course, and have cleared the gardens, replanted them with original species and laid out a natural-historical trail through the grounds.

One of the most famous inhabitants of Zanzibar was Sayyida Salme. Beit el Mtoni is strongly connected with her story, since it is the place where she was born. Salme, one of the many daughters of Sultan Said, became world famous as Emily Ruete, the Arabian princess who fell in love with the German merchant Rudolph Heinrich Ruete and had to leave Zanzibar because of the scandal. In her beautiful book *Memoirs of an Arabian Princess*, Salme wrote down her memories of the bustling Mtoni Palace during her youth, and the decay she encountered many years later when she returned to Zanzibar one last time.

Considering the high level of decay in some parts of the palace, all original details have been safeguarded, so the authenticity of the palace has remained intact. The site is now open to the public and Mtoni Marine offers guided tours of the Mtoni Palace ruins as part of their 'Princess Salme Tour' – which is bringing history alive once again for visitors to Zanzibar, and continues to fund the restoration.



## LIVINGSTONE BEACH RESTAURANT

Livingstone Beach Restaurant is helping economic empowerment of local artists by housing a collection of Zanzibar art, and supporting womens' involvement in the arts through the sale of Zanzibar Henna Paintings produced and originating as an indigenous culture in Zanzibar, by Zanzibari people.

The management say they believe that professional development in the Zanzibar art community is achievable by clearly defining the difference between tourist, commercial, and contemporary art. The Livingstone Gallery challenges each artist represented to continue evolving by submitting creative, dynamic work for their gallery space.

The Livingstone exhibition is presented in partnership with Zanzibar Young Artists Association (ZAYAA) Gallery. Livingstone Restaurant shares ZAYAA Gallery's commitment to support a stable and creative environment for the development of contemporary art in Zanzibar.







## KEMPINSKI HOTEL

"H.U.G. the Children" has been initiated by the Kempinski Hotels in Tanzania, in their efforts to find ways to help children in need.

"H.U.G. the Children" works in support of SOS Children's Villages, the world largest and most respected private childcare organisation. More specifically, it contributes in raising funds for the SOS Children's Villages in Tanzania, located in Arusha, Dar Es Salaam and Zanzibar. Through the initiative "H.U.G. the Children", the hotel guests can participate in fundraising efforts on behalf of the orphaned and vulnerable children of Tanzania.

The beneficiaries will always be the children. Money collected through the programme is donated to SOS Children's Villages Tanzania and goes towards improving the quality of childhood for children living in difficult circumstances. The support of the hotel guests gives children a second chance to live full and productive lives as adults. Since January 2008, Zamani Zanzibar Kempinski has raised TSH 3.393.500 that will be distributed to the needy.

## CHUMBE ISLAND

As from mid-June 2008, Chumbe Island Coral Park (CHICOP) is celebrating the 10th season of eco-tourism on the island. The project was first opened to tourists in 1998, four years after the coral reef on the western side of the Chumbe Island was officially declared as the first marine park in Tanzania. The project's main purpose is to protect and conserve the rich coral reef ecosystem on the western side of the island and the indigenous coral rag forest on the island which is the home for rare coconut crabs and endangered Ader's Duikers mini-antelopes. Parallel to the conservation of the ecosystems, the founder and director also wanted to create an education programme for local communities in order to teach them more about their precious natural resources and about how to conserve them for the future generations.

Over the years the CHICOP has taken more than 3,000 local school children to the island for educational daytrips where they learnt more about the marine environment, waste management and eco-tourism. More than 500 secondary school teachers have been to Chumbe Island for a daytrip and most of the schools in Zanzibar have visited at least once. The education programme does not only involve local schools but the project also regularly organises educational trips for representatives from local fishing committees and other groups.

The conservation and education activities are mainly funded through

an eco-tourism lodge on the Island, built using modern eco technology to minimize any impact on the surrounding environment. The lodge relies 100 % on solar power, all water used for showers, sinks and dishes use rain water collected from the rounded roof structures built by mangrove poles and thatched palm leaves. All waste water is treated locally through specially designed filters and artificial wetlands and sewage is completely avoided by using sealed, dry compost toilet systems for all accommodation on the Island.

The project is well established as a role model for eco-tourism in Zanzibar and is globally well known as brilliant example of how a private investment can contribute to conservation of natural resources.





## FUNDU LAGOON - PEMBA

Fundu Lagoon on Pemba Island has a history of cultural appreciation dating back to 1999 when the owners first built a mosque for staff in the hotel premises, and equally permitted the local witchdoctors to perform a ceremony to cleanse the land of any bad spirits before they opened the hotel. They 'discovered' and opened up a previously unknown historic ruin, and encourage guests to go out fishing with the local fishermen or visit the village to learn about the Zanzibar way of village life. They also support local musical talent by inviting village musicians to play at the hotel and sponsoring a Pemban group to attend the Zanzibar 'Sauti Za Busara' music festival.

The hotel tries to leave its natural environment unaffected by its presence and so is hidden by the indigenous forest, and has had a close dialogue with the Pemba Channel Conservation Authority (PECCA) and

the rangers of the Misali Island marine area, where guests enjoy diving and snorkeling on the pristine reefs. The area of Wambaa is the nearest community to this remote spot on Pemba Island, and for years Fundu Lagoon has had a 'buy local, employ local' philosophy wherever possible. The hotel offers a regular water bus service for the villagers to the nearest market and port, as well as using their fast dive boats as water ambulances to take medical emergencies to the nearest hospital. All money raised by guest donations goes into community projects: in 2005 a primary school was built with classrooms for 200 students and in 2006 a village borehole was drilled. In 2008 the school has been extended by a further 4 classrooms, and there are plans to build and operate a village clinic.

Fundu Lagoon has just been presented with the 2008 Good Safari Guide award – voted for by travel agents – as the Best Beach Safari Resort in Africa.

## SCUBA DOO

For the 4th consecutive year in September 2008, dive centre Scuba Doo got together the villagers, residents, hotel staff, shop owners and mindful tourists in Kendwa to clean up the beautiful Kendwa beach.

Preparations begin well in advance of the event, registering for the event with Project AWARE, sending invitation letters, purchasing rubbish bags, rubber gloves, etc. and organising the logistics for the event.

The event is part of the International Cleanup Day coordinated by the Project AWARE Foundation in partnership with the Ocean Conservancy. Together, these non profit entities are attempting to curtail debris and conserve aquatic environments worldwide.

Participating businesses in the area were Kendwa Amaan Resort, Sunset Bungalows, Bikini Bar and Restaurant, Nungwi Mnarani Aquarium, La Gemma Del' Est, La Rosa dei Venti, White Sands and Kendwa Rocks

In September 2009 it is expected that there will be more areas of the island involved in the event.

The end result in 2007 - 106 volunteers, 168 bags, 1002 kgs!



# MEMBERS CONTACT DETAILS

## MEMBERSHIP

Membership is open to any organisation engaged in the tourism sector who are holders of a valid business licence issued by a recognised Government institution, and are registered with TRA and ZRB. In addition, ZATI will also grant Membership to those who have had a project approved by ZIPA and are in the construction stage. Members will be admitted upon fulfilment of the conditions and acceptance of the terms of the Constitution. Members of the Association have the right to vote, and to be voted for, in any election of the Association, to receive all services offered by the Association, to be assisted in solving business issues, to lodge disputes or conflicts for help with resolution and settlement, and to have access to business information and various relevant reports and research findings.

If you would like to join,

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www.236hurumzi.com

Al-Johari  
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Amaan Kendwa Beach Resort  
PO Box 4769, Zanzibar  
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www.kendwabeachresort.com

Amore Mio Cafeteria and Ice cream Ltd  
PO Box 3072, Zanzibar  
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Beyt al Chai  
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Bravo Club (kiwengwa strand)  
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Breezes Beach Club and Spa  
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Fumba Beach Lodge  
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Hakuna Matata Beach Lodge  
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Tel: +255 777 454892  
Email: [info@zanzibar-resort.com](mailto:info@zanzibar-resort.com)  
[www.hakuna-matata-beach-lodge.com](http://www.hakuna-matata-beach-lodge.com)

Hotel Solution  
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Email: [bikinikendwa@hotmail.com](mailto:bikinikendwa@hotmail.com)  
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IFA Hotels and Resorts (Ocean Leisure)  
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Kilindi Kendwa  
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Tel: +255 777 423266

La Rosa Dei Venti Ltd  
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Mapenzi Beach Club (PlanHotel Znz Ltd)  
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[www.planhotel.com](http://www.planhotel.com)

Matemwe Bungalows  
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[www.matemwe.com](http://www.matemwe.com)

Mawimbini Club (Columbus)  
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[www.mazsonshotel.net](http://www.mazsonshotel.net)

Mbweni Ruins Hotel (Zanzibar Adventure Co. Ltd)  
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Tel: +255 24 2235478/9  
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[www.mbweni.com](http://www.mbweni.com)

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International Youth Foundation  
International Finance Corporation  
Sauti za Busara  
Stone Town Conservation & Development Authority  
Stone Town Heritage Society

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[www.ifc.org](http://www.ifc.org)  
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Monsoon Restaurant  
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Mtoni Marine Centre Ltd  
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Neptune Pwani Beach Resort  
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[www.shortpalms.com](http://www.shortpalms.com)

Smile Beach Hotel  
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Shooting Star Lodge  
PO Box: 3076, Zanzibar.  
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[www.shootingstarlodge.com](http://www.shootingstarlodge.com)

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The Treasure Trove  
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Tourism Confederation of Tanzania (TCT)  
World Tourism Organisation  
Zanzibar Association of Tourism Investors  
ZANEMA (Zanzibar Employers Association)  
Zanzibar Government  
ZIFF (Zanzibar International Film Festival)

[www.tanzaniatourisonline.com](http://www.tanzaniatourisonline.com)  
[www.world-tourism.org](http://www.world-tourism.org)  
[www.zati.org](http://www.zati.org)  
[www.zanema.or.tz](http://www.zanema.or.tz)  
[www.zanzibargovernment.org](http://www.zanzibargovernment.org)  
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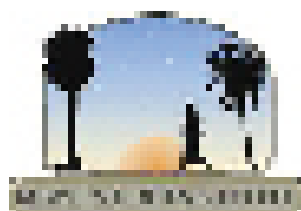
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