



**UNITED REPUBLIC OF TANZANIA
NATIONAL AUDIT OFFICE**



**PERFORMANCE AUDIT REPORT ON THE
DEVELOPMENT AND PROMOTION OF TOURISM
SECTOR IN TANZANIA**

**CONTROLLER AND
AUDITOR GENERAL**



MARCH, 2022



About National Audit Office

Mandate

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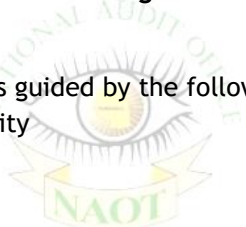
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PREFACE



Section 28 of the Public Audit Act CAP 418 [R.E 2021] mandates the Controller and Auditor General to carry-out Performance Audit (Value-for-Money Audit) for the purposes of establishing the economy, efficiency and effectiveness of any expenditure or use of resources in the Ministry, Department and Agencies (MDA), Local Government Authorities (LGAs) and Public Authorities and other Bodies which involves enquiring, examining, investigating and reporting, as deemed necessary under the circumstances.

I have the honour to submit to Her Excellency, the President of the United Republic of Tanzania, Honourable Samia Suluhu Hassan and through her to the Parliament of the United Republic of Tanzania, the *Performance Audit Report on the Development and Promotion of Tourism Sector in the Country for a span of 5 financial years (2016/17 to 2020/21)*.

The report contains findings, conclusions and recommendations that are directed to the Ministry of Natural Resources and Tourism including Tourism Division and Tanzania Tourist Board.

The Ministry of Natural Resources and Tourism and Tanzania Tourist Board were given the opportunity to scrutinize the factual contents of the report and commented on it. I wish to acknowledge that discussions with the audited entities have been useful and constructive.

My Office intends to carry out a follow-up at an appropriate time regarding actions taken by the Ministry of Natural Resources and Tanzania Tourist Board in relation to the implementation of the recommendations given in this report.

In completion of the audit assignment, the office subjected the draft report to critical reviews of experts namely Prof. Dev Anand Jani and Didacus Bulole Kasunga who came up with useful inputs in improving this report.

This report has been prepared by Mr. Victor F. Mapigano - Team Leader, Mr. Emmanuel Kisweka and Mr. Fundikira Ntabo- Team Members, under the supervision and guidance of Ms. Asnath L. Mugassa - Ag. Chief External Auditor, Mr. George C. Haule - Acting Deputy Auditor General.

I would like to thank my staff for their commitment in the preparation of this report. My thanks should also be extended to the audited entities, namely the Ministry of Natural Resource and Tourism, particularly the Tourism Division and Tanzania Tourist Board for their cooperation with my Office which facilitated the timely completion of this audit report.



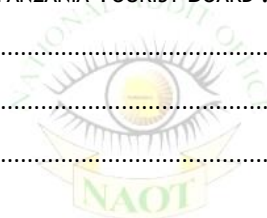
Mr. Charles E. Kichere
Controller and Auditor General
United Republic of Tanzania
March, 2022



TABLE OF CONTENTS

PREFACE	II
LIST OF TABLES.....	VI
LIST OF FIGURES.....	VII
ABBREVIATIONS AND ACRONYMS	VIII
DEFINITION OF TERMS	IX
CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND OF THE AUDIT	1
1.2 MOTIVATION FOR THE AUDIT	2
1.3 DESIGN OF THE AUDIT	4
1.4 AUDIT SCOPE.....	7
1.5 SAMPLING, METHODS FOR DATA COLLECTION AND ANALYSIS	8
1.6 INFORMATION VALIDATION PROCESS	14
1.7 STANDARD USED FOR THE AUDIT	14
1.8 STRUCTURE OF THE REPORT.....	15
CHAPTER TWO	16
SYSTEM FOR THE DEVELOPMENT AND PROMOTION OF TOURISM SECTOR.....	16
2.1 INTRODUCTION	16
2.2 LEGAL FRAMEWORK GOVERNING TOURISM SECTOR	16
2.3 ROLES AND RESPONSIBILITIES OF KEY STAKEHOLDERS.....	19
2.4 PROCESS FOR DEVELOPMENT AND PROMOTION OF TOURISM INDUSTRY IN	28
THE COUNTRY	28
CHAPTER THREE	32
AUDIT FINDINGS RELATED TO DEVELOPMENT OF THE TOURISM SECTOR.....	32
3.1 INTRODUCTION	32
3.2 EXTENT OF DEVELOPMENT OF TOURISM SECTOR IN THE COUNTRY	32
3.3 INADEQUATE IMPLEMENTATION OF MECHANISM TO FACILITATE DEVELOPMENT OF TOURISM PRODUCTS	43
3.4 INEFFECTIVE REGULATION OF TOURISM OPERATORS IN THE COUNTRY	60
CHAPTER FOUR.....	75
ADEQUACY OF PROMOTION AND MARKETING OF TOURISM SECTOR	75

4.1	INTRODUCTION	75
4.2	TTB'S MECHANISM FOR PROMOTION AND MARKETING OF TOURISTS PRODUCTS WAS FAIRLY EFFECTIVE.....	75
4.3	INADEQUATE PROMOTION AND MARKETING OF TOURISM PRODUCTS.....	80
CHAPTER FIVE		92
AUDIT CONCLUSION		92
5.1	INTRODUCTION	92
5.2	GENERAL CONCLUSION	92
5.3	SPECIFIC CONCLUSION.....	93
CHAPTER SIX		95
AUDIT RECOMMENDATIONS		95
6.1	INTRODUCTION	95
6.2	RECOMMENDATIONS TO THE MINISTRY OF NATURAL RESOURCES AND TOURISM.....	95
6.3	RECOMMENDATIONS TO THE TANZANIA TOURIST BOARD	97
REFERENCES		98
APPENDICES.....		101
APPENDIX 8:		142



LIST OF TABLES

TABLE 1. 1: SUMMARY OF SELECTED TOURISM CATEGORIES, PRODUCTS AND FACTOR ASSESSED	10
TABLE 1. 2: SELECTED TTB'S OFFICES	11
TABLE 2. 1: SUMMARY OF STRATEGIES, TARGETS AND GOALS	17
TABLE 2. 2: HUMAN RESOURCES FOR PROMOTION OF TOURISM SECTOR	25
TABLE 2. 3: PROCESS FOR DEVELOPMENT AND PROMOTION OF TOURISM INDUSTRY IN THE COUNTRY	28
TABLE 2. 4: CATEGORIES OF TOURISM PRODUCTS	31
TABLE 3. 1: REPORTED CONTRIBUTION OF TOURISM SECTOR TO THE NATIONAL GDP	34
TABLE 3. 2: EXTENT OF PRIORITIZATION FOR FACILITATING DEVELOPMENT OF TOURIST PRODUCTS BY MNRT	41
TABLE 3. 3: IMPLEMENTATION OF PLANNED ACTIVITIES FOR IDENTIFICATION OF TOURIST ATTRACTIONS	47
TABLE 3. 4: ANALYSIS OF TOURISM CATEGORIES AND PRODUCTS IDENTIFIED	47
TABLE 3. 5: IMPLEMENTATION OF PLANS FOR DEVELOPMENT OF TOURIST ATTRACTIONS.....	49
TABLE 3. 6: THE STATUS OF GRADING ACTIVITY FOR THE PERIOD UNDER AUDIT	65
TABLE 3. 7: STATUS OF INSPECTION EXERCISE OF TOURISM OPERATORS.....	70
TABLE 4. 1: REQUIRED VS AVAILABLE HUMAN RESOURCES AT TTB.....	86
TABLE 4. 2: STATUS OF IMPLEMENTATION OF MARKETING TRAINING PROGRAM.....	87
TABLE 4. 3: OVERLAPPING OF FUNCTIONS AMONG KEY TOURISM STAKEHOLDERS	89
TABLE 4. 4: STATUS OF IMPLEMENTATION OF VARIOUS MARKETING AND PROMOTION ACTIVITIES ..	91

LIST OF FIGURES

FIGURE 2. 1: LEGAL FRAMEWORK GOVERNING TOURISM SECTOR	16
FIGURE 2. 2: FUNCTIONS OF THE MINISTRY OF NATURAL RESOURCES AND TOURISM.....	20
FIGURE 2. 3: BUDGET FOR DEVELOPMENT AND PROMOTION OF TOURISM SECTOR	21
FIGURE 2. 4: HUMAN RESOURCES FOR DEVELOPMENT AND PROMOTION OF TOURISM SECTOR.....	23
FIGURE 2. 5: BUDGET FOR DEVELOPMENT AND PROMOTION OF TOURISM SECTOR	24
FIGURE 2. 6: SUMMARY OF THE ROLES OF OTHER STAKEHOLDERS IN TOURISM SECTOR	26
FIGURE 2. 7: RELATIONSHIP OF KEY STAKEHOLDERS IN DEVELOPMENT AND PROMOTION OF TOURISM IN THE COUNTRY	27
FIGURE 2. 8: DIAGRAMMATIC SUMMARY OF THE PROCESS FOR DEVELOPMENT AND PROMOTION OF TOURISM INDUSTRY IN THE COUNTRY.....	30
FIGURE 3. 1: EMPLOYMENT CREATED BY TOURISM SECTOR.....	36
FIGURE 3. 2: RATE OF INCREASE OF EMPLOYMENT BETWEEN YEARS	37
FIGURE 3. 3: TREND OF INTERNATIONAL AND DOMESTIC VISITORS IN THE COUNTRY	38
FIGURE 3. 4: TREND OF INTERNATIONAL AND DOMESTIC VISITORS IN THE COUNTRY	39
FIGURE 3. 5: BUDGETED AND DISBURSED AMOUNT TDL IN A PERIOD OF FIVE FINANCIAL YEARS ...	52
FIGURE 3. 6: TANZANIA BUDGET FOR PROMOTION OF TOURISM RELATIVE TO ITS COMPETING DESTINATIONS (US \$)	53
FIGURE 3. 7: STATUS OF REGISTRATION AND LICENSING OF TOURISM FACILITIES AND ACTIVITIES..	62
FIGURE 3. 8: NUMBER OF BOARD MEETINGS REQUIRED AND CONDUCTED.....	63
FIGURE 3. 9: NUMBER OF ACCOMMODATION FACILITIES WITH BUSINESS LICENSE DEBTS	73
FIGURE 4. 1: IMPLEMENTATION OF PROMOTION AND MARKETING OF TOURISTS ATTRACTIONS	78
FIGURE 4. 2: BUDGETED AND DISBURSED AMOUNT OF TDL IN A PERIOD OF FIVE FINANCIAL YEARS	85

ABBREVIATIONS AND ACRONYMS

BoT	:	Bank of Tanzania
GPD	:	Gross National Product
HQ	:	Head Quarter
INTOSAI	:	International Organization of Supreme Audit Institutions
KPIs	:	Key Performance Indicators
LGAs	:	Local Government Authorities
M&E	:	Monitoring and Evaluation
MICE	:	Meeting, Incentives, Conferences and Events/Exhibition
MNRT	:	Ministry of Natural Resources and Tourism
NCAA	:	Ngorongoro Conservation Area Authority
NCT	:	National College of Tourism
OC	:	Other Charges
PO-RALG	:	President's Office - Regional Administrative and Local Government
REGROW	:	Resilient Natural Resource Management for Tourism and Growth Project
TANAPA	:	Tanzania National Parks Authority
TAWA	:	Tanzania Wildlife Management Authority
TCT	:	Tourism Confederations of Tanzania
TDL	:	Tourism Development Levy
TFS	:	Tanzania Forest Services Agency
TTB	:	Tanzania Tourist Board
TZS	:	Tanzanian Shillings
UNWTO	:	United Nations World Tourism Organisation
WTO	:	World Tourism Organisation
WTTC	:	World Travel & Tourism Council

DEFINITION OF TERMS

- Tourism Operator** : Tourist Agent or Photographic Safaris Operator or any person who for reward conduct an activity or operate a facility or undertakes to provide services for tourism and other members of the public in relation to Tours and travel within or outside the country.
(Source: Tourism Act, 2008).
- Tour Operator** : Any person who for reward undertakes to, provide for tourists and other members of the public in relation to tours and travel within or outside Tanganyika, transport, whether by air, sea, railway or road (including procurement of tickets) accommodation, professional advice on tourism and other travel matters relating to tourism, and also includes any person who for reward operates as an agent of a transporter for the purpose of soliciting custom for such transporter.
[Source: Tourist Agents (Licensing) Act, 1969]
- MICE** : To highlight purposes relevant to the meetings industry, if a trip's main purpose is business or professional, it can be further subdivided into "attending meetings, conferences or congresses, trade fairs and exhibitions" and "other business and professional purposes".
(Source: United Nations World Tourism Organization UNWTO)
- Incentives** : Incentives for tourism, such as tax holidays, exemptions of customs duties, initial capital allowances, and accelerated depreciation on buildings. Incentives are often administered on a discretionary basis not through the tax law and can introduce a range of well-known problems.
(Source: World Bank Document No. 14 investment climate In Practice)
- Destination** : Refers as the place visited that is central to the decision to take the trip that is the farthest from the place of usual residence. *(Source: United Nations World Tourism Organization UNWTO)*

EXECUTIVE SUMMARY

Background of the Audit

Tourism both prior and after COVID-19 continues to be considered as one of the strategic sectors in boosting national economies. African countries including Tanzania with immense natural and cultural resources are ambitious in capitalizing on the industry, thus putting emphasis on development and promotion of the industry. Development and promotion of the tourism sector in a country are crucial to the success of the sector as well as the country's economy and welfare of the society.

According to the International Labour Organisation (2012)¹, promotion of tourism is the process designated to inform the potential visitors on the tourism products offered, sharing to them with its most attractive and innovative attributes. Tourism development involves the implementation of a comprehensive plan of action that provide guidance towards dealing with estimated increase in business over the short, medium and longterms. Tourism development aims at long-term sustainable development by the execution of a number of strategies. These strategies bring into focus a generic idea to increase competitiveness, build an inclusive industry by promoting closer integration of people, develop and maintain the environment.

The Government through the Ministry of Natural Resources and Tourism and Tanzania Tourists Board, has made various efforts to improve performance in the Tourism sector. Among the efforts made include initiation of the campaign on '*Utalii Mpya Fursa Mpya*' which commenced from July, 2020² and various marketing exhibitions that aimed at promoting the tourism sector in the country. As a result of those efforts, the country was ranked at 12th position globally due to its numerous World Heritage , 18th on natural sites, 12th on impressive wildlife and 10th position on habitat protection.³ Similarly, for the past five years under the audit, Serengeti National Parks has won the awards as Africa's Leading National Park in three successive

¹ Toolkit on Poverty Reduction through Tourism

² <https://allafrica.com/stories/202006290644.html>

³ The Travel & Tourism Competitiveness Report 2019

years from 2019 to 2021; and as the nominee in the awards in three years from 2016 to 2018. These were among the success factors of the efforts made by the Ministry in promoting and marketing tourism products.

Apart from the importance of Tourism sector towards contribution to the country's economy, the audit was motivated by reported challenges which call for more attention for the improvements in order to maximize benefits accrued from the tourism sector.

The main objective of the audit was to assess the performance of the Ministry of Natural Resources and Tourism (MNRT) through Tourism Division and Tanzania Tourist Board (TTB). These entities are responsible for the development and promotion of tourism sector respectively. The audit focused mainly on the adequacy of development and promotion of tourism, specifically on the improvements in the performance and contribution of tourism sector to the country's economy; adequacy of development of available key tourist products; and promotion and marketing of tourism products. Both natural and manmade categories of tourism products were covered during the audit.

The current audit covered five financial years i.e. 2016/17 to 2020/21 that reflects the period that the Government took several initiatives to promote and develop its tourism sector. Thus the period will enable the audit to adequately establish performance trend. The audit evidence was gathered through document reviews, interviews with relevant Officials, and physical verifications.

Main Audit Findings

Relatively Low Contribution of Tourism Sector to the National GDP

The Audit noted relatively low contribution of tourism sector to the country's economy, as evidenced by the following observations:

Ineffective Measurement of Contribution of Tourism Sector to National GDP

Five Year Development Plan (FYDP II) 2016/17- 2020/21 targeted the tourism sector to contribute 18.3% to National GDP by 2020. However, the

audit team noted that, MNRT did not develop comprehensive mechanism for collecting adequate data that can be used to measure the contribution of tourism sector in the country's economy. Among the parameters which MNRT did not capture include receipt from domestic visitors, outbound expenditure etc. As a result, the Ministry is not certain on the actual contribution of tourism sector to the national GDP.

It was also noted that the budget speeches of the Minister for Natural Resources and Tourism for the three 3 out of 5 years starting from 2016/17 to 2020/21 indicated the contribution of tourism sector to the National GDP to be above 17%. This was without indicating actual figure that can be compared to the set target of 18.3%. While, the Bank of Tanzania (BoT) and National Bureau of Statistics (NBS) did not report on the contribution of Tourism sector to GDP as is reported for other sectors for the five years covered in this audit. This implies that, there is a lack of accurate and sufficient information on the contribution of tourism sector to the National Economy, to various stakeholders.

Further discussion with Officials from the MNRT, revealed that the reported value of 17% was a result of the study that was conducted in 1998, which was also accurately done using the methods recommended by the United Nations World Tourism Organization (UNWTO). Instead, the Ministry indicated that, the performance of contribution of Tourism to the Tourism sector, was based on the earnings from the international visitors.

Even though the Ministry indicated that, it relied on the earning from international visitors, it was also noted that the target was not achieved. The Five-Year Development Plan targeted to raise tourist foreign earnings to USD 3.6 Billion which is equivalent to TZS 8.374 Trillion by 2021. Auditors' analysis revealed that the Ministry did not achieve this target as in 2020, only TZS.1.6 Trillion was collected which equaled to only 19% of the target set for 2021.

Non-attainment of Targets for the Number of Tourists Visiting Tourist Attractions in the Country

The Five Year Development Plan targeted to increase the number of tourists to 1,759,750 by 2020. Similarly, TTB's Corporate Strategic Plan targeted to

increase international tourist arrivals from 1,284,279 in 2016 to 3,000,000 by June, 2022. However, analysis of the statistics from the 2020 MNRT's Statistical Bulletin, revealed that, up to the year 2020, the target was not met.

The number of international visitors in the country increased from 1,284,279 in 2016 to 1,527,230 in 2019 and dropped very rapidly in 2020 to 620,867. On the other side, there is a slight increase on the number of domestic visitors from 731,648 in 2016 to 891,001 in 2019 and a significant drop to 654,023 in 2020. The main reason for the decline in number of visitors in 2020 was COVID-19 pandemic which affected tourism sector as most countries had to go into lock down.

MNRT did not adequately Facilitate Development of Key Tourist Products

The Audit Team noted that the country has various tourism sites that include 22 National Parks, 42 game-controlled areas, 28 game reserves, 4 Ramsar Sites, Ngorongoro Conservation Area (including the crater and Olduvai George), 33 Wildlife Management Areas, 6 Nature Reserves and a number of historical and cultural sites. However, the Ministry did not have mandate to directly facilitate development of other types of tourism products like beaches, marine parks, medical, sports, conferences etc. because they fall under other Ministries and Agencies. Example; Cruise ship is under TPA, Medical is under Ministry of Health, Marine Parks under Ministry of Livestock and Fisheries etc.

The reviewed strategy, 'Towards a Comprehensive Strategy for Tourism Diversification, Growth and Development in Tanzania, 2019 indicated that, there are rooms for tourists product diversification in cruise ship, beaches and Meeting, Incentives, Conferences and Events/Exhibition (MICE) which are yet to be developed to their maximum potential. However, the Audit Team noted that, as the result of limited mandate MNRT did not adequately plan to facilitate the development of other tourism products since they fall under other Ministries' mandate like marine parks which falls under the Ministry of Livestock and Fisheries and beaches which are under the Local Government Authorities.

Ineffective Monitoring of the Performance of Tourism Operators in the Country

MNRT was expected to inspect tourism facilities or activities before registration and also conduct periodic inspection /monitoring when they are in operations. The monitoring activities were concentrated in the popular Northern and Eastern Tourist Circuits as well as focusing on few players particularly hotels and tour guides leaving other players in the value chain. From 2016/17 to 2020/21, MNRT conducted inspections of tourism operators in eight (8) out of 26 Regions in the country. The covered regions were Dar es Salaam, Manyara, Iringa, Arusha, Morogoro and Coast Regions. Regions in Lake Zone like, Mbeya and Kigoma were not covered despite being potential regions for Tourism and known to have many Tourism Operators and Facilities. Inadequate coverage of inspection of tour operators led into risk of presence of unregistered Tourism Operators. This poses the risk of providing sub-standard hospitality services which in turn is a potential threat to the development and promotion of the tourism sector in the country.

Ineffective Enforcement and Compliance of Regulations by Tourism Operators

Regulation of tourism operators is key for success of tourism sector. However, there was noted ineffective regulation of Tourism Operators in the country, this is evidenced by presence of Tourism operators with outstanding license fees debts amounting to TZS 1.96 Billion from 2018/19-2020/21.

For the last two years i.e. 2019/20 and 2020/21, MNRT did not collect debts amounting to USD 731,000 which is equivalent to TZS 1.69 Billion (as tourism license fee from 624 Tour Operators (i.e. accommodation facilities). Despite that the Management of MNRT indicated that most debts falls within the period of COVID-19, and that companies were not operating in that period, the Ministry did not provide written request from those companies indicating that they were not able to pay license fees due to the effect of COVID-19.

Further, even before eruption of COVID -19, the outstanding licence fees debt for the year 2018/19 was 0.27 Billion. This implies that the Ministry did not effectively enforce the collection of license fees since some of the companies (Tourism Operators) were noted to have accumulated debts in two years without appropriate actions being taken against them by the Ministry. In addition, the database regarding actual debts in other years were not availed by the Ministry which creates questions on whether the Ministry do follow ups on debt collections and re-enforce the payment of debts.

Existence of Unregistered Tourism Operators

The audit noted the reported cases of companies which were operating Tourism facilities and activities without being registered. For the period of five years covered by this audit, there were 12 unregistered companies that were claimed to obtain money fraudulently from visitors amounting to USD 59,580 which is equivalent to TZS 137 Million. The companies were operating online and arranging various safaris for expected visitors without honoring the agreement. In this regard, the image of the country may be distorted due to the existence of such cases of unfaithful companies.

Inadequate Promotion and Marketing of Tourism Products

Tanzania Tourist Board targeted to promote tourism sector using modern and relevant marketing tools to achieve higher socio-economic development in Tanzania. However, it was noted that there are various weaknesses on the adequacy of TTB to promote and market tourism products in the country.

The noted challenges includes: absence of strategies for mobilization of financial resources; slow pace in adapting with technological changes for promotion and marketing of tourism attractions; *and* inability to harness regional market potential especially in area like Meeting, Incentives, Conference and Exhibition (MICE) due to low investment.

Overall Audit Conclusion

The audit conclude that, the Ministry of Natural Resources and Tourism (MNRT) through Tourism Division and Tanzania Tourist Board (TTB) have not adequately developed and promoted tourism sector in Tanzania in order to optimize tourism potential and enhance its contribution to the country's economy.

Despite of efforts made by MNRT and TTB to facilitate development and promotion of tourism sector, the efforts are more focused on wildlife and mountains climbing. There is minimal efforts to develop and promote other tourism products with high potential for generating revenues. This is against the requirements of the Tourism Policy of 1999 which requires the Ministry to facilitate development of quality tourist products and diversifying tourist attractions.

Inadequate capacity of TTB in terms of financial, skilled human resources as well as technology affected the performance of the Board in fulfilling its mandated roles. Moreover absence of effective strategies and plans have hampered MNRT's performance to effectively promote and develop the tourism products. Further, the fact that MNRT is performing some of the operational and policy level roles, whereas it has limited resources, has affected effective administration of regulatory activities such as registration and grading of Tourism Operators and Facilities. Thus, majority of Tour Operators and Facilities are unregistered and thus there is no assurance that the services offered meet the required standards.

Audit Recommendations

Emanating from the observation of the Audit Team on the development and performance of the tourism sector, the following are suggested specific recommendations to the Ministry of Natural Resources and Tourism in improving Development and Promotion of Tourism Sector:

The Ministry of Natural Resources and Tourism is urged to:

1. Develop comprehensive interventions to facilitate effective implementation of strategies and plans for development, promotion and marketing of tourism products in the country. The interventions should allow engagement of all key stakeholders in the identification of potential tourism products, investment opportunities, development, promotion and marketing of tourist products available in all Regions of the country;
2. Ensure that, TTB has adequate capacity in terms of financial, infrastructure and human resources sufficient to effectively implement its mandated roles;
3. Identify human resource competence gaps necessary for developing and promoting tourism sector in the country and use the results to develop strategies for addressing the identified competence gaps;
4. Establish mechanism for effective implementation of regulatory operational functions. The mechanism should facilitate decentralization of operational roles to its Agencies with adequate capacity for implementing those roles;
5. Establish mechanisms and strategies to ensure effective registration, grading and classification of Tour Operators and Facilities. This should include but not limited to ensure availability of skilled human resources, plans, funding and tools for identification, classifying and grading tourism facilities and businesses; and
6. Regularly track the compliance performance of Tourism Operators in paying necessary fees. This should involve instituting appropriate sanctions to defaulters as provided in the applicable laws, regulations, directives, or guidelines.

Specific Recommendations to Tanzania Tourist Board for Improving Promotion and Marketing of Tourism Products

The Management of Tanzania Tourist Board is urged to:

1. Enhance its mechanisms for promoting and marketing Tourist Products. This should include but not limited to use of advanced promotion and marketing technology, development of memorandum of understanding with key stakeholders and strategies for stakeholders' coordination; and
2. Enhance its strategies to facilitate achievement of targets for increasing the number of tourists in the country, identification of potential markets for the tourist products and earnings from national, regional and international level.



CHAPTER ONE

INTRODUCTION

1.1 Background of the Audit

Tourism continues to be a potential economic sectors globally, prior and after the COVID-19 pandemic. According to the World Travel & Tourism Council (WTTC) report issued in 2017⁴, Tanzania Tourism Industry is expected to be among one of the world's fastest growing sector over the next decade. With 1.28 Million tourist arrivals in 2016, Tanzania is already one of the most-visited destinations in sub-Saharan Africa⁵. Therefore, the importance of tourism sector cannot be denied.

Performance audit in tourism focuses on the development and promotion of tourism in the country and plays an important role in increasing tourism efficiency. According to the International Labour Organisation (2012)⁶, promotion of tourism is the process designed to inform the potential visitors on the tourism products offered, sharing with them their most attractive and innovative attributes. Moreover, tourism product development involves the implementation of a comprehensive plan of action that provide guidance towards dealing with estimated increase in business over the short, medium and long-terms. Tanzania is ranked 12th globally due to its numerous World Heritage, natural sites (18th), impressive wildlife (12th) and habitat protection (10th)⁷.

Tourism product development aims at long-term sustainable development by the execution of a number of strategies. These strategies bring into focus a generic idea to increase competitiveness, build an inclusive industry by

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<http://repository.businessinsightz.org/bitstream/handle/20.500.12018/7436/TRAVEL%20%26%20TOURISM%20ECONOMIC%20IMPACT%202017%20TANZANIA.pdf?sequence=1&isAllowed=y>

⁵ <https://oxfordbusinessgroup.com/overview/achieving-potential-taking-steps-diversify-offerings-and-address-remaining-challenges-growth> Accessed on 19/04/2021

⁶ Toolkit on Poverty Reduction through Tourism

⁷ The Travel & Tourism Competitiveness Report 2019

promoting closer integration of people, develop and maintain the environment.

Recently the Government through the Ministry of Natural Resources and Tourism and Tanzania Tourists Board, has made some efforts to improve performance in the Tourism sector. Among the efforts made include initiation of the campaign on '*Utalii Mpya Fursa Mpya*' which started in July, 2020 and aimed to promote tourism sector in the country. Also, the Ministry prepared two documents namely, 'Comprehensive COVID - 19 Recovery and Sustainability Plan for Tourism in Tanzania 2020/21 - 2024/25; and 'Rapid assessment of the Impact of Corona Virus Disease (COVID - 19) on the Tanzania's Tourism Sector in 2020'. Both documents indicates ways to cope with COVID-19 to improve the performance of the sector.

1.2 Motivation for the Audit

The tourism sector in the country is very crucial as it contributes directly to the national economy. Different scholars and various reports have pointed out the importance and challenges facing tourism sector at international and national levels. Thus, the audit was motivated by the significant contribution of tourism sector in the economy of Tanzania. It was also motivated by reported challenges such as unsatisfactory standard of tourism services and inadequate marketing and promotion strategies of tourism products which call for more attention for improvements in order to maximize benefits accrued from tourism sector. This is as detailed hereunder:-

Significant Contribution of the Tourism Sector to the National Economy

According to the United Nations (2020), *Tanzania's* foreign exchange earnings from tourism amounted to USD 2.557 Billion. This represented 26% and 61% of all goods and services exports respectively. Similarly, in the budget speech made to the Parliament in 2017, the then Minister for Natural Resources and Tourism estimated that the sectoral contribution of tourism to Tanzania's GDP stood at 17.5%.

Further, Donelan (2020), indicated that without the pandemic, the 2020 season would have attracted approximately 1.9 Million tourists and

generated US\$2.9 Billion of forex. Although there are notable contribution of tourism sector in the country, still there is potential for improvements in the sector to ensure more contributions in the sector.

Contribution to the attainment of Sustainable Development Goals

The Sustainable Development Goal No. 8 highlights that, in order to have a better and more sustainable future for all, by 2030, it is important for governments to devise and implement policies for promoting sustainable tourism that creates jobs and promotes local culture and products. The performance of attaining this goal can be measured by considering: the contribution of Tourism in the total GDP and economic growth rate of the country; also proportion of jobs in sustainable tourism industries out of total tourism jobs.

In this regards, conducting the audit on the promotion and development of tourism sector is key as it will enhance performance that will eventually facilitate the attainment of Sustainable Development Goal No 8.

Unsatisfactory Standard of Tourism Services

Another prevalent challenge in the tourism sector is vividly noted by Eagles (2001) who explicitly indicated the levels of tourist satisfaction in the country to be low. Specifically, Eagles (2001) noted unsatisfactory standard of tourism services that pertains to transportation, accommodation and information sectors that do not meet the standard expected of an international tourism destination. Further, the same study indicated that among the possible causes of unsatisfactory standard of tourism service included low levels of capital, weak internal tourism education and poorly funded regulatory institutions.

In addition to that, the study reported that Tanzania's wildlife resources indicate the potential of the country to be the world-class destination although it had not been realized at present to the fullest expectation. According to the study among the factors that hinder realization of actual potential of tourism sector include: lack of infrastructure, trained staff and presence of bureaucratic factors.

Inadequate Marketing and Promotion Strategies of Tourism Products

Bakari, S (2021) reported that despite the fact that Tanzania has large number of tourist attractions, it receives a small number of domestic tourists yearly as compared to other African countries which do not have as many attractions. Likewise, Tanzania is a very unique destination with several world heritage sites but they are not well known by people in and out of Tanzania. It was further said that not only are the attractions inadequately known worldwide, but they are also insufficiently known by the Tanzanians themselves as they rarely visit them⁸. This was associated by inadequate marketing and promotion strategies. For the period of three years falling under the audit scope (2016 to 2018), it was indicated that the average number of domestic visitors per year was 44,485.

In view of the above, the Controller and Auditor General decided to carry-out performance audit on the development and promotion of tourism sector. The intention was to examine performance of the audited entities and recommending areas for further improvement.

1.3 Design of the Audit

1.3.1 Audit Objective

The main objective of the audit was to assess whether the Ministry of Natural Resources and Tourism (MNRT) through Tourism Division and Tanzania Tourist Board (TTB) have adequately developed and promoted tourism sector in Tanzania in order to optimize potentials of tourism and enhance its contribution to the country's economy.

Specific Audit Objectives

In order to address the main audit objective, three specific audit objectives were realized.

⁸ <https://www.longdom.org/open-access/challenges-facing-domestic-tourism-promotion-a-case-of-serengeti-national-park-tanzania.pdf>

These specific objectives of the audit were to assess whether:

- a) MNRT has adequately facilitated development, promotion and marketing of tourism products;
- b) TTB has adequately promoted and marketed tourism products; and
- c) Tourism Operators and tourist facilities are effectively regulated to allow them to conduct business in a manner that improves performance of the tourism sector.

1.3.2 Assessment Criteria

In order to assess the adequacy of development and promotion of tourism sector in the country, assessment criteria were drawn from legislations, standards, good practices and Strategic Plans of both MNRT and TTB.

The following are the broader assessment criteria for each of the specific audit objective:

(a) Adequacy of the MNRT to Facilitate Development and Promotion of Tourism Products

According to the MNRT strategic plan 2016-2021, the MNRT is required to develop appropriate policies, strategies and guidelines for enhancing development of Tourism Sector and wellbeing of the Nation. Furthermore, Tanzania Tourism Policy, 1999 states that there is a need to develop quality tourist products and diversifying tourist attractions. The emphasis is on the development of primary attractions like wildlife, improvement in accommodation and other supportive services such as transportation, restaurants and banking services.

The Policy also indicated that existence of good and well-functioning land and air transportation services, adequate and up-to-standard accommodation facilities is vital for the industry as it assures the accessibility, efficiency and quality of services offered to tourists. The same Policy requires MNRT to collaborate with relevant stakeholders like Ministry of Land, Housing and Human Settlements Development in identifying and setting aside specific areas for tourism development and investment. This should also be done in collaboration with the relevant land authorities like Local Government Authorities.

(b) Effectiveness of TTB in Promoting and Marketing of Tourism Products

TTB's Corporate Strategic Plan 2017/18-2021/22 requires the execution of the International Marketing Strategy (IMS) by emphasizing on modern marketing techniques including online marketing in addition to using traditional marketing techniques. TTB is also required to adapt to technological changes especially marketing strategies and human resource development to cope with changing customer behavior and preferences. This is according to the International Tourism Marketing Strategy for Destination Tanzania 2020-2025.

On the other hand, through TTB's Strategic Plan, 2017/18 - 2020/21 TTB is required to promote tourist products available in the country.

The Tanzania Tourism Policy, 1999, requires the MNRT & TTB to allocate adequate funds to enable effective promotion, development and marketing of tourist products. The Tourism Regulation, 2013 states that there should be collection of Tourism Development Levy (TDL) in order to facilitate development and promotion of tourism sector in the country. The MNRT is required to promote high quality tourism through establishment of standards, training and human resources development. This is as stated in the Tourism Act, 2008.

(c) Effectiveness of MNRT in Regulating Tourism Operators

According to Tourism Act, 2008 the Ministry through Director of Tourism Division is required to register, classify and grade tourism facilities, establish and maintain registers of such facilities and activities. The same Act requires the Ministry through Director of Tourism Division to inspect tourism facilities or activities before registration. Furthermore, the same Act calls for the Ministry through Director of Tourism to take legal actions against persons violating requirements of the regulation like tourism operators who are operating without being registered or tour operators with sub-standard facilities like transport facilities etc.

1.4 Audit Scope

The main audited entity was the Ministry of Natural Resources and Tourism through its Tourism Division and Tanzania Tourist Board (TTB), the Ministry is responsible for the development and promotion of tourism sector in Tanzania with the objective of enhancing its contribution to the country's economy.

The audit focused mainly on the adequacy of development and promotion of tourism, specifically on the improvements in the performance and contribution of tourism sector to the country's economy; adequacy of development of available key tourist products; and promotion and marketing of tourism products.

Further, the audit focused on the adequacy of mechanisms to facilitate development and promotion of tourism products specifically using the available strategies and plans to facilitate development and promotion of tourist products; implementation of the plans for the identification and development of tourism products; efforts of MNRT in enhancing capacity of TTB in promotion and marketing of tourism products; and adequacy of the available strategies to facilitate development of human resources.

The audit assessed the TTB's capacity adequacy in promoting and marketing tourism products in-terms of tools, funds and human resources and efficiency in the application of information technology in the promotion of tourism products. The efficiency and effectiveness of TTB's Strategies for identifying potential markets for tourist products and coordinating stakeholders in their promotions. Further, the audit looked into the extent of how TTB makes use of High Commission Offices in 41 Countries around the world to promote Tourism Sector.

Moreover, the audit assessed the effectiveness of MNRT in regulating tourism operators focusing on the registration, classification and grading of tourism operators and its effectiveness in the enforcement of mechanisms to enhance the performance and compliance among tourism operators.

Additionally, the Audit collected data from selected 2 out of 4 available TTB's Zonal Offices in all tourism zones in Tanzania. The MNRT's national

performance status with regards to development and promotion of tourism sector was deduced from this exercise.

The period of audit was five financial years i.e. 2016/17 to 2020/21 in order to come up with adequate audit conclusion and recommendations based on the established performance trend. Also, this is the period when the government took several initiatives to develop and promote tourism sector like developing Ten Years Tourism Development Programme from 2017/18 to 2027/28. In this regard, the Audit Team covered the start of the program to assess the progress made and its performance towards improving tourism sector.

1.5 Sampling, Methods for Data Collection and Analysis

Various methods for sampling, data collection and analysis were used by the Audit Team as presented below:-

1.5.1 Sampling Techniques Used in the Audit

Purposive sampling methods was used to select categories of tourism products namely natural and manmade, TTB's Zonal Offices covered, regions and types of tourism products covered by the audit as explained below:

Sampling of Categories of Tourism Products Covered

Purposive sampling was used to select categories of tourism products that were covered in this audit. The Audit focused on two out of available three categories of tourism products namely Man made, Natural and Cultural. Among the two categories of tourism products purposely chosen (natural and manmade), the products selected includes, Wildlife, Beaches, Cultural and Meeting, Incentives, Conferences and Events/Exhibition (MICE). These were purposefully selected in order to assess the performance of MNRT and TTB in the development and promotion of all two categories of tourism. Also, the two categories of tourism products were selected in order to compare the efforts put forward by MNRT and TTB in developing and promoting tourism in order to enhance contribution of tourism sector to the economy of the Country.

Criteria for Sampling Types of Tourism Products Covered

Types of tourism products covered in the two categories of tourism namely natural and manmade were done by considering two main factors. These two factors included level of priority given to the product by MNRT and TTB and its expected potential for adding value to the tourism sector as elaborated below:

(i) Level of Priority given to the Tourism Products: Based on the level of initiatives taken by the government for the past five financial years, and various reports on the performance of tourism products and those that were mostly visited⁹; the Audit Team ranked the products into high, low and medium prioritized products. Thus, products in which the government had put much efforts in developing and promoting them were ranked as highly prioritized. Those with few initiatives were ranked as medium; and for those where the Government has not taken any initiative were ranked as of low priority. Based on this ranking prolife, the Audit Team ensured that the selected products represented both categories for comparison purposes and explore different causes and impact of the various products on tourism performance.

(ii) Expected Potential Impact in Adding Value to the Tourism Sector: Under this sampling criteria, products were assessed and ranked as high, medium and low based on their potentiality in adding value to the tourism sector. Those products that had indicated high possibility for adding value to the tourism sector if well managed were ranked as high and others were ranked as medium and low respectively.

The Audit Team ensured that those products that were specified as tourist products when further developed were also considered. The ranking of the impact was high, medium and low.

In combining the two factors, the selected tourism products were ranked either high and high or high and medium. The selected tourism products included Wildlife, Beaches, Cultural and Meeting, Incentive, Conferences

⁹ Among the reports it includes, International Tourism Marketing Strategy for Destination Tanzania 2020-2025

and Events/Exhibition (MICE). Further, the Audit Team analyzed information of 30 Tour Operators and 97 Tourism Facilities, which represented seven percent of the Tour Operators and Tour Facilities. Summary of the selected Tourism categories and product is as detailed in Table 1.1:

Table 1. 1: Summary of selected Tourism Categories, Products and Factor Assessed

Category of Tourism	Types of Tourist Product	Priority Given (Low, Medium, High)	Potential Impact in Tourism Sector (Low, Medium, High)	Comment on Selection
Natural	Wildlife	High	High	Selected
	Mountain	Low	Medium	Not selected
	Beaches	Medium	High	Selected
	Forestry	Low	Medium	Not selected
Manmade	Cultural	Medium	High	Selected
	Meeting, Incentives, Conferences and Events/Exhibition (MICE)	Medium	High	Selected
	Tradition	Low	Low	Not selected
	Entertainment	Medium	Medium	Not selected
	Business	Low	Medium	Not selected

Source: Auditors' Analysis, 2021

Sampling of Administrative TTB's Zonal Offices Covered

TTB's Tourist Zonal Offices covered were selected based on the extent of availability of tourist products covered. The Audit Team also considered the best types of tourism products which were assessed in a specified TTB's Zonal Office. Purposeful sampling was used to select TTB's Zonal Office which is rich in the specified tourism products.

The ranking was used to indicate the availability of tourist product whether high, medium or low. The criteria for selecting a TTB's Zonal Office were ranked high in tourism products if the product was developed and performed

well. The second criteria was the availability of the product which has huge potential in terms of impact but not developed.

In this regard, Arusha Zonal Office was selected to assess the extent of development of wildlife & cultural, Dar es Salaam Zonal Office was selected to assess the level of development of beaches which are said to be underdeveloped. Arusha performed well in wildlife & cultural while Dar es Salaam performed poorly even though it is rich with beaches which are not well developed. The Audit Team was also able to assess the extent of promotion of the identified developed tourism products. In this regard, two out of four available TTB's Zonal Offices were selected and visited as detailed in Table 1.2:

Table 1. 2: Selected TTB's Offices

TTB's Offices	Concerned Region	Extent of Availability of Tourist Products and it's potential (Low, Medium & High)				Reasons
		Wildlife	Cultural	Beaches	MICE	
Arusha	Arusha, Tanga Kilimanjaro Manyara	High	Medium	Low	Medium	Arusha was selected since it has high performance in Wildlife
Dar es Salaam	Dar es Salaam, Pwani, Lindi, Morogogoro	Low	Medium	High	High	Dar es Salaam was selected since there are available beaches with huge potential when fully developed
Iringa	Iringa, Njombe Ruvuma, Mbeya Katavi, Kilwa	Medium	Medium	Low	Low	Iringa was not selected since in all three categories of tourist products focused, Dar es Salaam and Arusha are better representative when compared to Iringa
Mwanza	Mwanza, Shinyanga, Mara, Kagera,	Medium	Medium	Medium	Low	Mwanza was not selected since in all three categories of tourist products

TTB's Office s	Concerned Region	Extent of Availability of Tourist Products and it's potential (Low, Medium & High)				Reasons
		Wildli fe	Cultu ral	Beac hes	MICE	
	Simiyu, Geita					focused, Dar es Salaam and Arusha are by far better representatives when compared to Iringa

Source: Auditors' Analysis, 2021

From **Table 1.2**, the TTB Zonal Offices of Dar es Salaam and Arusha were visited by the Audit Team. Performance of the two zones was compared based on the initiatives of the specified zonal offices on how they have developed and promoted specific tourism products which are available in their respective zones. The Audit Team assessed the level of development and promotion of tourist products under the strategy to protect and develop as per International Tourism Marketing Strategy for Destination Tanzania, 2020 - 2025.

Based on the performance of the two Zonal Offices which were representative of the other zonal offices, the Audit Team were in a position to provide constructive recommendations related to performance problems.

1.5.2 Methods of Data Collection

Both qualitative and quantitative data were collected to provide strong and convincing evidence regarding the performance of the Ministry of Natural Resources and Tourism and Tanzania Tourist Board in the development and promotion of tourism sector in the country. The Audit Team used different methods to collect information from the audited entities and other stakeholders.

These methods included *document reviews*, *interviews* and *physical verifications* as detailed below:

(a) Document Reviews

The Audit Team reviewed documents from MNRT, TTB and its selected Zonal Offices, so as to get comprehensive, relevant and reliable information on the performance of MNRT and TTB regarding the development and promotion of tourism sector in the country.

Reviewed documents from the audited entities were falling within the period under audit i.e. from 2016/17 to 2020/21. The reviewed documents included Planning, Performance and Progress Reports, Monitoring and Evaluation Reports as shown in **Appendix 3** of this audit report.

(b) Interviews

Interviews were conducted with Officials from MNRT and TTB Headquarters. The Audit Team also conducted interviews with Officials from two selected MNRT's and TTB's Zonal Offices in order to gain insights into and clarification on practices and challenges on development and promotion of tourism sector in the country. Furthermore, interviews were used to validate information from the documents reviewed as shown in **Appendix 4** of this report.

1.5.3 Methods of Data Analysis

The collected information were analyzed using both qualitative and quantitative methods to obtain facts and sufficient information regarding the performance of MNRT and TTB in developing and promoting tourism sector in the country.

a) Analysis of Qualitative Data

- Content analysis techniques were used to analyse qualitative data by identifying different concepts and themes originating from interviews or document reviewed and categorized them based on its assertion;
- The extracted concepts or themes were either tabulated or presented as they were to explain or establish a relationship between different variables originating from the audit questions;
- The recurring concepts or themes were quantified depending on the nature of data it portrays; and
- The quantified information (concepts/themes) were then summed up or averaged on spreadsheets to explain or establish the relationship between different variables.

b) Analysis of Quantitative Data

- Quantitative information were tabulated on spread sheets to develop point data or time series data and relevant facts extracted from the figures obtained; and
- The tabulated data were summed up, averaged or proportionated to extract relevant information and relationships from the figures; and the sums, averages or percentages were presented using different types of graphs and charts depending on the nature of data to explain facts for point data or establish trends for time series data and other quantitative information/data with single occurrence were presented as they are in the reports by explaining the facts they assert.

1.6 Information Validation Process

Prior to the validation process, the National Auditing Office, that conducted the auditing exercise, commissioned an experienced expert in the Tourism industry to ensure validity of the information obtained and presented in the audit report. The expert reviewed the report and provided the relevant inputs, comments and recommendations for its improvement.

The Ministry of Natural Resources and Tourism and Tanzania Tourists Board were given the opportunity to go through the draft audit report and comment on the figures and information presented. They confirmed on the accuracy of the figures and information presented in the report. The validation was then accomplished through the set legal process.

1.7 Standard Used for the Audit

The audit was done in accordance with the International Standards for Supreme Audit Institutions (ISSAIs) on performance audit issued by the International Organization of Supreme Audit Institutions (INTOSAI). These standards require that the audit is planned and performed in order to obtain sufficient and appropriate audit evidence in order to provide reasonable basis for the audit findings and conclusions based on the audit objectives.

1.8 Structure of the Report

The remaining parts of this report cover the following:



CHAPTER TWO

SYSTEM FOR THE DEVELOPMENT AND PROMOTION OF TOURISM SECTOR

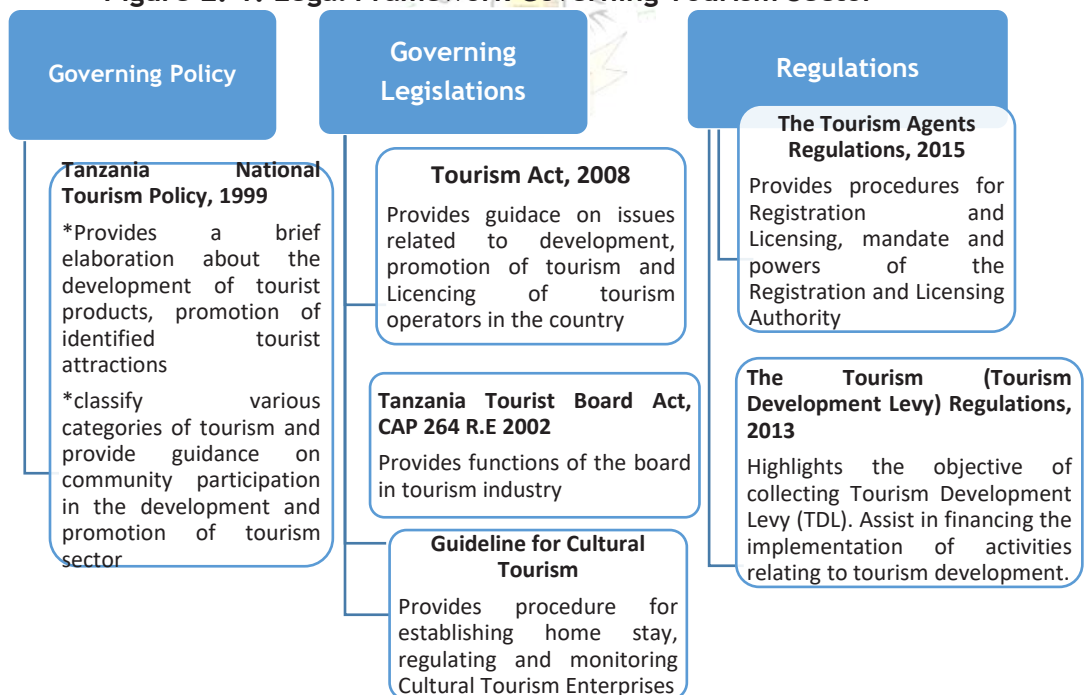
2.1 Introduction

This chapter describes the system for the development and promotion of tourism sector in the country. Therefore, the legal framework, roles and responsibilities of key players, processes for development and promotion of tourism industry in the country, categories of tourism products, funding and human resources for development and promotion of tourism sector are discussed here under:

2.2 Legal Framework Governing Tourism Sector

Development, promotion of tourism and licensing of tourism operators in the country is guided by the following policies, acts, guidelines and strategies as detailed hereunder:

Figure 2. 1: Legal Framework Governing Tourism Sector



Source: Auditors' Analysis of the Respective Act and Regulations, 2021

2.2.2 Strategic Plans

In order to develop and promote tourism sector, the Government came-up with a number of short to medium term plans and strategies, to guide its effort in that area. These plans include:

- (a) National Development Plan of 2016/17-2020/21;
- (b) Tourism Master Plan, 2002;
- (c) MNRT's Strategic Plan for the period 2016/17-2020/21;
- (d) TTB's Corporate Plan for the period 2017/18-2021/22; and
- (e) National and International Tourism Marketing Strategies 2020-2025.

Table 2.1 provides details about plans and strategies for developing and promoting tourism in the country.

Table 2. 1: Summary of Strategies, Targets and Goals

Goal	Strategy	Targets
To promote and market Tourism Sector	TTB's Corporate Strategic Plan 2017/18 to 2020/22	To increase international tourists from 1,284,279 in 2016 to 3,000,000 by June, 2022 and the revenue accrued from the same from USD 2.131million to USD 2.5 Million
		To engage 10 social media marketing tools by June, 2019
		To update and promote website and web portal by June, 2019
		To carry out 120 International Promotion events and Adverts by June, 2022
		To carry out promotion and advertisements of 60 events on domestic tourism by June, 2022
		To market and promote Tourism sector through goodwill ambassador and foreign embassies
	MNRT Strategic Plan 2016/17 - 2020/21	To promote natural, cultural resources and tourism services in 10 Tanzania's Embassies abroad by June, 2021
	National and International Marketing Strategies 2020-2025	To improve its digital presence by redesigning website, creating social network accounts (Facebook, twitter, Instagram etc.)
		To register tour operators, hotels around the tourism products, conducting inspections on services provided by service providers,

Goal	Strategy	Targets
		classifying and grading products and services and also putting sanctions to defaulters
		To adapt to technological changes especially marketing strategies and human resource development to cope with changing customer behavior and preferences.
	Five Year Development Plan, 2016/17 to 2020/21	To increase number of tourists to 1,759,750 and earnings from tourists to USD 3.6 Billion by 2021
To develop Tourist Products	MNRT's Strategic Plan 2016-2021 & Annual Action Plans	To identify and initiate 20 areas with cultural heritage and tourism attractions
		Identify 6 areas/sites with cultural heritage by June 2021
		To encourage private sector to invest in development and management of natural and cultural resources. MNRT targeted to develop and submit 5 projects to donors for funding by 2021
To engage Tourism Stakeholders	TTB's Corporate Strategic Plan 2017/18 to 2020/22	To Develop stakeholder's engagement plan by June, 2019
		To Conduct 25 Meetings to enhance collaboration, cooperation and partnership by June, 2022
To regulate the business of Tourism Operators	Tourism Master Plan, 2002	To register, classify and grade tourism facilities
		To establish and maintain registers of such facilities and activities
		To inspect tourism facility or activity before registration
To monitor MNRT's & TTB's performances	MNRT Strategic Plan 2016/17 - 2020/21	To prepare and present progress reports weekly, monthly, mid-year and annually
		To conduct site monitoring regularly to verify the presented report

Source: Auditors' Analysis, 2021

2.3 Roles and Responsibilities of Key Stakeholders

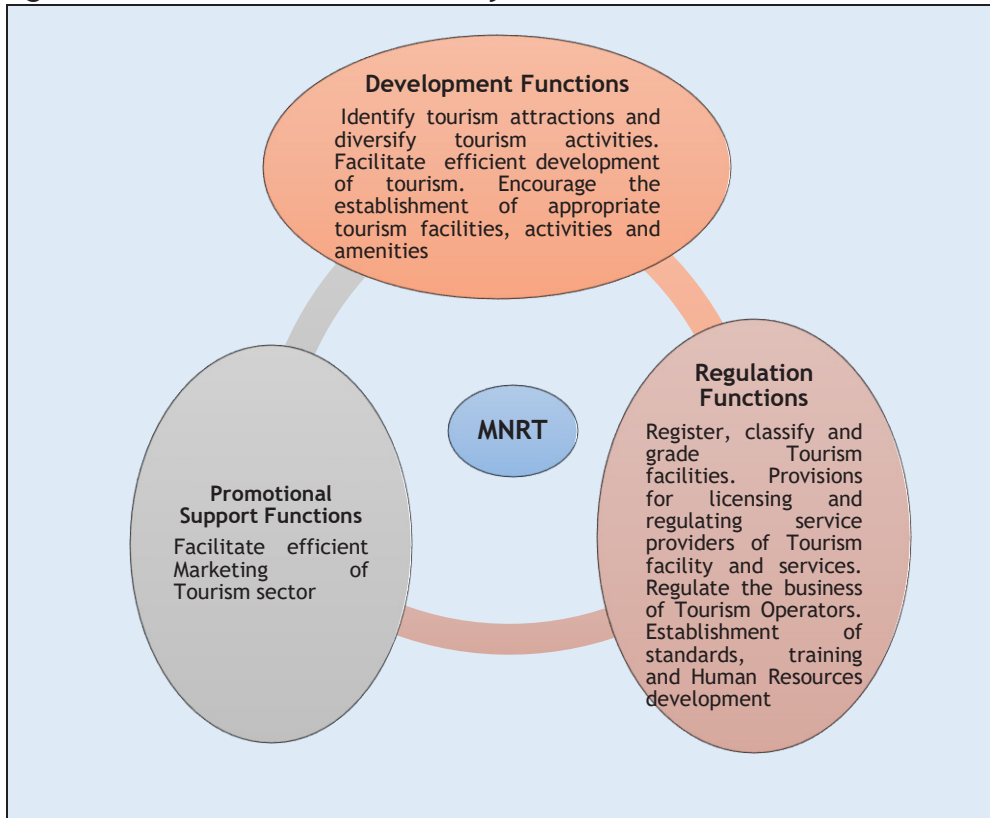
2.3.1 Role of Key Players

a) Ministry of Natural Resources and Tourism - Overseer & Regulator

The Ministry of Natural Resources and Tourism (MNRT) is the key player when it comes to development and promotion of tourism in the country. According to Tourism Act of 2008, the Ministry performs a number of functions, which can be grouped mainly into functions related to development of the tourism sector; regulation of the tourism sector and provision of support towards promotion of tourism. All these functions are implemented through Tourism Division. **Figure 2.2** shows a summary of MNRT functions:



Figure 2.2: Functions of the Ministry of Natural Resources and Tourism

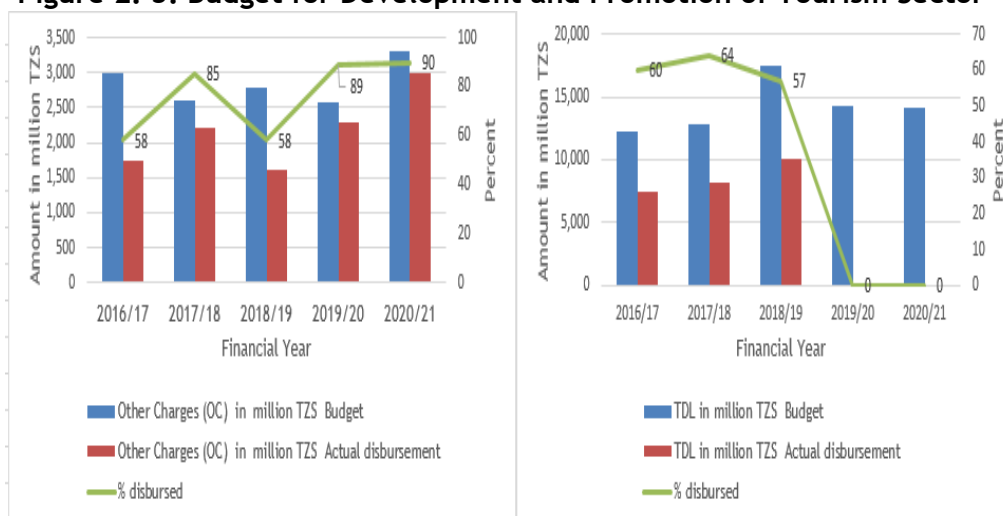


Source: Auditors' Analysis, 2021

Funding of Activities for the Development and Promotion of Tourism Sector by the Ministry

The development and promotion of tourism activities were financed by two major sources of funds, which are: Other Charges (OC) and Tourism Development Levy (TDL) as detailed hereunder in **Figure 2.3**.

Figure 2. 3: Budget for Development and Promotion of Tourism Sector



Source: Auditors' Analysis of MTEF of the Ministry of Natural Resources and Tourism, (2021)

Figure 2.3 shows that, for two financial years 2016/17 and 2018/19, the disbursed OC funds were below 60% of the budgeted amount due to scarce resources. However, in financial year, 2017/18, 2019/20 and 2020/21 the amount of OC funds disbursed were above 80%. The maximum disbursement was noted in 2020/21 where 90% of budgeted amount was disbursed to the MNRT.

Further, **Figure 2.3** shows that, the amount collected from TDL was successfully disbursed to TTB for three consecutive financial years from 2016/17 to 2018/19. The collected funds for the remaining two financial years 2019/20 and 2020/21 were not disbursed. The Officials from MNRT revealed that from year 2019, funds were collected by TRA who deposited them to the consolidated fund.

Resilient Natural Resource Management for Tourism and Growth Project

MNRT developed a project proposal namely Resilient Natural Resource Management for Tourism and Growth Project (REGROW) The project was developed specifically aiming to improve management of natural resources and tourism assets in priority areas of Southern Tanzania and to increase access to alternative livelihood activities for targeted communities. The

priority areas is Southern Circuit which targeted: Mikumi National Park, Ruaha National Park, Udzungwa National Park and Selous Game Reserve including the newly established Mwalimu Nyerere NP.

The project is financed through an International Development Association (IDA) credit in the amount of Special Drawing Rights (SDR) 1,006.6 million which is equivalent to US \$ 150 Million. The projects would be implemented over a period of 6 years from 2018/19 to 2023/24.

The implementing agents of the projects among others includes: MNRT, TTB, Tanzania National Parks Authority (TANAPA), Tanzania Wildlife Management Authority (TAWA), Tanzania Forestry Services Agency (TFS), Tanzania Wildlife Research Institute (TAWIRI), Ministry of Water (MoW) and Ministry of Agriculture, Livestock and Fisheries (MALF).

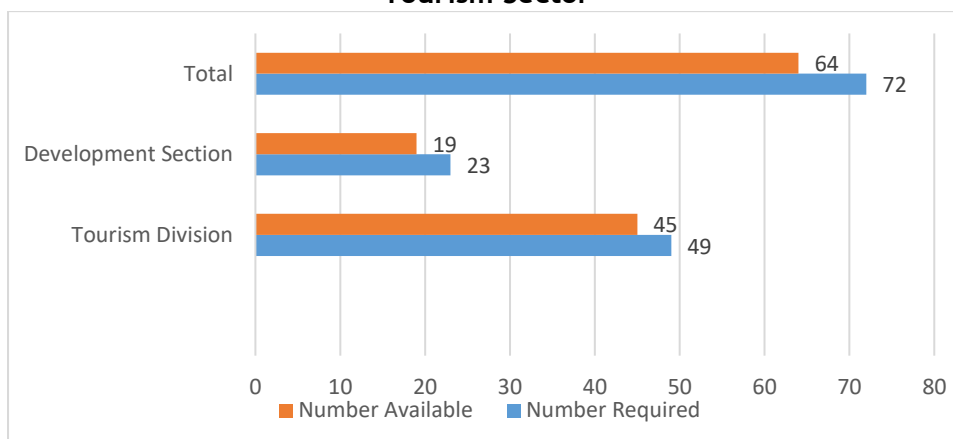
The projects components are mainly in four areas, the specific components and specified amount allocated are:

- Strengthen management and improve infrastructure in priority Protected Areas
- Strengthen alternative livelihoods for targeted communities in proximity to the priority Protected Areas
- Strengthen landscape management and infrastructure investments in and upstream of the Ruaha National Park
- Project management, institutional strengthening, quality assurance and control, and monitoring and evaluation

Human Resources for Development and Promotion of Tourism Sector

In ensuring effective development and promotion of tourism sector, the Ministry established a specific directorate namely the Directorate of Tourism to deal with all matters regarding tourism in the country. The directorate has also development section specifically responsible for all activities relating to development of tourism sector and regulating tourism facilities and activities. In exercising duties, the directorate's human resources is as detailed in **Figure 2.4** hereunder:

Figure 2. 4: Human Resources for Development and Promotion of Tourism Sector



Source: Auditors' Analysis of Information from MNRT's Personnel Enrolment of Staff, (2021)

Figure 2.4 shows that, there is a deficit of 8 staff (a gap of 11% of Tourism Officers) required to implement activities for development and promotion of tourism sector in the country.

(iii) Tanzania Tourist Board - Promoter

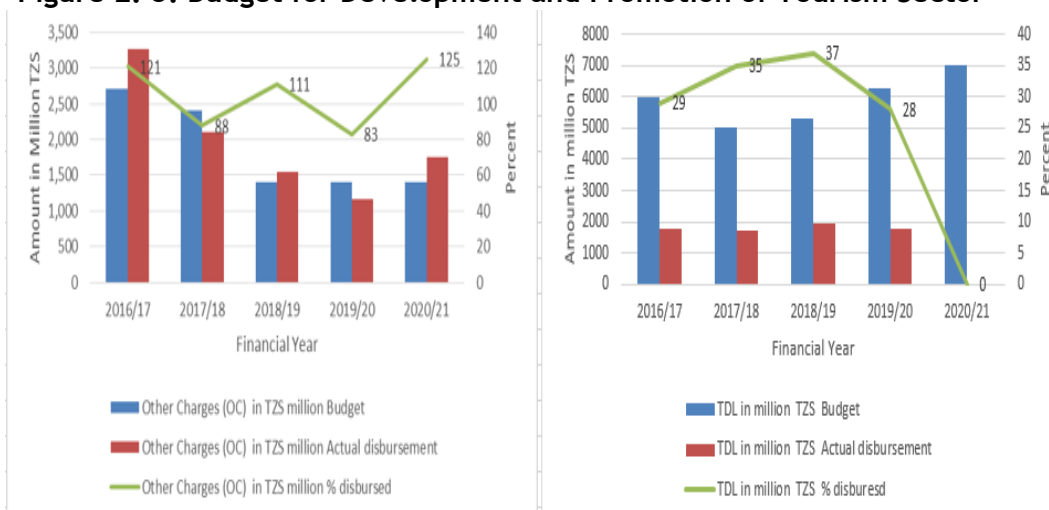
The main functions of the Tanzania Tourist Board (TTB) includesto:

- (a) Advertise and publicize Tanzania as a popular tourist destination;
- (b) Encourage the development of amenities/facilities in Tanzania as it may enhance the attractiveness of Tanzania to tourists; and
- (c) Undertake research, experiments and operations in order to improve the basis of the tourist industry.

Funding of Activities for Promotion of Tourism Sector by TTB

In ensuring the development and promotion of tourism sector in the country, TTB prepares its budget annually. **Figure 2.5** indicate the budgeted and actual disbursement amount for the period of five years, the budget include budget for OC and TDL.

Figure 2. 5: Budget for Development and Promotion of Tourism Sector



Source: Auditors' Analysis of TTB's MTEF and Financial Statement for five financial years (2016/17 - 2020/21), (2021)

Figure 2.5 shows that, for a period of five (5) years the requested budget for implementing various activities regarding development and promotion of tourism sector were disbursed by more than 100% in financial years 2016/17, 2018/19 and 2020/21. According to TTB's Officials in 2020/21 the amount disbursed exceeded budgeted amount since is when TDL was not given and the planned intervention under TDL were facilitated by toping up under normal OC budget. Further, it shows that the disbursed amount in 2017/18 and 2019/20 were 88% and 83% respectively.

Further, **Figure 2.5** shows that, the collection of TDL was successfully disbursed for four financial years namely from 2016/17 to 2019/20. In 2020/21 the funds were not disbursed; therefore, percentage of disbursement could not be calculated. For four financial years the maximum disbursement was noted in 2018/19 with 37% disbursement and the minimum disbursement was noted in 2016/17 with 29%. Despite having disbursed amount in four years the received amount did not reach 40% of the budgeted amount. This was caused by many priorities of the government with scarce resources resulting to inadequate distribution of fund contrary to approved budget.

Human Resources for the Development and Promotion of Tourism Sector

The main department at TTB which is directly involved in Promotion of Tourism Sector is Marketing department. **Table 2.2** hereunder shows the status of human resources in Marketing Department at HQ and at zonal offices which are directly responsible for promotion of Tourism in the country, the assessed professionals are tourism and marketing officers.

Table 2. 2: Human Resources for Promotion of Tourism Sector

Working Station	Profession	Required No. of Staff	Available No. of Staff	Staff Gap
Headquarters	Marketing Officers	14	9	5
	Tourism Officers	13	13	0
Arusha - Tourist Information Centre	Marketing Officers	2	1	1
	Tourism Officers	1	1	0
Mwanza - Tourist Information Centre	Marketing Officers	2	0	2
	Tourism Officers	2	2	0
Iringa - Tourist Information Centre	Marketing Officers	2	0	2
	Tourism Officers	2	1	1
Dar es Salaam - Tourist Information Centre	Marketing Officers	0	0	0
	Tourism Officers	2	2	0
Total		40	29	11

Source: Personnel Enrolment of Staff from TTB, (2021)

Table 2.2 shows that, there are 29 out of 40 (72 %) personnel for promotion of Tourism at TTB, while the gap is 11 professionals equivalent to 28%. Gaps for Marketing Officer is in Mwanza and Iringa Tourist Information Centres where there is no Marketing Officer at all. However, despite the gaps Tourist Officers are available at least in every information centre.

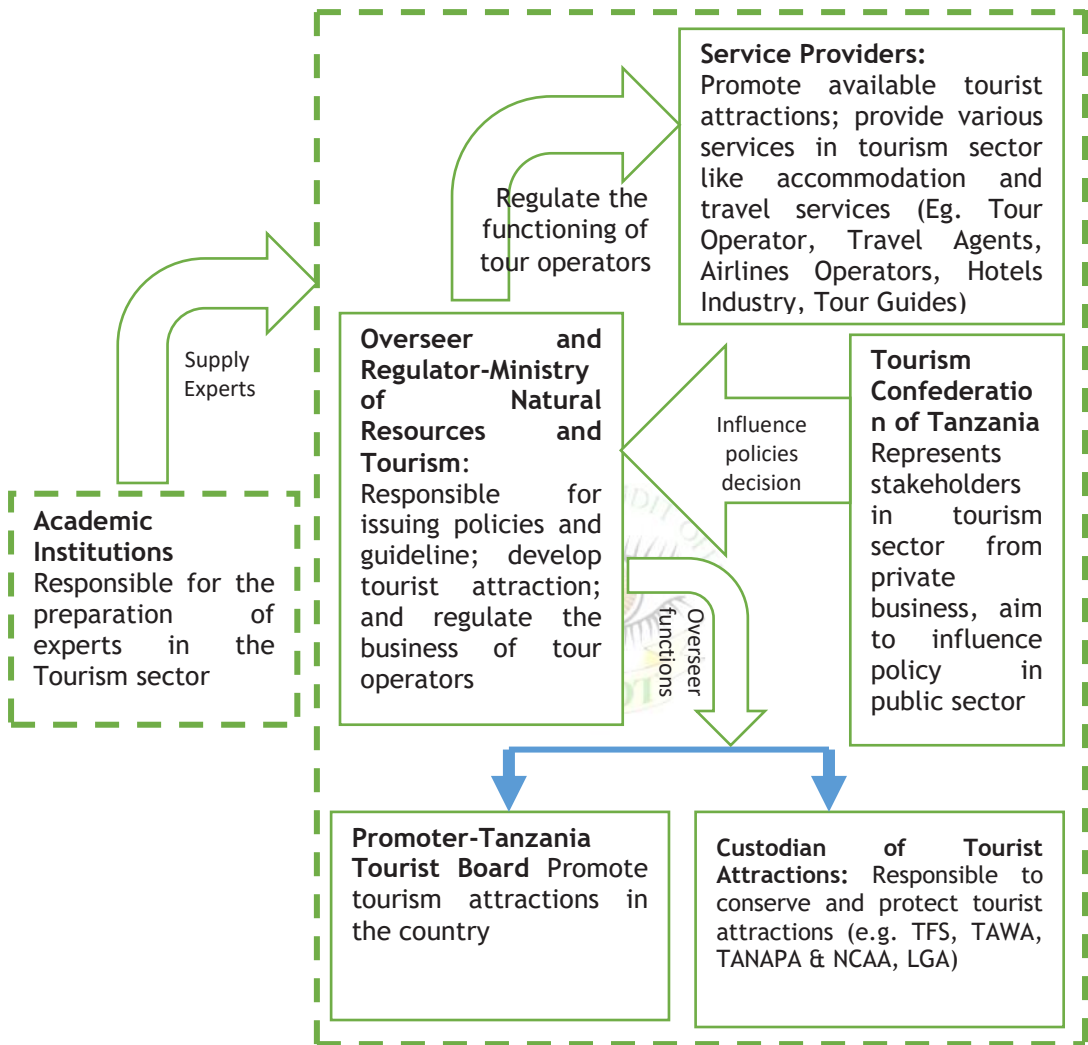
2.3.2 Roles of Other Stakeholders

The roles of other stakeholders involved in the development and promotion of the tourism sector in the country are summarized in **Figure 2.6**

Figure 2. 6: Summary of the Roles of other Stakeholders in Tourism Sector

Stakeholder	Roles	Main Tourist Output/Product/Service
TANAPA, NCAA, TFS, TAWA	These are custodian of tourism attractions responsible for conservation, protection and development of tourism attractions in the country	Safaris, hunting safaris, boat safaris etc.
Local Government Authority	To manage tourism activities in their areas of jurisdiction, they are also custodian of tourism attractions	Beaches, Lakes etc.
Tour Operator, Tour guides, Travel Agents, Airline Operators, Service Provider, Hotel Industry	These are private sector stakeholder responsible for promoting tourism and providing various tourism and hospitality services to tourists	Accommodations, catering, transport, and tourism services
Tourism Confederation of Tanzania (TCT)	Represent the private business sector in the travel and Tourism	Enable tourism private sector to participate in the national policy dialogue and reforms; training etc.
National College of Tourism (NCT)	Responsible for preparing experts in Tourism industry	Skilled human resources in hospitality and tourism industry
Tanzania Association of Tour Operators	Represent Tour Operators and other stakeholders to the government	Input when formulating policies, plan and strategies

Figure 2. 7: Relationship of Key Stakeholders in Development and Promotion of Tourism in the Country



Source: Auditors' Analysis, (2021)

2.4 Process for Development and Promotion of Tourism Industry in the Country

The process for development and promotion of tourism sector are summarized in Table 2.3 hereunder:

Table 2. 3: Process for Development and Promotion of Tourism Industry in the Country

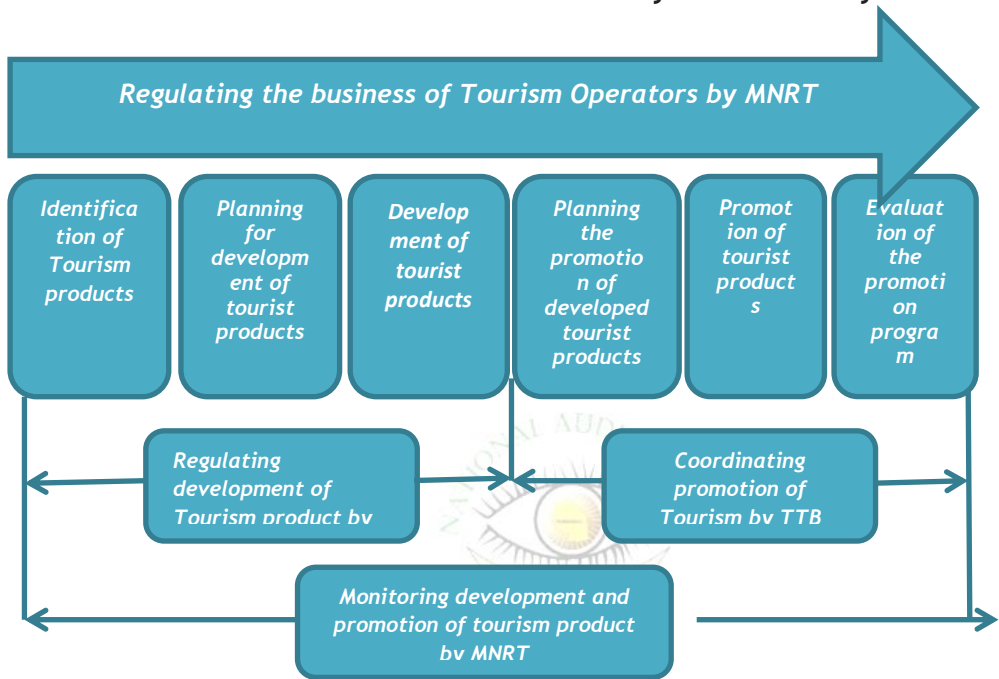
Stage	Activities Performed	Expected Output	Responsible Entity
Identification of Tourist Attraction/Products	Identifying and assisting in diversifying Tourism Product (TP) and opportunities of investment in the country	Increased number of Tourism Product	MNRT
Planning for Development of Tourist Products	Mainstreaming tourism issues in their development plans	Plans and Strategies for Development of TP	MNRT through (TANAPA, NCAA, TFS, TAWA, LGAs)
Development of Tourism Products	Establishment and improvement of tourist facilities like accommodations, supporting physical and service infrastructures	Accessible and reliable Tourist Products/ Attractions	MNRT through (TANAPA, NCAA, TFS, TAWA, LGAs)
Planning the Promotion of Developed Tourist Products	Identification of the target audience; Setting the right promotional elements; and Design the promotion and schedule the promotion	Promotional program	TTB
Promotion of Tourist Products	Executing the promotion program which includes pretest the promotion; Carrying the actual promotion through trade fairs and festivals, TV and radio advertisement, road shows, using goodwill ambassadors; Tanzania foreign embassies	Branded Tourist Products and Increased number of tourists (visitors)	TTB
Evaluation of the Promotion Programs	Post-test of the promotion and making needed changes	Identified areas for further improvement	TTB

Stage	Activities Performed	Expected Output	Responsible Entity
Coordinating Promotion of Tourism by TTB	Meeting and discussion with various stakeholders; Provides details to stakeholders on the available events; and Facilitate acquisition of visa to companies which are going to participate in the international events	Coordinated relationship with tourism stakeholders	TTB
Regulating Development of Tourism Product and Hospitality Services by MNRT	Registration of Tour Operators, hotels around the tourism product and other Products; Inspections of services provided by service providers; Classification and Grading of product and services; and Issuing sanctions to defaulters	Availability of Legal Tour Operators/ Business; Database of registered Tour Operators and Tourism Facilities; Quality hospitality services delivered; Reduced number of cases tourism criminal cases; and Good reputation around the world	MNRT
Monitoring Development and Promotion of Tourism Product by MNRT	Periodic tracking of activity progress; Analysis of achievement of target; and Keeping accurate data and information in the tourism sector	Monitoring Reports; Identified challenges; Documented Corrective actions; and Improved trend of performance of Tourist product in the country's economy (revenue)	MNRT

Source: Auditors' Analysis of International Marketing Strategy and Strategic Plan from respective Entity, 2021

Figure 2.8 provides a summarized process of developing and promoting tourism sector in the country.

Figure 2. 8: Diagrammatic Summary of the Process for Development and Promotion of Tourism Industry in the Country



Source: Auditors’ Analysis of MNRT and TTB Organization Structures, 2021

2.5 Categories of Tourism Products/Attractions

Tourism products have many components including tourism attractions, transportation, accommodations, food and beverage services, shops, entertainment, aesthetics, activities and special events all that leads into tourism experiences. In Tanzania tourist attraction have been grouped into three major categories as detailed hereunder¹⁰:

¹⁰ International Tourism Marketing Strategy for Destination Tanzania 2020-2025

Table 2.4: Categories of Tourism Products

Categories of Tourism Attraction	Examples of Attraction	Possible Tourism Products
Natural tourism attractions	Lakes, mountains, parks, game reserves, Coastal areas, waterfalls, islands, Ocean, climate etc.	Wildlife, Walking safaris, Mountain climbing, Chimpanzee viewing etc.
Cultural tourism attractions	Archaeological, historical and rock painting sites, arts and crafts etc.	Sites of historical heritage, memorial of historical persons, local traditions, cultural celebrations
Man Made tourism attractions	Museums, architecture, hand crafts, MICE	Sports arena, Convention centers

Source: International Tourism Marketing Strategy for Destination Tanzania 2020-2025



CHAPTER THREE

AUDIT FINDINGS RELATED TO DEVELOPMENT OF THE TOURISM SECTOR

3.1 Introduction

This chapter presents audit finding on development of tourism sector in the country. Specifically, the chapter focused on findings relating to development of tourism products and regulation of Tour Operators. Below are detailed findings.

3.2 Extent of Development of Tourism Sector in the Country

To what extent the development of tourism in the country is adequate?

Through the review of Performance Reports from MNRT and Minutes of the Meetings¹¹ together with the interviews held with Officials from the Tourism Division, the Audit Team noted that, the MNRT had put some efforts to develop and promote the tourism sector. These included conducting awareness of available investment opportunity to the community; and organizing meetings with stakeholders to discuss key issues in tourism sector.

MNRT also took a lead and hosted the East African Countries Tourism Expo that was held for the first time in Arusha from 9th to 11th October 2021. The theme of the EXPO was *‘Promotion of Resilient Tourism for Inclusive Socio-economic Development.’*

Despite of these efforts, the audit noted that, the Ministry did not adequately facilitate development of the tourism product. This is indicated by unsatisfactory performance and contribution of Tourism sector to the country’s economy and development of key tourist product. The details are as presented below:-

¹¹ Minutes of the Meetings and Tourism Forums i.e. Investment Forum held in Mwanza and Iringa, 2019, Dialogue Meeting between Public and Private Sector stakeholders in 2015, 2016, 2017 and 2019

3.2.1 Relatively Low Contribution of International Visitors to the National GDP

Are there notable improvements in the performance and contribution of Tourism sector to the country's economy?

The Audit noted that, relatively there is low performance and contribution of tourism sector to the country's economy as evidenced by the following observations:-

Ineffective Measurement of Contribution of Tourism Sector to National GDP

Five Year Development Plan (FYDP II) 2016/17- 2020/21 targeted the tourism sector to contribute 18.3% to National GDP by 2020. However, the Audit Team noted that, MNRT did not develop comprehensive mechanism for collecting adequate data that can be used to measure the contribution of Tourism Sector in the Country's economy. Among the parameters which MNRT did not capture includes; receipt from domestic visitors, outbound expenditure etc.

Discussion with MNRT's Officials indicated that the Government through MNRT has made efforts to ensure improvement in collection of tourism data, the efforts include the following:

- (i) Formation of Tanzania Tourism Sector Survey to get data for tourism;
- (ii) Strengthening collaboration with National Bureau of Statistics (NBS) and Immigration Services Department (ISD) in collection and analysis of tourism statistics; and
- (iii) Soliciting financial resources where by in 2021 the Government obtained funds from International Monetary Fund (IMF) to partly fund surveys in conduct of domestic and outbound tourism, as well as excursions.

As a result, the Ministry is not certain on the actual contribution of tourism sector to the national GDP.

The Audit Team further analysed the information from Bank of Tanzania (BoT), National Bureau of Standards (NBS) and Budget Speech of the Minister for Natural Resources and Tourism, for financial years from 2016/17 to 2020/21. The results are as detailed in **Table 3.1** below:

Table 3. 1: Reported Contribution of Tourism Sector to the National GDP

Source of Information(R eport)	Percentage Contribution of Tourism Sector to National GDP				
	2016/17	2017/18	2018/19	2019/20	2020/21
Budget Speech of the Minister for MNRT	17.5	Not Stated	Not Stated	Above 17	Above 17
NBS	Not stated	Not stated	Not stated	Not stated	Not stated
BoT	Not stated	Not stated	Not stated	Not stated	Not stated

Source: Auditors' Analysis of Information from Various Report, 2021

Table 3.1 shows that, budget speeches of the Minister of Natural Resources and Tourism for three out of five financial years starting from 2016/17 to 2020/21 indicated the contribution of tourism sector to the National GDP to be above 17%. This was however, without stating the actual figure that can be compared to the set target of contribution of 18.3% to National GDP. It also shows that, for the 2 financial years, 2017/18 and 2018/19, the speech was silent on the contribution of tourism to GDP, implying that MNRT was not certain on the value of contribution of tourism sector to National GDP in country.

Table 3.1 also shows that, both BoT and NBS did not indicate contribution of Tourism sector to GDP in their reports for all five years covered in this audit. This implies that, there is a lack of accurate and sufficient information on the contribution of tourism sector to the National Economy, to various stakeholders.

Further discussions with Officials from the MNRT, revealed that the reported contribution of 17% to National GDP was a result of the study that was conducted in 1998 and was not done using the recommended methods by UNWTO.

Further, MNRT Officials informed the Audit Team that, the Ministry mainly focused on the earnings from international visitors for the following reasons:

- (a) The format used in the preparation of the statistical bulletin, are guided by World Tourism Organization (WTO) requirements. Therefore, apart from having data for our own use, it aimed to provide data to WTO as per format and kind of data required. In this

regard, the statistics on domestic earnings is not among the requirements.

- (b) The contribution from domestic visitors was minimal compared to the international visitors. The given example was that the maximum contribution of entry fee from domestic visitors is TZS 11,800 per person (at Serengeti National Park) while for other national parks the entry fee averaged at TZS 3,000 per person. It was also observed that the low contribution from domestic visitors, despite of the noted low entry fees, was due to lack of strategies by MNRT and TTB to improve domestic tourism.
- (c) Culture of the community which is not used to set time to do tour activities also contributed to low number of domestic visitors in the country. In this regards, the community tend to work their day to day activities without planning specific time for tour activities.

Despite TTB Officials' opinion that, the contribution from domestic visitors is low due to lack of these data, the Ministry was not in the position to know the impact of domestic visitors in the economy. They need to put appropriate effort and strategies to ensure that domestic tourism is promoted and marketed effectively.

In addition, even though the Ministry indicated that, it relied on the earnings from international visitors, it was also noted that the target was not achieved. According to the Five Year Development Plan, the target was to raise tourist foreign earnings to USD 3.6 Billion which is equivalent to TZS 8.374 Trillion by 2021. Auditors' analysis revealed that the Ministry did not achieve this target as in 2020 only TZS.1.6 Trillion was collected, which is 19% of the target set for 2021.

Decline of Contribution of Tourism Sector in Employment

Analysis of the MNRT's statistics on contribution of tourism sector in employment indicated that, there was decline on the contribution of this sector from 2016/17 to 2020/21. **Figure 3.1** shows the trend of number of employment from 2016-2020.

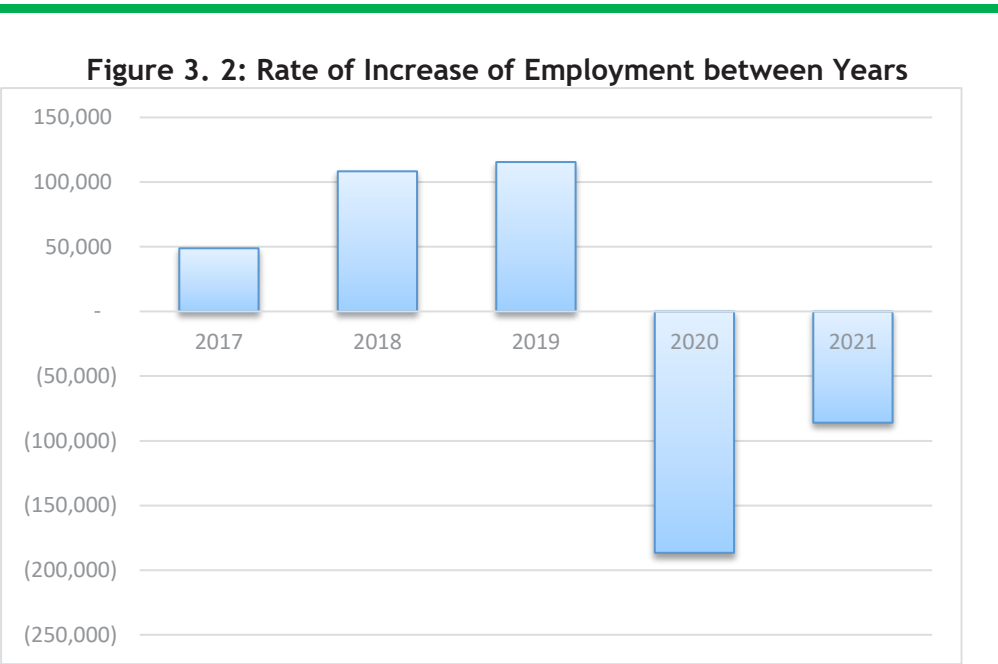
Figure 3. 1: Employment Created by Tourism Sector



Source: Ministry of Natural Resources and Tourism (2021)

Figure 3.1 shows that, the total number of employments created by Tourism sector decreased from 442,381 to 307,564 in 2021. For three years from 2017 to 2019, the trend showed increase of employment created in tourism sector. In 2020, there was rapid drop on employment created in Tourism Sector due to eruption of COVID 19.

The employment growth rate was analyzed to establish whether there was an increase or decrease between preceeding years as detailed in **Figure 3.2** below. -



Source: Auditor’s Analysis of Employment data from MNRT, (2021)

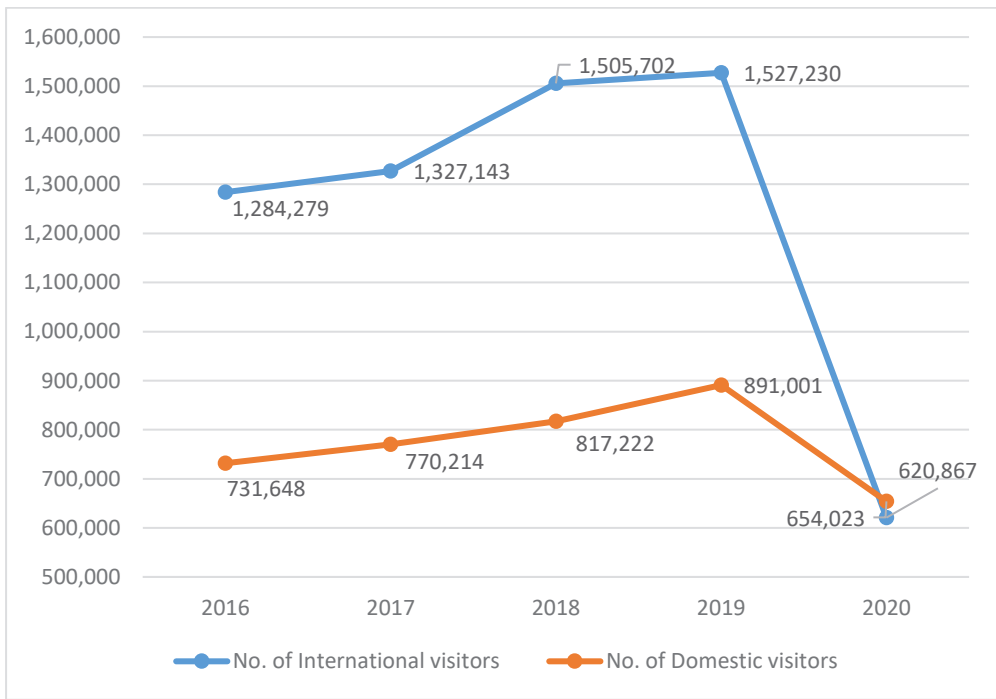
Figure 3.2 shows that, the contribution of tourism in employment creation increased in 3 out of 5 years under the audit, notably 2017, 2018 and 2019. In two years notably 2020 and 2021 there was drop in the contribution of tourism sector in the employment, maximum drop was noted in 2020 due to COVID 19.

Non-attainment of Target set for the Number of Tourists Visiting Tourist Attractions

The Five Year Development Plan targeted to increase the number of tourists to 1,759,750 by 2020, and the international tourist arrivals from 1,284,279 in 2016 to 3,000,000 by June, 2022.

The analysis of statistics from the 2020 MNRT’s Statistical Bulletin noted that, up to 2020, number of domestic visitors was 620,867 which was less than the targeted 1,759,750 by 14%. **Figure 3.3** below provides data of visitors from 2016-2020.

Figure 3. 3: Trend of International and Domestic Visitors in the Country



Source: International Visitors Exit Report, 2016/17 - 2020/21

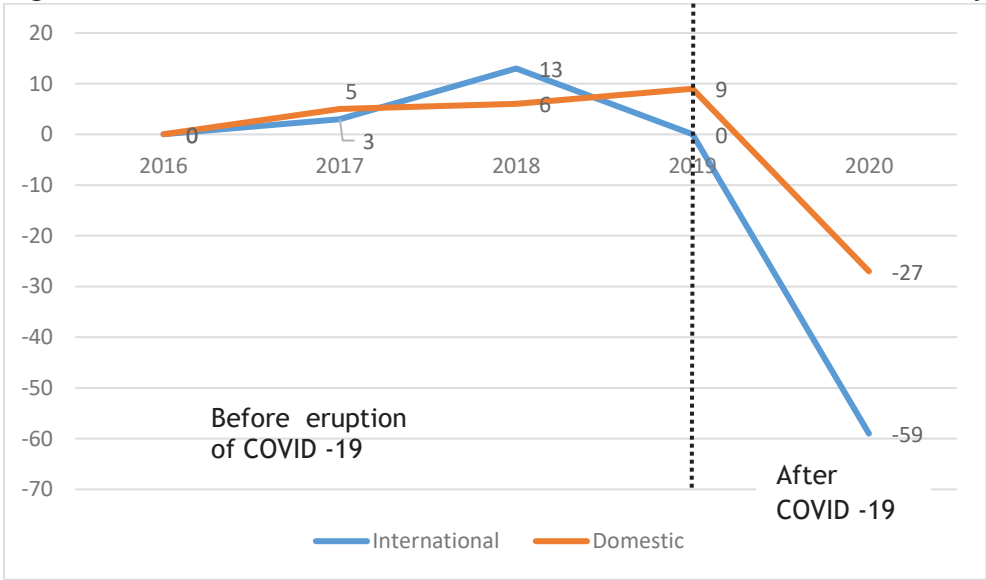
Figure 3.3, shows an increased number of international visitors in the country from 1,284,279 in 2016 to 1,527,230 in 2019, and it rapidly dropped to 620,867 in 2020. To the other side, there was a slightly increase on the number of Domestic Visitors from 731,648 in 2016 to 891,001 in 2019 and significant drop to 654,023 in 2020. **Figure 3.3** also shows a significant drop on the number of visitors in the year 2020 for both domestic and international visitors. The main cause was said to be COVID-19 pandemic disease which affected tourism sector as most countries had lock down.

This decrease indicates that there is a risk of not attaining the set target of ensuring that by June, 2022 the number of visitors in the country is 3,000,000 per year. The Ministry has taken several initiatives relating to COVID -19 which include preparation of various documents such as: Rapid Assessment of the Impact of Corona Virus Disease (COVID-19) on the Tanzania's Tourism Sector, 2020; Standard Operating Procedures, 2020; and Comprehensive COVID-19 Recovery and Sustainable Plan for Tourism Sector

in Tanzania 2020/21 - 2024/25. Despite these plans and strategies an extra effort is needed from the Ministry to ensure that, within the next two years the number of tourists increase from 620,867 to 3,000,000 so as to meet the target.

Further, the analysis was done on the rate of increase and decreased of the number of domestic and international visitors in the country. For detailed information see **Figure 3.4** hereunder:

Figure 3. 4: Trend of International and Domestic Visitors in the Country



Source: Auditors' Analysis of Data from International Visitors Exit Report, 2016/17 - 2020/21

Figure 3.4 shows that, from 2016 to 2019 domestic visitors increased to nine percent while there was notable significant decrease to 27% in 2020. In addition, there was notable increase of a number of international visitors in the financial years from 2016 to 2018 by 13%, while there was a drop in the number of international visitors to 59% in 2020. Both decrease of international and domestic visitors were caused by the sudden eruption of COVID-19 pandemic which led to the restriction of movements of people domestically and internationally. Although there was a decrease in the number of visitors during the post pandemic period, there was slightly low improvements in the percentage of increase of a number of visitors before COVID-19 pandemic.

The decreased number of visitors in 2020 also contributed to reduction in revenue collected. In fact there is a direct relationship between the number of visitors and revenue collection. That is, when there are more visitors we expect more revenues and when we have fewer visitors then the revenues will also decrease.

3.2.2 Inadequate Facilitation of Development of Key Tourist Attractions/Products

Are key tourism products adequately developed?

The Audit Team noted a presence of undeveloped key tourist products that are potential for generating revenues, despite that the Tourism Policy, 1999 requires the Ministry of Natural Resources and Tourism to facilitate development of quality tourist products and diversifying tourist attractions. The Policy emphasized on the development of primary attractions like wildlife, improvements in the accommodation and other supportive services such as transportation, restaurants and banking services.

The Audit Team noted that the country has various tourism sites that include 22 National Parks, 42 game-controlled areas, 28 game reserves, 4 Ramsar Sites, Ngorongoro Conservation Area (including the crater and Olduvai George), 33 Wildlife Management Areas, 6 Nature Reserves and a number of historical and cultural sites. However, the Ministry did not have mandate to directly facilitate development of other types of tourism products like beaches, marine parks, medical, sports, conferences etc. because they fall under other Ministries and Agencies. Example Cruise ship is under TPA, Medical is under Ministry of Health, Marine Parks under Ministry of Livestock and Fisheries etc.

The reviewed strategy, ‘Towards a Comprehensive Strategy for Tourism Diversification, Growth and Development in Tanzania, 2019’ indicated that, there are rooms for tourists product diversification in cruise ship, beaches and Meeting, Incentives, Conferences and Events/Exhibition (MICE) which are yet to be developed to their maximum potential. However, the Audit Team noted that, due to this limited mandate, MNRT did not adequately plan to facilitate the development of other tourism products.

The contents analysis of Annual Action plan and respective implementation reports of the MNRT from financial year 2016/17 to 2020/21 shows in detail the plans for facilitating development of other tourism products as presented in **Appendix 5** of this report and summary is as shown in **Table 3.2** below:

Table 3. 2: Extent of Prioritization for Facilitating Development of Tourist Products by MNRT

Name of the Potential Tourism Product Available in the Country	Coverage in the Implementation/Plans of MNRT (Covered √/Not Covered X)				
	2016/17	2017/18	2018/19	2019/20	2020/21
Wildlife	X	X	√	√	√
Cruise ship Tourism (development of terminal)	X	x	√	√	√
Cultural Tourism	√	√	√	√	√
Beach Tourism	√	x	√	√	√
MICE	X	x	√	X	X

Source: Auditors' Analysis of MNRT's Action plans and Implementation Report (2021)

Table 3.2 shows that, for the five potential tourist products available, the plans of MNRT concentrated much more on cultural tourism than other tourist products. It further shows that in 2018/19, MNRT identified Cruise ship, Beach and MICE as tourism attractions and made them as its quick wins strategic plan. However, the identified tourism products were not developed up to June, 2019.

Officials from MNRT indicated that, development and promotion of tourism products is not the direct role of the Ministry, but it is implemented through her institutions that owns conservation areas. However, the audit team is in a view that this does not exclude the Ministry from the role of developing and promoting tourist products. Further, the Ministry needed to have sufficient information of the performance of her institutions.

Furthermore, MNRT's Official responded that, the Ministry had convened meetings with TPA to create awareness on the importance of developing terminal. Further, the Ministry acquired 22.44 acres for the construction of International Conventional Centre at Kigamboni Municipality, Dar es Salaam

and through TTB initiated section specific for the development of MICE tourism. MNRT also earmarked beach areas with potentials for the development of tourism activities and signed MoU with the EPZA in order to encourage beach plot owners to invest in beach tourism under Special Economic Zones.

The reviewed report¹² further pointed out reasons for inadequate development of identified tourist products including:-

- (i) Inadequate conference facilities purposely built as convention centers with proper banqueting and exhibition facilities. The existing centers have low capacities when compared to competitors. These include AICC in Arusha with 10 meeting rooms and maximum room can accommodate 1350 delegate; JNICC in Dar es Salaam with 12 meeting room and maximum room can accommodate 1,003; APC Hotel and Conference in Dar es Salaam with 7 meeting rooms and maximum room can accommodate 1000 delegates; and Mliman City conference facility in Dar es Salaam with maximum capacity of 1500 delegates.
- (ii) Lack of a Convention Bureau that could be used for searching, lobbying and convincing international meetings and events to be hosted in the country;
- (iii) Lack of Local Conference Ambassadors mainly Academicians from different Universities, Colleges and Government Officials who by virtues of their specialization and professions are members of regional and international associations;
- (iv) Limited accessibility to prime beach areas especially during rainy seasons which limited possibility for developing them;
- (v) Inadequate planned development whereby the land is not set aside for specific economic activities/use;
- (vi) Tendency of speculators occupying big land at beach areas without developing them waiting to sell for higher price; and
- (vii) Inadequate coordination and planned development of the coastal line.

¹² Towards a Comprehensive Strategy for Tourism Diversification, Growth and Development in Tanzania, 2019

Due to the factors explained above, the available tourist attractions had not been developed in the country, that denied their potentiality as sources of government revenues. For example, in cruise ship tourism it was estimated that, the country is losing 8,400 tourists each year due to failure to establish cruise terminal at Dar es Salaam port.

Furthermore, it was reported that inadequate infrastructure in terms of roads to the national parks, games reserves and other attractions, telecommunications, and facilities like standard hotels, motels, lodges and restaurants, especially in the southern circuits contributed towards limiting the number of tourists and hence losing opportunity for collecting potential Government revenues from the respective products.

The main identified causes for inadequate development of infrastructure and facilities were unsustainable and unpredictable funding for implementing the prepared plans. Moreover, local communities close to tourist attractions that do not safeguard the quality of the attractions contributes as well. The communities were also noted to lack education on the importance and awareness on the need to safeguard them.

As the results, the identified tourist attractions were not effectively developed.

3.3 Inadequate Implementation of Mechanism to Facilitate Development of Tourism Products

The Audit noted that MNRT has put in place various mechanisms to facilitate development of tourism sector. These included policies, plans, strategies enhancing capacity of TTB. Through these strategies and plans, the country won various awards like: Africa's leading National Parks Attraction awarded to Serengeti National Park three years consecutively (2019 - 2021), out of seven Natural Wonders of Africa, three are from Tanzania (Serengeti National Park, Ngorongoro Conservation Area and Kilimanjaro Mountain), Tanzania was voted by the World Travel Awards (WTA) as Africa's leading destination for the year 2021.

Despite of outlined achievements in the sector, the audit noted the following weaknesses:

3.3.1 Inadequate Plans and Strategies to Facilitate Development of Tourist Products

Are the available strategies and plans adequate to facilitate development of tourism products?

The audit noted that MNRT did not have adequate strategies and plans for the development of tourism products and attractions. This is despite that the MNRT's Strategic Plan 2016 - 2021, required the MNRT to develop appropriate policies, strategies and guidelines for enhancing development of tourism sector and wellbeing of the nation. The plan had gaps as detailed below:-

MNRT Relied on the Outdated Tourism Master Plan of 2002 which is not Informative

The Audit noted that MNRT relied on the Tourism Master Plan that was prepared in 2002, almost two decades ago. The strategies indicated this Master Plan was not reflecting new markets like Israel, China and Russia which currently are booming markets. Also, the target number of tourism was 575,000 which was mainly a projection of 2005, and can not be a good benchmark currently as the situation might have changed considerably. Further, it reflects the plan which has already been implemented e.g. plan for establishment of Zonal Offices such as Iringa and Lake Zones which is still appearing as a target.

In response to this observation, the MNRT management indicated that, the Master Plan is still containing valid information bringing up major tourism projects in the country. For example, REGROW project, establishment of NCT and enactment of Tourism Act, 2008 are the results of the master plan. Product diversification also resulted from the Master Plan of 2002. Hence, the master plan is still implementable. Similarly, the Ministry is in the process of developing the National Tourism Development Programme (NTDP) to guide and spearhead the promotion and development of tourism in the country.

However, the Audit Team has the view that, despite the given explanations from the Ministry, there is a need to update the Tourism Master Plan to reflect current needs and changes, considering the fact that it has been in place for the past 20 years.

Inadequate Joint Plans/Strategies to Facilitate Development of Identified Tourist Attractions

The MNRT had plans and strategies to identify tourism attractions and available opportunities for investment in different regions. However, the Audit Team noted that there was no further intervention on how the MNRT would cooperate with LGAs in ensuring that the tourist attractions are developed. The current practice by the MNRT is to identify available tourist attractions and issue reports to the respective LGAs or Entities without having joint plans, strategies or agreements on how the respective LGAs or Entities can develop the identified tourist attractions.

Further, the Ministry lacked plans for follow-up of the identified tourist attractions to check whether they have been developed according to the required standards, or if not developed to know the available challenges and advice accordingly.

Discussions with MNRT revealed that, developing tourist attractions is the responsibility of various stakeholders depending on their areas of jurisdictions. MNRT had been inviting stakeholders to the meetings and investment forums to enhance tourism development in the country including in the identified attractions.

The Audit Team has the view that, MNRT needed to, among other things, conduct follow-ups on the identified tourism attractions to check whether they have been developed or not, identify available challenges and advice accordingly to facilitate their development.

MNRT did not Implement its Target for Developing and Submitting 5 Projects Financing Proposals to Donors for Funding

According to MNRT's Strategic Plan 2016-2021, the Ministry is required to encourage private sector to invest in the development and management of

natural and cultural resources. In this regards, the Ministry had targeted to develop and submit 5 projects to donors for funding by June, 2021. Interviews held with Officials from the MNRT, revealed that MNRT had not developed project proposals for engaging Development Partners for financing. The Audit Team confirmed this through the review of Annual Reports which had no developed project proposals.

The Officials indicated that this was due to the fact that the available Officials at the MNRT's Tourism Division did not have knowledge and skills on how to write project proposal. In most cases, they have backgrounds in tourism, marketing and business administration.

Absence of plans/developed proposal has denied the Ministry an opportunity for developing the identified tourists attractions. For the years under the audit, there was no report regarding successful proposals for funding identified tourists attractions.

3.3.2 50% of Plans for the Identification and Development of Tourist Products were not Implemented

Are the available plans for identification and development of tourist products adequately implemented?

Through reviews of MNRT's Annual Plans and Implementation Reports from 2016/17 to 2020/21, it was noted that there was inadequate implementation of plans for identification and development of tourism attractions. For the period of five financial years reviewed, the Audit Team noted that, the implemented activities at the MNRT were below the planned targets. The extent of implementation of planned identification and development activities is as presented below:

(a) 56% of Interventions for Identifications were not Implemented

Despite having the plan to identify 20 areas with cultural heritage and tourism attractions by 2021, the Audit Team noted that the Ministry identified 44% of cultural and tourism attractions. For details information on the specific set targets and number of identified tourism attractions see **Appendix 5**. Summary is as presented in **Table 3.3**.

Table 3. 3: Implementation of Planned Activities for Identification of Tourist Attractions

Activity	Percentage and Remarks
Identification of: <ul style="list-style-type: none"> beach plots along the Indian Ocean coast for Tourism development in Tanga, Dar es salaam, Coastal, Lindi and Mtwara regions tourism attractions and investment opportunities in Ruvuma and Kigoma regions tourist attractions, potential tourist investment areas, accommodation facilities in Kigoma region motorcycle and bicycle tourism in 2020 tourism attractions, activity and opportunities for investment in Mwanza, Geita and Kagera regions. 	44% The actual implementation of the activities are not in line with the set target, the implemented activities are not quantified for effective monitoring of achievement of the set targets

Source: Auditors' Analysis of the Quarterly Reports 2017/18 - 2020/21

Officials at MNRT, stated that, identifications of tourist attractions usually require resources to execute the activities, thus due to inadequate resources, these activities were not effectively/adequately implemented. As the result, the available potential tourists attractions are not developed to realize their potentiality.

Auditors' analysis of the categories of identified tourism products revealed that, the few identified tourism products focused mainly on wildlife, beaches, forestry, cultural and tradition category. Further, categories of mountain, MICE, entertainment and business were not focused. Detailed information is presented in Table 3.4 below.

Table 3. 4: Analysis of Tourism Categories and Products Identified

Types of Tourist Product	2016/17	2017/18	2018/19	2019/20	2020/21
Wildlife	X	X	✓	✓	✓
Mountain	X	X	X	X	X
Beaches	✓	X	✓	✓	✓
Forestry	X	X	✓	✓	✓
Cultural	X	X	✓	✓	✓
Meetings, Incentives, Conferences and Events/Exhibition (MICE)	X	X	✓	✓	✓

Types of Tourist Product	2016/ 17	2017/1 8	2018/1 9	2019/20	2020/21
Tradition	X	X	✓	✓	✓
Entertainment	X	X	X	X	X
Business	X	X	X	X	X

Source: Auditors' Analysis of reports on the identified tourist attractions from MNRT (2021)

Table 3.4, shows the identified tourists attractions in various years. In three out of five years the identified tourists attractions were six namely; wildlife, beaches, forestry, cultural, MICE and tradition tourists attractions. In 2017/18 the activity was not conducted while in 2016/17 the activity focused on identification of beaches only.

Focusing on certain tourists attractions only limit the diversification of the available tourism products in the country. This also has implication to the number of repeat visitors, since when you have certain tourists' attractions only, usually number of repeat visitors is reduced due to limited new experience.

The Management of MNRT confirmed that, apart from the four tourism products being the leading and most found in various regions, there were other identified attractions. For instance, attractions for Agro-tourism, eco-tourism, religious tourism and historic tourism have also been identified.

(b) Inadequate Implementation of Plans for Development of Tourist Attractions/Products

The Ministry through TTB planned targets for developing the Tourist products. However, our analysis revealed that the Ministry did not achieve its target as presented in Table 3.5 below.

Table 3. 5: Implementation of Plans for Development of Tourist Attractions

Planned Target	Actual Implemented	Comments
Raise awareness, develop travel and tourism project proposals from different communities and seek funding from different donors/development partners at least for 5 projects	2	The target are not SMART or measurable since the project proposals are not quantified.
60 cultural tourism enterprises (CTEs) established and functional by 2022 (5 functional CTEs established annually)	6	Target was not achieved
Establish new CTEs, build their capacity in collaboration with other stakeholders	64 CTEs were trained	The target was not specific. The conducted training included existing CTE contrary to the target
5 new tourism products developed in different circuit by 2020/21	0	The focus was only on the promotion and marketing of the available tourists attractions
Develop business events in 50 MICE conducted/developed in Tanzania by 2022 (10 Annually)	0	The only noted initiative to establish MICE section at TTB was in 2018/19 and conduction of training to stakeholders in 2019/20

Source: Auditor' Analysis of TTB's Strategic Plan and Implementation Reports, 2021

As it can be seen in the **Table 3.5** above, majority of planned interventions were not implemented. The MNRT did not encourage private sector to invest in development and management of natural and cultural resources as per its MNRT's Strategic Plan 2016-2021.

The MNRT did not manage to develop new tourism products through TTB to different circuits as planned. Further, the MNRT did not conduct the planned MICE through TTB as it was waiting approval of the proposals The Audit Team noted that TTB had made efforts to establish MICE Section within TTB in the financial year 2018/19, and conducted trainings to

stakeholder such as Hotel Operators, Tour operators and government Officials regarding MICE.

Similarly, despite that MNRT managed to identify various tourism attractions as indicated in **Table 3.3** above, it had not taken any initiatives to develop them.

According to interviewed Officials from the Ministry of Natural Resources and Tourism, inadequate development of identified tourists attractions is mainly attributed to:

- (i) Limited mandate of the MNRT for enforcing development of the identified tourists attractions such as Marine Parks that falls under the Ministry of Livestock and Fisheries, beaches that fall under specific LGAs and PO-RALG. In this regard, MNRT cannot enforce development of identified tourists attractions which fall under other entities' jurisdiction; and
- (ii) LGAs lack technical personnel for the development of tourists' attractions while most of the identified tourist attractions that falls within their areas of jurisdictions.

Despite the stated causes, the Audit Team noted the Ministry lacks mechanism for ensuring development of identified tourist attractions. It lacked specific agreements or MoU on the collaboration between MNRT and PO-RALG and collaborative strategies for developing the identified tourist attractions. In addition, despite MNRT issuing reports on the identified tourist attractions, there was no formal technical advice and follow-up on their development in LGAs. As a result, there were various reports on the identified tourist attractions that lacked follow-up on their development status and the associated factors hindering their development.

Delays in the Commencement of Projects for Developing Tourism Sector in Southern Circuit

In order to diversify tourism activities, the MNRT developed proposal for Resilient Natural Resource Management for Tourism and Growth Project (REGROW). The proposal aimed at seeking loans from the World Bank which was successful. Mikumi National Park, Ruaha National Park, Udzungwa

National Park and Selous Game Reserve were targeted as Southern Circuit priority areas.

However, the Audit Team noted that the commencement of the projects was delayed for more than 17 months. Projects planned to start in 2017 were started effectively in March, 2019.

According to interviewed Officials, the causes for delays in kick-starting the execution of the project included:

- (i) Project component involving provision of Electricity in the REGROW project area had encountered NEMC approval delays due to environmental concerns. However, the project was approved as viable after Environmental Impact Assessment was concluded and obtaining clearance from the World Bank;
- (ii) The COVID-19 pandemic which affected implementation of planned activities e.g. delay on delivery of 44 cars from TOYOTA, Supply of heavy duty equipment, delay in implementation of approved tenders due to restrictions on consultants travelling from countries with restriction etc.

3.3.3 Inadequate Capacitation of TTB in Promotion of Tourism in the Country

Does MNRT Adequately Capacitate TTB in promoting Tourism Products?

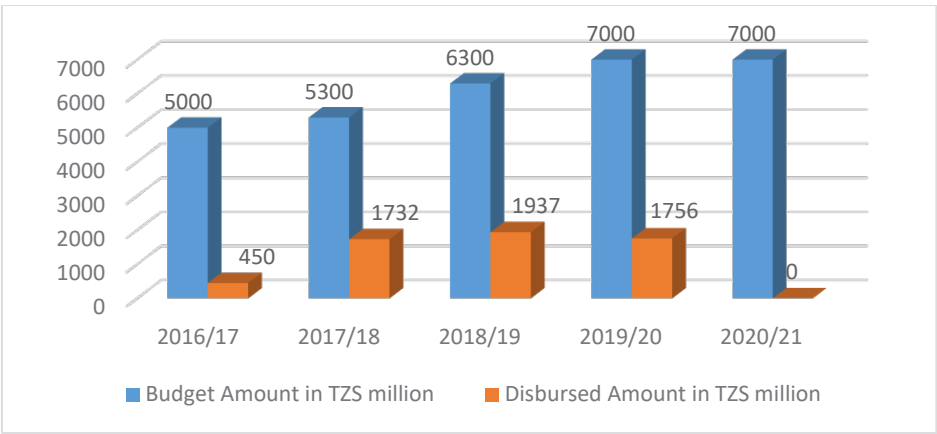
The audit noted that MNRT did not give adequate resources to enable TTB to fulfil its roles of promoting and marketing of tourist products. Scarce financial resources allocated to TTB and absence of guidelines to facilitate implementation of strategic intentions were the the main cause as detailed hereunder:

(i) TTB Received 19% of its Budget for the Promotion and Marketing of Tourism Products for Five Years

The MNRT is responsible for facilitating funding for promotion and marketing of tourism products. The MNRT was expected to disburse 100% of the set budget of TTB from Tourism Development Levy (TDL). However, Auditors' analysis indicated that, for the period of five financial years, the

Ministry disbursed to TTB a total TZS 5,875 Million out of TZS 30,600 Million budgeted. This is equivalent to 19% of its budgeted amount. **Figure 3.5** provides a trend of budgeted and disbursed amounts of TDL from 2016/17-2020/21.

Figure 3. 5: Budgeted and Disbursed Amount TDL in a period of Five Financial Years



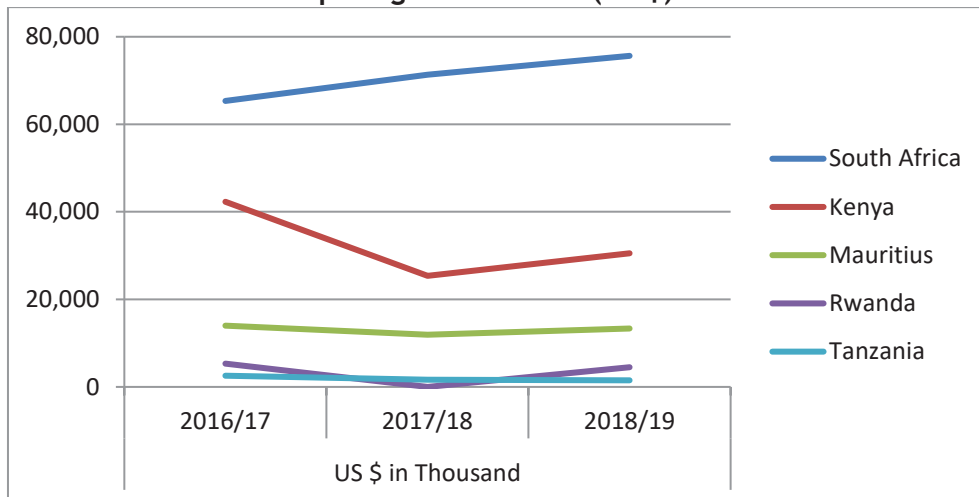
Source: Auditors' Analysis of TDL Budget at TTB (2021)

Figure 3.5 shows that, for each of the five year under the study, the fund received was less than 50% of the budgeted amount, while in 2020/21 nothing was received from TDL. Interviewed Officials from MNRT revealed that, from 2020/21 TDL fund was collected by TRA and deposited to consolidated fund. It was further revealed that since then there was no funds which were disbursed from TDL.

This is why TTB lacks adequate funds to facilitate promotion and marketing of available tourists attractions in the country. Furthermore, for a period of four years starting from 2017/18 to 2020/21 the planned intervention for promotion and marketing tourists attractions domestically were executed by only 73% while internationally planned intervention were executed by only 40%.

The Audit Team compared the budget for promotion and marketing of tourism sector at TTB with that of competitors' countries. The comparison intended to provide learning curve from best practice among competitors' countries. The result of the analysis is as detailed in **Figure 3.6**.

Figure 3. 6: Tanzania Budget for Promotion of Tourism Relative to its Competing Destinations (US \$)



Source: Auditors' Analysis of Extract from National Tourism Board Financial Reports, (2021)

Figure 3.6 shows that, Tanzania has the least budget for marketing and promotion of the available tourist product despite being the leading country for having many attractive tourists' attractions among competitors' countries. For instance, in 2016/17 for competing countries, budget of Tanzania is only 48% (\$2,562 out of \$5,320) for the country with the least budget while it is 4% for the competing countries with maximum budget among five countries. Moreover, in 2018/19 the Tanzania budget was only 33% (\$1505 out of \$4501) of the budget of the country with minimum budget (Rwanda), while it is only two percent (\$1505 out of \$75638) of the budget of the country with maximum budget (South Africa), among the competing countries in Tourism Sector.

TTB was allocated insufficient resources due to a low priority given in promotion and marketing of tourists attractions. As the result, the planned activities for marketing and promotion of available tourist attractions were not adequately implemented. For the period of four financial years starting from 2017/18 to 2020/21, TTB managed to conduct 73% of domestic and 40% of international planned activities. By having least budget TTB's low budget has disabled it to effectively conduct its activities of promoting and marketing of tourism products, such as conducting promotion and adverts

events, education awareness campaign, and quick adaption to technological changes as explained further in Chapter four of this report.

Discussions with MNRT revealed that currently the Tourism Development Levy (TDL) is collected by Tanzania Revenue Authority (TRA) as per the Finance Act, 2020. However, MNRT has increased TTB's OC budget from TZS 3 Billion in the financial year 2020/21 to TZS 8 Billion in Financial Year 2021/22 in order to enhance marketing activities.

(ii) MNRT did not disseminate the Guidelines for Implementation of Planned Strategic Promotion and Marketing Interventions to TTB

The Audit acknowledges that MNRT recognized the potential of embassies in promoting and marketing tourist attractions. However, the MNRT did not provide the guidelines to TTB for implementing its strategic interventions for promoting and marketing of tourism products in Embassies. Among the promotion and marketing strategic interventions of the MNRT were to use Tanzanian Missions Abroad, goodwill ambassadors and embassies in the promotion of Tourism Sector. It also planned to carry-out information dissemination of tourism sector to various Tanzania Missions Abroad and promote natural, cultural heritage resources and tourism services in 10 Tanzania's Embassies. Officials from TTB were noted to lack guidelines for implementing those strategies.

Further, MNRT did not develop adequate Annual Action Plans for implementing the planned strategic interventions for promoting natural, cultural heritage and tourism services. As a result, the embassies potential in promoting the country's attractions was not utilized to the fullest.

3.3.4 Inadequate Strategies for Development of Human Resources for Tourism Sector

Are the available strategies facilitating development of human resources to contribute to better performance in the tourism sector?

According to the Tourism Act, 2008 the MNRT is required to promote high quality tourism through the establishment of standards, training and human

resources development. However, this was not the case. The audit noted that MNRT's strategies were not adequate to facilitate development of human resources to effectively contribute to better performance of tourism sector. This was indicated by the following weaknesses:-

(a) Inadequate Plans and Strategies to Facilitate Training of Stakeholders in Tourism Sector

Auditor's analysis on MNRT's five year (5) capacity building plans for financial years from 2016/17 to 2020/21, indicated that MNRT did not plan for TTB's capacity buildings and other stakeholders in the promotion and marketing of the available tourist attractions/products. The plan focused on building capacities of MNRT's Officials responsible for the development and promotion of tourism sector. It should be noted that, training and development of human resources in tourism sector, is one among the roles of MNRT.

The audit further noted that, MNRT did not have strategies for developing a joint training programme covering MNRT's & TTB's Officials and other key actors such as TTB, TANAPA, NCAA and Tourism Operators. The joint training programme could be a platform to discuss and address various challenges encountered by the stakeholders in the Tourism sector. The platform could also be used as means for addressing policy issues and sharing experiences so as to effectively develop and promote tourism sector in the country. This was because MNRT did not have a plan of conducting joint training between key actors in tourism sector.

As a results, Officials from TTB had indicated that they face challenges in conducting/organizing events and exhibition at both National and International level.

Discussions with MNRT revealed that, the Ministry has its own Training Institutions for each sector such as Forestry and Bee keeping, Tourism, and Wildlife. The Training Institutions train respective personnel within the Ministry and her Institutions. Similarly, MNRT has its own Training Programme and all her Institutions including TTB also have their Training Programmes for the same purpose.

Despite the given explanations, the Audit Team is of the view that the Ministry needed to have joint training programmes which could be used as

the platform to discuss and resolve various challenges which were noted as the knowledge gap in the tourism sector in the country.

(b) Absence of Sector Curriculum for Colleges Offering Tourism Courses

Interviewed Officials from the National College of Tourisms revealed that the sector lack curriculum to use as guide for other colleges offering tourism and hospitality courses. As a result, recruited human resources in the sector were lacking qualifications such as customer care and communication skills.

This was caused by the fact that, the Ministry did not prioritize to moderate the industry through strategies and plans including preparation of curriculum.

Discussions with MNRT revealed that, other government training institutions and regulatory bodies such as VETA and NACTE have the role of developing and approving curricula for various fields including tourism. MNRT however, has already developed curricula for levels 4 - 6 and is in the process to work with VETA to develop levels 1 - 3 so as to register the same as National Curriculum with NACTE.

3.3.5 The MNRT do not Periodically Monitor and Evaluate its Performance and that of TTB

Does MNRT periodically monitor and evaluate its performance and that of TTB regarding the promotion and development of tourism sector?

The Ministry is required to review, monitor and evaluate its performance for implementation of various activities of the Strategic Plan 2016 - 2021. Monitoring was to include preparation and presentation of progress reports on weekly, monthly, biannually and annually. It also involves regular site visits to verify the reported information. However, the audit noted that MNRT inadequately monitored and evaluated its performance and that of TTB. The inadequacy is as elaborated below:

(a) MNRT did not Monitor and Evaluate its own Performance on the Facilitation and Development of Tourism Products

The Annual Performance Report provides an assessment on the extent of achievement of its strategic and annual operational plans. It is necessary to ensure that the intended objectives and goals as stipulated in the Tourism Policy and planned strategic interventions are met. However, the audit noted the followings:

MNRT Rarely Reports on its own Performance regarding Development and Promotion of Tourism Product as required by its Strategic Plan

Although MNRT was expected to produce weekly, biannually and annually, performance reports, the audit noted that there was no specific monitoring report issued up to the time of this audit. Instead, the reports developed by the Policy and Planning Division of the MNRT, did not capture performance of the Ministry and other aspects arising from the physical verifications/visits. However, the reports had a lot of information related to the execution of interventions without thorough analysis of the extent of implementation of planned interventions versus actual implemented interventions. This means the Ministry has not conducted actual monitoring to establish the extent to which it has facilitated the development of tourism products.

This was mainly attributed to absence of a well-structured M&E Manual and its subsequent M&E Plan with indicators for tracking its performance regarding its efforts in facilitating the development and promotion of tourism product in the country.

Implementation of Various Activities not Reported based on the Developed KPIs

Implementation of various activities were not reported based on the developed KPIs. Effective Performance measurement is achieved through developing 'SMART' indicators that would be able to measure the performance at all levels starting from input, output and impact levels. Auditors' analysis of the Key Performance Indicators noted that, the MNRT's Strategic Plan and the quarterly reports, were not developed based on the

set KPIs. The Ministry was only reporting what was implemented without basing it on the developed KPIs in a respective activity.

For example, in implementing the planned interventions ‘*to identify and initiate 20 areas with cultural heritage and tourism attractions*’ it was reported that in 2016/17, the MNRT identified beach plots along the coast of Indian Ocean for tourism development in Tanga, Dar es Salaam, Coastal, Lindi and Mtwara Regions. In 2020/21, the MNRT reported identification of tourism attractions, activity and opportunities for investment in Mwanza, Geita and Kagera Regions. The Audit Team noted that the reported implemented activity was not based on the set KPI which required the identified tourist attractions to be quantified. In this regard, the implemented target could not be measured since the activities were generally reported without being quantified as per set KPIs.

(b) MNRT did not Effectively Monitor and Evaluate the Performance of TTB

Despite MNRT being required to monitor and evaluate the activities performed by TTB through review and analysis of submitted quarterly, mid-year and annual reports and physical visits to TTB and areas where activities took place, the audit noted that the Ministry rarely performed this responsibility. This was evidenced by the following weaknesses: -

MNRT Rarely Analyzed the Submitted Reports by TTB

It was noted that, MNRT was only compiling without analyzing the reports submitted by TTB on quarterly, semi-annually and annually basis to identify challenges and provide corrective actions. Instead, interviewed Officials from the Ministry indicated that in most cases monitoring was done through periodic provision of guidance during the preparation of annual implementation reports and action plans. However, the same interviewed Officials could not provide evidence showing the periodic advices and directives from the evaluated reports by M& E Unit of the Ministry. Thus, the Ministry did not adequately exercise its monitoring and evaluation role on TTB. This denied the right of TTB to receive professional advice from MNRT.

Insufficient Monitoring Visits to Verify TTB Activities by MNRT

MNRT is supposed to periodically monitor and evaluate the performance of TTB with regards to the development and promotion of tourism as stipulated in their strategic plan. However, it was found-out that the Ministry was rarely conducting field visits and follow-ups of the activities performed by TTB.

Despite MNRT being required to conduct regular site visits to make verification of the presented report, it did not conduct site visits for verification of the presented reports.

Discussion with Officials from MNRT indicated that, monitoring visits were inadequate due to limited resources in terms of tools, human resources and fund. As a result, the planned targets were not fully met due to ineffective monitoring which could have improved the performance when executing various activities.

Inadequate monitoring efforts to address the Challenges facing Tourism Sector/TTB

Monitoring done by the MNRT did not adequately address current challenges affecting the development of the Tourism Sector and TTB's implementation of its roles as was expected. These could have included but not limited to the achievement of strategic interventions, revenue contribution to the country's economy, capacity of TTB, etc.

However, for the period under audit, MNRT has not reported and addressed adequately the existing challenges affecting the performance of TTB on the promotion and marketing of tourism sector.

Challenges such as inadequate resources in terms of funding for promotional activities and human resources persisted and have been left so without being addressed for a number of years.

Discussions with MNRT revealed that, TTB is an institution under MNRT with the Board of Directors. The performance of TTB is evaluated through MNRT and is also part of MNRT performance reports.

The Audit Team was of the view that, MNRT needed to focus on the raised concerns when monitoring the activities performed by TTB in order to improve the noted weaknesses.

3.4 Ineffective Regulation of Tourism Operators in the Country

Are tourism operators effectively regulated to allow them to conduct business in manner that contributes to the growth of the tourism sector?

Section 6(1)(k) of Tourism Act, 2008 requires the MNRT to regulate business of Tourism Operators so that they contribute to the country's economy. The regulation involves registration and monitoring their performances to enforce their compliance based on their registration ranks.

The analysis of performance information on registration, classification and grading of tour operators, together with interviews held with Officials from MNRT, the Audit Team noted deficiencies that indicate ineffective regulation of Tour Operators. These deficiencies are presented below:-

3.4.1 Inadequate Registration, Classification and Grading of Tour Operators

Does MNRT adequately register, classify and grade Tourism facilities and activities?

The Audit Team noted that MNRT had not registered, classified and graded Tourism Facilities and activities. This is contrary to Section 6(1) (c) of Tourism Act, 2008 which requires the MNRT to register, classify and grade Tourism Facilities and activities. Below are the weaknesses that demonstrate the observed inadequacies.

(a) Ineffective Registration and Licensing of Tourism Facilities and activities

The Audit noted that, MNRT has not registered and licensed Tourism Facilities and activities in the country. This argument was indicated by the presence of unregistered Tourism Facilities and activities, and infrequent registration . Details of each one is explained below:

Existence of Unregistered Tour Operators

Interviews with TCT's Officials indicated the presence of Tourism Operators who conduct their business without being registered by the MNRT. According to the Officials, this includes those engaged in the provision of accommodation facilities who normally are registered and requested online (BMB). Officials added that this kind of business do not have physical offices and addresses, therefore it is difficult to track their activities. Similarly, interviewed Tourism Police Officers stated that, there were cases of unregistered companies who are doing tourism business. According to Officials these unregistered companies some of them are claimed to be involved in criminal cases.

Through the discussions held with Officials from MNRT, the audit noted the existence of unregistered companies. Moreover, it was revealed that Police Tourism submitted to the MNRT around 199 cases of unregistered companies which upon verification by the Ministry, only 50 companies were noted to be operating without registration.

Further, from the review of the report on Cases of Fraud Incidences in Tourism Sector of 2018 submitted to TTB, from the MNRT that was provided to the Audit Team, it was noted that the MNRT filled a criminal case for 12 companies that were operating online without being registered. The companies were obtaining money unlawfully for arranging tour visits from potential visitors/customers who were directly communicating with them. The report indicated that, cases of such companies who obtained money fraudulently from visitors who contacted those companies directly was estimated to be more than USD 59,580 which is equivalent to TZS 137 Million.

Presence of unregistered Tourism Operators pose a risk for provision of unqualified/substandard services and fraud to expected visitors. Also, the image of the country in tourism sector will be distorted if MNRT will not improve its enforcement in enhancing registration of Tourism facilities and activities.

Unrealistic Target for Registration and Licensing

The MNRT Strategic Plan 2016/17 to 2020/21 revealed that, MNRT targeted to register 2,051 Tourism Business Operators. The Analysis of Annual Implementation Reports noted that MNRT, from 2016/17 to 2020/21, registered and licensed a total of 9431 Tourism Facilities which is 460% of the target.

However, this implies that MNRT had unrealistic target for the registration and licensing of tour operators since the target was achieved by 460%. **Figure 3.7** shows the detailed information on the specific year and the number of registered Tour operators in each of the financial year under the audit.

Figure 3. 7: Status of Registration and Licensing of Tourism Facilities and Activities



Source: Auditors' Analysis of Annual Actions & Implementation Reports of MNRT, 2021

Figure 3.7, shows an increasing trend of number of Tourism Facilities and activities registered from 1269 in 2016/17 to 2231 in 2020/21. However, the number decreased from 1869 in 2017/18 to 540 in 2018/19.

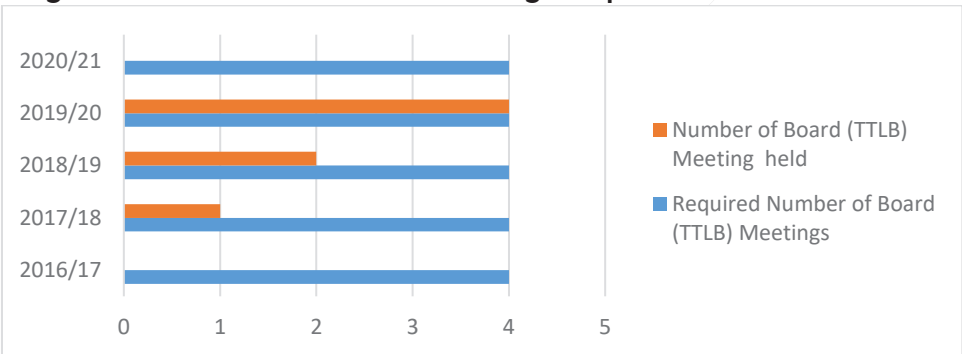
The decline could have been due to not carrying out a thorough analysis to project the realistic number for registration and licensing. Due to unrealistic target it is difficult to measure the performance of the MNRT since the targets were underestimated.

The Audit Team further noted weaknesses relating to ineffective registration and licensing of Tour Operators and tourism facilities as detailed hereunder:

Inadequate Number of Board (TTLB) Meetings Conducted

The inadequate registration and licensing of Tourism Operators is also contributed by inadequate number of TTLB meetings conducted. This is because the board is mandated to approve license of Tourism Operators. When meetings are not conducted, the registration can't be successfully done. The Board was required to conduct at least 4 meetings each year. For the specific year and number of Board Meetings conducted see **Figure 3.8**

Figure 3. 8: Number of Board Meetings Required and Conducted



Source: Auditor's Analysis of Annual Actions & Implementation Reports of MNRT, 2021

Figure 3.8 shows that, for the period of five years under the audit, MNRT conducted only 7 out of 20 required board meetings, which is only 35% of the required meetings for 2016/17 and 2020/21.

Interviews held with MNRT's Officials indicated that, in 2013 the Ministry started using online application for licensing authorization where the Board Chairman was approving the online applications. This change in approach contributed to reduction on the number of TTLB meeting. However, the Officials could not provide any evidence indicating a revised target of number of meetings to be conducted each year after introduction of the online licensing application.

Discussions with MNRT revealed that, during the financial years 2016/2017 to 2022/2021, Tanzania Tourists Licensing Board (TTLB) were supposed to hold twenty (20) meetings for the period of 5 (five) years. Out of the planned twenty (20) meetings, only 9 (nine) meetings were held. This was due to the fact that the budget funds for the meetings were not received as planned. Similarly, MNRT Portal has taken the functions of TTLB which necessitated the review of the Act to remove the functions of TTLB in 2021.

Non Decentralization of Registration Activities to Entities responsible for Operational Roles

Despite MNRT being responsible for policy issues and being overseer in Tourism sector, the Audit Team noted that MNRT is also executing operational functions. It was said that these regulatory activities such as registration, classification and grading of tourism facilities are more of the operational activities. Execution of these activities at the Ministerial level, is contrary to the decentralization policy which requires Ministries to remain with the policy formulation functions. It is obvious that this practice will eventually affect performance of the Ministry in executing strategic and policy level roles.

It was also said if the Ministry focuses on policy issues it can add more value in the sector rather than focusing on operational functions which is contrary to decentralization policy. Also, MNRT Officials indicated that the Ministry did not have sufficient human resources to execute efficiently these operational functions. This hinders the efficient implementation of the regulatory activities, registration being among them.

Discussions with the MNRT revealed that the Ministry is at the final stages of transferring operational functions such as identification of tourism attractions, registration and grading of tourism facilities and activities to TTB. The Audit Team has the view that this will improve the performance in this area.

(b) Inadequate Classification and Grading of Accommodation Facilities

The review of MNRT's Annual Reports, 2021 indicated that, from the financial year 2016/2017 to 2020/2021, the MNRT conducted inspection focusing on hotels facilities. Further, despite MNRT undertaking inspection

for the Hotel Facilities, in 2017/2018 and 2018/19, it conducted grading in only 2 out of 26 Regions (Arusha and Dodoma) which have Hotel Facilities that were operating.

Table 3.6 shows more details of grading activities conducted by MNRT for the period under audit.

Table 3. 6: The Status of Grading Activity for the Period under Audit

Year	Region	Number of Identified Hotels Facilities	Number of Hotels Qualify for Grading	Number of Hotels Given Rank
2016/17	Dar es Salaam	0	0	119
	Arusha	0	0	153
	Manyara	0	0	25
2017/18	Nil	0	0	0
2018/19	Dodoma	428	0	0
2019/20	Dodoma	0	24	11
2020/21	All Regions	0	0	0

Source: Auditors' Analysis of MNRT's Inspection Reports, 2016/17 to 2020/21

Table 3.6 shows that, in the year 2016/17 the Ministry conducted grading activity in Dar es Salaam, Arusha and Manyara regions whereby 297 hotel facilities were ranked. However, MNRT had no data regarding a total number of identified hotels qualified to be graded and ranked.

This was because the Ministry paid more attention to specific hotels which applied for ranking, without conducting inventory in all regions to identify hotels which qualified for grading activity. In the year 2018/19 the Ministry conducted an Inventory and identified 428 hotel facilities out of which 24 qualified for grading and 11 were graded in the following financial year, 2019/20. Since, grading requires payment of fees ranging from USD 50 to 2000, for the 13 hotel facilities that were not graded, the Government lost an estimated amount of USD 13,325¹³ (equivalent to TZS 31 Million)

Discussions with MNRT Officials indicated that Tourism Act No. 29 of 2008 does not give mandate to the Director of Tourism to initiate grading activity.

¹³ 13x USA 1025 (average of maximum and minimum amount charged)

The Ministry has however, reviewed the Tourism Act in 2021 to give power to the Director of Tourism to enforce the grading of accommodation facilities any time as prescribed in Section 14 (1b) of the Tourism Act, 2008 amendments of 2021.

Also, in 2021 the Ministry conducted an inventory of accommodation facilities in all regions in Tanzania, and has identified a total of 755 out of 10,432 accommodation facilities that qualify for grading.

Through the interview with Officials from MNRT, the Audit Team identified the other additional reasons for inadequate classification and registration:

Inadequate Human and Financial Resources

The audit noted that, MNRT had a shortage of 17% of required staff and budget as presented under section 2.3 in chapter 2 above to cater for grading and classification of Tourism Operators. This deficiency poses a risk of providing sub-standard hospitality services which in turn is a threat to the development of tourism industry in the country.

Inadequate Enforcement for Grading of Tourism Facilities

The Audit noted that, MNRT have inadequately enforced Tour Operators to register and apply for grading as stated in Section 10 of the Tourism Act, 2008. The section requires any person who want to operate or grade tourism facility to apply to Director of Tourism for registration or grading which is accompanied by a fee. Since, grading process involves a payment of fees ranging from USD 50 to USD 2000, most of the hotel owners were reluctant to apply for classification and grading of their tourism facilities. As a result, there are tourism facilities operating without being graded although they qualify for a certain grade.

Due to inadequate classification and grading of Tour Operators and tourism facilities, MNRT was not well informed on the quality of available tourism facilities in the country. It also denied the Ministry from earning revenue from licensing fees which could help in developing the sector. This also led to inadequate data on the quality of available tourism facilities in the country.

Insufficient Number of Hotel Assessors to Classify and Grade Hotels

Interviewed MNRT's Officials reveal that, there were 15 Hotel Assessors (7 in public sector and 8 in private sectors) whereas the estimated required Hotel Assessors is 42 (28 and 14 for public and private sectors respectively). The Officials indicated that, these 15 Hotel Assessors are not sufficient to frequently assess, classify and grade all 1,815¹⁴ Hotel Facilities in the country to ascertain if they are operated in accordance with East African Standards.

The reviewed Implementation Report of 2020, revealed that, the shortage was partly contributed by non-training of Hotel Assessors. For the period under audit, MNRT did not train Hotel Assessors, and the last training was done in 2011, where 16 Hotel Assessors were trained. This has led to shortage of qualified Officials for classification and grading of hotels in the country. Because of this, the Audit Team noted that for the past five years under the audit, only in one financial years, 2019/20 was the classification and grading conducted, and it covered only Dodoma regions out of the available 26 regions.

Discussions with the Officials from MNRT indicated that, the Ministry received a total of TZS 797 Million in the financial year 2021/22 to train 42 Hotel Assessors in order to increase the number of qualified Hotel Assessors in 2022.

MNRT did not Conduct Quality Assurance to Tourism Operators

MNRT is responsible to ensure that registered grades or ranks of tourism facilities are maintained accordingly by doing quality assurance. This also includes conducting inspection and take actions to those who did not maintain their operations as per registered standards. The audit noted that MNRT lacked reports to show conducted Quality Assurance for follow-up of operations of tourism operators.

Despite of interviewed Officials from MNRT indicated that, this was associated with lack of funds to carry-out quality assurance activities, the audit noted that, MNRT did not budget for this activity in its Annual Actions

¹⁴ Implementation Report July-December, 2020

Plan of 2016/17 - 2020/21. This implied that MNRT did not prioritize quality assurance activities. As a result, there are Tourism Operators who are operating below the minimum required standard in tourism sector, negatively impacting the image of destination.

Discussions with MNRT's Officials indicated that, the quality assurance is conducted simultaneous with inspections of tourism business operators, with reference to the conducted inspections and inventory reports.

3.4.2 Ineffective Monitoring of the Performance of Tourism Operators in the Country

Does MNRT effectively monitor the performance of tour operators in the country?

Analysis of interviews held with Officials from MNRT and TCT noted that MNRT did not effectively monitor the performance of Touroperators through inspections as required by Section 11(3) of the Tourism Act, 2008. This section requires MNRT to inspect tourism facilities or activities before registration and conduct periodic inspection /monitoring when they are in operations. Ineffectiveness of monitoring was indicated by the following weaknesses;

MNRT Inspected 8 out of 26 Regions from 2016/17-2021

The audit noted that, from 2016/17 to 2020/21, MNRT conducted inspection of tour operators in eight (8) out of 26 Regions in the country. These included Dar es Salaam, Manyara, Iringa, Arusha, Kilimanjaro, Mara, Morogoro and Coast Regions. Lake zones, Mbeya and Kigoma were not covered despite being potential regions for tourism and are likely to have many tour operators and facilities. Inadequate coverage of inspection exercise of tour operators may results into presence of unregistered tour operator. This poses risk of providing sub-standard hospitality services which in turn is a threat to the development and promotion of the tourism sector in the country.

Discussion with management of MNRT revealed that usually inspections is done to areas with most tourism business. Despite of this explanation the

Audit Team has the view through monitoring, MNRT would also identify other potential in those other Regions.

Further, from the reviewed inspections reports, the Audit Team noted various performance challenges in tourism sector were identified. Among the noted challenges includes:

- (i) The system used by TANAPA and NCAA only recognized registered Tourism Operators but the MNRT Portal system did not capture the details of vehicles for the respective Tour Operators. Also, discussion with MNRT's Officials noted that, system for online registration started in 2019 leaving out of the system Tourism Operators information from 2016/17 to 2018/19. This was caused by failure of MNRT to ensure that their system which registers Tourism operators comprises both information that can be accessed by their agencies in specific areas for verification purpose of tour operators. As the result, agencies like TANAPA did not adequately verify tour operators who provides various services at parks, ending up with poor quality of cars during provision of tours services in parks;
- (ii) Providers of accommodation facilities and Tourism operators not registering tourists in the MNRT Portal. This was caused by inadequate enforcement by MNRT which have financial implications on the collected government revenue;

Discussions with MNRT's Officials revealed that training was held from 15th to 18th September, 2020 regarding registration of tourists in MNRT portal. Upon completion of training, all Tourism Operators were obliged to use MNRT Portal.

The Audit Team is of the view that more efforts are needed to enforce providers of accommodation facilities to register tourists in MNRT's portal.

- (iii) Inadequate enforcement of tourism operators who did not pay license fee. This was caused by Section 29 of Tourism Act of 2008 which does not give mandate to the Director of Tourism in enforcing payments to noncompliance;
- (iv) Tendency of the tour operators using private cars under the cover of registration cards of cars from other companies in order to fool

inspectors. This was caused by nonenforcement of law by MNRT. This has financial implications to the government in terms of lost tax revenue as companies avoid paying appropriate taxes and registration fees of their respective cars.

The discussions with MNRT's Officials revealed that from 2016/17 to 2020/2021 inspection exercises of tourism operators were conducted in 26 regions and entry gates in Tanzania National Parks (TANAPA), NCAA and game reserves as per Annual Implementation Report 2017/2018, the Inventory Report of Accommodation, 2021 and Inspection Reports.

However Audit Team's analysis did not consider the Inventory Report of Accommodation dated October 2021 which cover the whole country, due to the fact that, the MNRT submitted only executive summary of the report and not the whole report.

MNRT did not Grade the Inspected Hotel Facilities

The Audit Team noted that when it came to inspection of hotels, the Ministry did not grade hotel facilities inspected in the two (2) Regions namely Arusha and Dodoma in the financial year 2017/18 and 2019/20 respectively. This is as detailed in section 3.4.1 above. **Table 3.7** shows more details about inspection exercise of Tourism Operators.

Table 3. 7: Status of inspection Exercise of Tourism Operators

Financial Year	Gates/Regions Covered	
	Inspection Exercise	Grading of hotels
2016/17	Not Conducted	Not Conducted
2017/18	Dar es Salaam, Manyara, Iringa and Arusha, also at Selous Gate in Coastal region; Mikumi Gate, Morogoro and KINAPA Gate	Arusha
2018/19	Serengeti gate (Mara), Manyara Gate (Manyara), Ngorongoro gate (Arusha), Tarangire gate (Arusha), Selous gates (Coastal) Mikumi (Morogoro) and KINAPA gate (Kilimanjaro)	Not Conducted
2019/20	Manyara and Arusha	Dodoma
2020/21	Not Conducted	Not Conducted

Source: Auditors' Analysis of Information Extracted for MNRT's Annual Reports, 2021

Table 3.7 shows that, from 2016/2017 to 2020/21, MNRT managed to conduct inspection exercise of tourism operators in 7 out of 21 Regions namely Dar es Salaam, Manyara, Iringa, Arusha, Morogoro and Coast. It further shows that grading of hotels exercise was conducted in 2 Regions namely Arusha and Dodoma in the financial year 2017/18 and 2019/20 respectively.

Further, the inspection exercise of Tourism Operators for the period under scope did not cover the Lake zones, Mbeya and Kigoma. The given cause for poor undertaking of inspections was inadequate resources in terms of funds and human resources. Inadequate coverage of inspection exercise results in unregistered Tour Operators who poses a potential risk of providing sub-standard hospitality services which in turn threatens the development and promotion of the tourism sector in the country.

3.4.3 Ineffective Enforcement of Compliance of Tourism Operators

Does MNRT effectively enforce compliance of Tour Operators to ensure they contribute adequately in development of tourism sector?

The Audit noted that, MNRT did not effectively enforce the compliance of Tour Operators to adequately contribute to the sector development. This was indicated by the following gaps:

Ineffective Issuance of Sanctions to Non-compliants

It was noted that MNRT, had no record of sanctions issued to no-compliant Tour Operators. This was verified in the visited Zonal Offices where we noted that there were identified non-compliant Tour operators who have not been sanctioned at all. For instance, Interviewed TIC Officials in Arusha Region disclosed that, in collaboration with Tourism Police in Arusha they managed to identify a number of unregistered tour operators who were operating without having records of physical addresses.

Discussions with MNRT revealed that Tourism police submitted to the Tourism Division of MNRT 199 companies operating while unregistered. Upon verification MNRT's Officials stated that only 50 companies were unregistered.

Similarly, for the visited TIC in coastal zone, it was revealed that various companies were operating without registrations. According to Officials some of the unregistered tour operators were dishonest, tended to earn money without delivering on agreed services. The Audit Team noted that the presence of these unregistered companies is caused by nonenforcement of law by MNRT. Companies that have websites without showing physical address are easy to track but MNRT has not shown any effort towards tracking them.

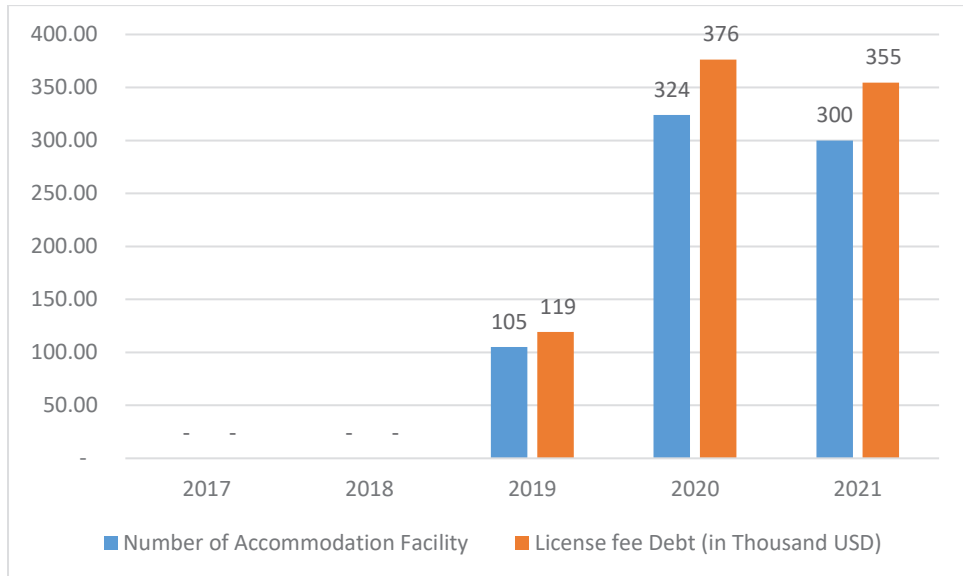
The Audit Team noted that, Tourism Act, 2008 and its Regulations, 2015 does not mandate the Director of Tourism (MNRT) to adequately enforce compliance of Tour Operators. The Act does not allow the Director of Tourism to take immediate actions when he discovers a person engaged in illegal tourism business. It directs the Director of Tourism to take defaulters to the court, where the process is very bureaucratic and takes a long time.

Furthermore, the Audit Team noted that MNRT did not have adequate mechanism to enforce compliance of Tour Operators. This resulted in having unregistered businesses of Tour Operators and Tourism business licenses.

Presence of Outstanding License Fees Debt

Furthermore, the review of Debts Records indicated that MNRT did not enforce Tour Operators to pay their business license fees. Despite that Ministry did not have debtors database for financial years 2017 and 2018, our analysis revealed the presence of outstanding license fees for the three years. Data provided for year 2019, 2020 and 2021 show a total debt of USD 850,000 equivalent to TZS 1.96 billion which was still unpaid as of the date of this report as indicated in **Figure 3.9** below:

Figure 3. 9: Number of Accommodation Facilities with Business License Debts



Source: Auditor's Analysis of Tourism Business License Fee Debts from MNRT

Figure 3.9 shows that, for the last three years in 2019, 2020 and 2021, MNRT did not collect debts of USD 119,000, 376,000 and 355,000 respectively. This implies that for the three years, the Ministry did not collect debt amounting to USD 850 thousand which is equivalent to TZS 1.96 billion as license fee from 729 Tour Operators (i.e. accommodation facilities) in the country.

Similarly, from Table 3.9, it shows that in 2019, before emerging of COVID-19, the Ministry did not collect debt amounting to USD 119,000 equivalent to TZS 276 million. This implies that the Ministry did not effectively enforce the collection of license fee since some of the companies (Tour Operators) were noted to accumulate debts in three years without appropriate actions taken against. In addition, the database regarding actual debts in two previous years were not availed by the Ministry which creates questions on whether the Ministry did actually carry out follow ups and enforced the payment of debts.

The inadequate enforcement of the payments of debts led to loss of financial resources which could be collected and used to support development and promotion of the tourism sector.

Discussions with MNRT revealed that the list of non-compliant has been submitted to the Legal Section of the Ministry for legal proceedings. The Audit Team noted that, there were delays in taking legal actions against defaulters since it took more than one year before any action was taken to the defaulters.

Despite that the Management of MNRT indicated that most debts falls within the period of COVID-19, and that companies were not operating in that period, the Ministry did not provide written request from those companies indicating that they were not able to pay license fees due to the effect of COVID-19.



CHAPTER FOUR

ADEQUACY OF PROMOTION AND MARKETING OF TOURISM SECTOR

4.1 Introduction

This chapter presents audit finding on Promotion and Marketing of Tourism Sector in the country. Specifically, the chapter focuses on findings relating to promotion and marketing of tourism products in the country, a role which is mandated to TTB.

The Audit noted that, there is improvement in the trend of promotion and marketing of tourism sectors. However, there are areas which calls for combined efforts to improve performance of TTB as detailed below:

4.2 TTB's Mechanism for Promotion and Marketing of Tourists Products was fairly Effective

Does the Mechanism for Promotion of Tourists Products work effectively?

TTB's Strategy for identifying potential markets for tourism focused on implementation of International Marketing Strategy (IMS) that emphasize on the use of modern marketing techniques. Among the planned targets for promotion and marketing of tourists attractions include: online marketing while continue using traditional marketing techniques¹⁵. In doing so TTB sets targets such as to engage 10 social media marketing tools; to update and promote its website and web portal by June, 2019; and to carry out 120 and 60 International and domestic promotion events respectively by June, 2022.

TTB managed to set out the outlined targets and the Audit Team noted that the mechanism were fairly effective. TTB managed to achieve an average of 62% of its set targets for promotion and marketing of tourism products domestically, regionally and internationally including engaging social media.

Details of each target is presented below:-

¹⁵ Corporate Strategic Plan 2017/18-2021/22 -Pg. 30

(i) **TTB met 60% of its Target for Engaging use of Media for Promotion and Marketing of Tourism Products**

Results of analysis of information extracted from the Annual Progress Reports showed that, TTB established 6 out of the 10 social media planned to be engaged. This indicates that TTB met 60% of its target for engaging 10 social media marketing tools, updating and promotion of website and web portal.

The 6 established social media were International Channels @Tanzania Tourist Board, (2010); Corporate page @Tanzania Tourist Board-Corporate, (2016); Domestic Tourism Page @Utalii Wetu Tanzania, (Nov 2017); Instagram1 Wonderful Tanzania, (2016); Twitter 1@TtBTanzania, (2016); and YouTube @Tanzania Tourist Board (2010). **Appendix 8** show details of the websites and some social media accounts.

The remaining 40% that was not met, was contributed by TTB shifting its focus and developing digital marketing studio (command center), after realizing that, it will enable TTB to connect with potential customers all over the world by using the internet and other forms of digital communication. This includes not only email, social media, and web-based advertising, but also text and multimedia messages as a marketing channel. Also, the command center would facilitate TTB to conduct effective market research and intelligence to identify potential customers and design personalized promotion contents or adverts that give a feeling to the customers that the TTB services are exactly addressing their individual needs.

With regards to its target for updating and promotion of website and web portal by June, 2019, TTB managed to create a newly designed portal; updated TTB content both corporate and tourism; created new Facebook account; engaged google ads restructured web and website updated but visitors traffic have not been established and updated restructure website with newly redesign home page. **Appendix 8** show details of the website and some social media accounts.

As a response to this observation, as of January, 2022, TTB established a Digital Marketing Command Centre expecting to operationalize it fully by

end of March, 2022. In addition to this, the management of TTB also indicated that, the Board has recently acquired USSD codes which will facilitate bulk messaging for promotion and marketing and through it tourists can inquire key informations such as cost and location of accommodation facilities in tourist areas.

Despite of the noted achievement, it was revealed that, the established website and web portals were not effectively functioning. Below are the details of the weaknesses:

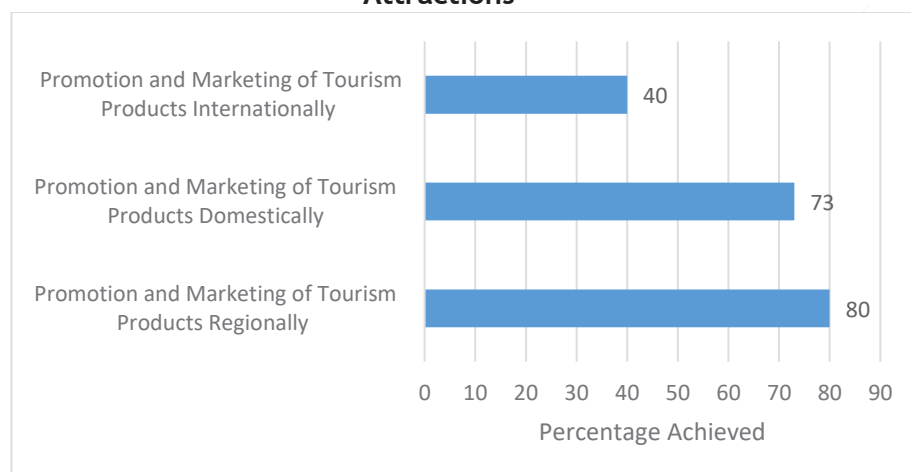
TTB's Website is missing the Security: The Audit Team noted that the established and updated TTB website missed security configuration, and has broken authentication as indicated in **Appendix 6**. This is contrary to Section 10.4.1 of ISO 27002:2015 on controls against malicious code Control, which requires detection, prevention, and recovery controls to protect against malicious code and appropriate user awareness procedures to be implemented. It is also contrary to the critical Security Control #3 of e - Government Security Architecture - Standards and Technical Guidelines which requires public institutions to establish standard secure configurations operating systems and application software. The fact that the website was /is missing the afore mentioned contents, it might give attackers ability to take control of the server and also browse the file system, upload, edit, delete, view files and even change file permissions amongst other dangerous actions.

TTB had Multiple Social Media Accounts Which Were Not yet Verified: Interviewed TTB's Officials indicated that, TTB had different accounts on Instagram, Facebook or Twitter account which was not appropriate. This is due to the fact, it may create confusion to users, because users may not be able to identify which account is fake and which is real. In addition, it was revealed that, all TTB's social media accounts were not verified. None verification of the social media accounts possess some suspicious to users who will not have trust to the account. Thus, the intended goal of mobilizing as many user as possible will not be attained. Although TTB's Official revealed that the Board is on the process of ensuring that all the accounts are verified, they did not provide evidence in this regard.

(ii) TTB achieved 64% of its target for Promotion and Marketing of Tourism Products

The reviewed Annual Implementation Reports 2016/17 - 2020/21 indicated that TTB implemented 64% of planned interventions for promotion and marketing Domestically, Regionally and Internationally. **Figure 4.1** below presents the achievement at various level.

Figure 4. 1: Implementation of Promotion and Marketing of Tourists Attractions



Source: Auditors' Analysis of TTB's Quarterly report 2016/17 - 2020/21 (2021)

The following can be derived from **Figure 4.1**

73% of Planned Intervention of Promotion and Marketing of Tourism Products Domestically were implemented: From 2016/17 - 2020/21, TTB managed to conduct 73% of the planned promotion and adverts events at the Domestic level. The trend was noted to decrease to 33% in the year 2021. The decrease was partly contributed by COVID-19 pandemic diseases and insufficient financial resources due to the Government's decision for allocating TDL to the consolidated fund.

80% of Planned Intervention of Promotion and Marketing of Tourism Products Regionally were implemented: The Audit Team noted that TTB, managed to conduct 4 out of 5 planned promotions interventions regionally. The promotion events were conducted in Kwitalzina Conservation, Tourism

Exhibition Kigali Rwanda, Kwitalzina Trade Fair Rwanda; Magical Kenya Travel Expo in Nairobi Kenya and East Africa Interschool Sports. Interview with TTB Officials indicated performance decline due to financial constraints and cross border restrictions among the East African Countries brought by COVID-19 pandemic. 40% of Planned Promotion and Marketing of Tourism Products Internationally were implemented: Analysis of performance of TTB toward promotion of Tourist Products internationally, indicated that 40% of the planned interventions were implemented. This indicates that TTB's mechanism for promotion of Tourist Products Internationally were not working effectively. According to interviewed Officials at TTB, among the causes for inadequate conduction of planned events includes non disbursement of TDL funds and the global restrictions on travelling due to COVID-19 pandemic disease.

The achievement at regional and domestic levels were relatively higher when compared to international because both domestic and regional promotion and marketing events required fewer resources. TTB's Officials gave examples of the cost to attend event at ITB Berlin only costs around TZS 700 Million, in Madrid Spain the cost is around TZS 120 Million etc. With the limited resources allocated to TTB, it was difficult to attend such events, and thus lost the opportunity for marketing and promoting through those events. Further, the performance was also affected by the absence of a functioning Digital Command Centre which could also enhance marketing of Tourism products internationally. The Management of TTB has indicated that, the Board is making effort to ensure that the Digital Command Centre will be fully in operational by the end of March, 2022.

Further, despite of the good achievement noted in Regional and Domestic level, the Audit Team noted that the planned events at TTB are not specific as to which kind or category of events and adverts TTB planned to attend. This poses the risks of counting events and adverts which are not very significant to justify attainment of the targets. For example rock city marathon, miss lake zone pageant, Sabasaba Trade fair Dar es Salaam, and East Africa Trade fair contributed to achievement beyond the target in 3 Financial Years namely 2017/18 to 2019/20.

(iii) 37 out of 240 Education Awareness Campaign Planned

Analysis of information from the Annual Implementation Reports, 2016/17 - 2020/21, revealed that TTB had conducted 37 out of 240 planned Education Awareness Campaigns (equivalent to 15.4 %). The conducted campaigns covered 29 Education Institutions. Our discussion with Officials from TTB, revealed insufficient financial resources to cater for the awareness activities was the main cause for the low performance. The Audit Team is of the view that, by considering the fact that the time left to accomplish this target is only 8 months, TTB will not be in a position to accomplish such target.

4.3 Inadequate Promotion and Marketing of Tourism Products

<i>Does TTB adequately promote and market tourism products?</i>

According to the TTB's Corporate Strategic Plan 2017/18 - 2021/22, the Board targeted to promote tourism by using modern and relevant marketing tools to achieve higher socio-economic development in Tanzania. The Audit acknowledge recent efforts of the TTB to promote tourism such as use of short videos for promotion of tourism in Emirates and Ethiopians Airlines and training of Embassies' Officials. However, there were various weaknesses on the adequacy of TTB to promote and market tourism products in the country as detailed hereunder.

4.3.1 Ineffective Strategies for Identifying Potential Markets for Tourism Products

The Audit noted that, TTB has put in place strategies for identifying potential markets. This included its emphasis on promotion of Tanzania attractions not only in its core tourism markets such as USA, the UK, France German and Italy, but also in emerging tourism markets, including China, Russia, Israel as well as Malaysia and Indonesia which comprise an increasingly important source of tourism business. TTB is also eyeing the potential of affluent Gulf markets such as Saudi Arabia and the U.A.E. However, the audit noted that the set strategies are not effective for identifying potential markets. This emanates from the following observations: -

Slow Pace in Adapting with Technological Changes for Promotion and Marketing of Tourism Attractions

TTB is expected to use updated strategies and method in ensuring effective promotion and marketing of tourism sector in the country. However, the Audit Team noted that, TTB did not adequately use updated strategies for promotion and marketing of tourism sector in the country such as the use of digital contents for effective promotion, using 3D pictures and the use of popular social media, application of cartoons and TikTok in promotion and marketing of tourism attractions. Instead, according to the interviewed Officials from TTB, promotion of available attractions at Embassies still relies on the use of promotion materials like printed brochures, papers etc. instead of using digital contents which are more advanced technologies.

Furthermore, the available plans in corporate strategies emphasized only on the development of social media without considering the development of digital marketing studio, which is the most modern technique, that facilitates market research and intelligence in the social media. It was noted that the activity for development of digital marketing studio emerged later out of TTB's Corporate Strategic Plan without thorough analysis of means and funds to implement it.

It was further noted that, omission of issues for developing digital marketing studio in the strategic plan, has contributed towards the delay of the commencement of the Command Centre (digital marketing studio) which was required to be operationalized by 2019. All these affected the activity for marketing and promotion of tourism attractions and identification of potential new markets.

TTB did not Harness Regional Market Potential Effectively

Tanzania is among the SADC members, the cooperation provide opportunity for the country to have potential market in MICE tourism. However, report on the strategy to diversify tourism indicated that Tanzania do not have the ability to benefit from the cooperation on areas like conferences, exhibition and beach tourism. This is contributed by the low investment in the MICE and beach Tourism.

Similarly, the Management of TTB, indicated that MICE is at an infant stage, although initiatives have been done such as acquisition of plot in Kigamboni Municipal Council which will be used to develop MICE. The Management also added that to have effective use of MICE, it requires a combined efforts such as availability of adequate and standard accommodation facilities.

4.3.2 Inadequate Capacity of TTB to Promote and Market Tourism Products

For efficient and effective promotion and marketing of tourism products in the country, TTB is expected to have adequate capacity in terms of tools and technology, funding and qualified human resources. However, the Audit Team noted that, the Board still has inadequate capacity in terms of tools, technology, funds and human resources explained in details hereunder:

TTB had a Shortage of Tools and Technology for Promotion and Marketing Tourist Products

The review of the International Tourism Marketing Strategy for Destination Tanzania 2020-2025 highlighted the needs for Tanzania to strongly concentrate on improving its digital presence by redesigning websites, creating social network accounts (i.e. Facebook, Twitter, Instagram, etc.) as shown in *Appendix 8*.

However, interview with TTB's Officials indicated that, there is shortage of working digital equipment such as computers and digital cameras. Also, TTB efforts to improve digital marketing by redesigning websites, creating social media network accounts alone were not adequate as the planned digital marketing studio are not operational up to the time of this audit. Further, social media networks did not enhance market research and market intelligence. This affected significant improvement in promotion and marketing of tourism attractions.

Furthermore, through the review of the TTB's Internal Auditor Fourth Quarter Report, 2019/20, it was noted that, in December 2018 the Minister - MNRT directed the Board in collaboration with other institutions under Ministry of Natural Resources and Tourism (MNRT) to establish a digital marketing studio (i.e. Command Centre). This would facilitate provision of

correct and instant tourism information that is frequently searched by tourists, enhance online market research, intelligence, and customer support.

However, up to the time of this audit, TTB had not yet completed the establishment of the digital marketing studio in order to facilitate provision of correct and instant tourism information that is frequently searched by tourists.

Such delays were contributed by procurement processes and delay of contribution of funds from TANAPA, NCAA and TFS. As per agreement, these Agencies were supposed to contribute salaries of the studio staff who were supposed to be employed for the operationalization of the command center. In addition, the Audit Team noted that, the delay to implement the activity was mainly caused by lack of planning the activity in the corporate plan leading to none allocation of the fund to execute the activity.

The delays in the establishment of the digital marketing studio limit TTB to effectively have competitive advantage by means of ICT in marketing the tourism sector. TTB is limited to reach new source markets as it cannot conduct online market research and market intelligence.

TTB lacked Destination Experts for Marketing and Promoting Tourism Products

The Audit Team noted that TTB did not have Destination Expert who was key for promotion and marketing tourism attractions at popular tourism platform like TRIPADVISOR. From our discussion with TTB's Officials, destination experts are extremely expensive, instead TTB has been using Embassies and Goodwill Ambassadors as an alternative in promotion and marketing of tourism attractions.

Absence of the Destination Experts, denied TTB the opportunity to promote and market tourism attractions at popular platforms with qualified destination experts. This also, deny the opportunity to increase more tourists in the country.

TTB Received less than Planned Budget each year for Promotion of Tourism

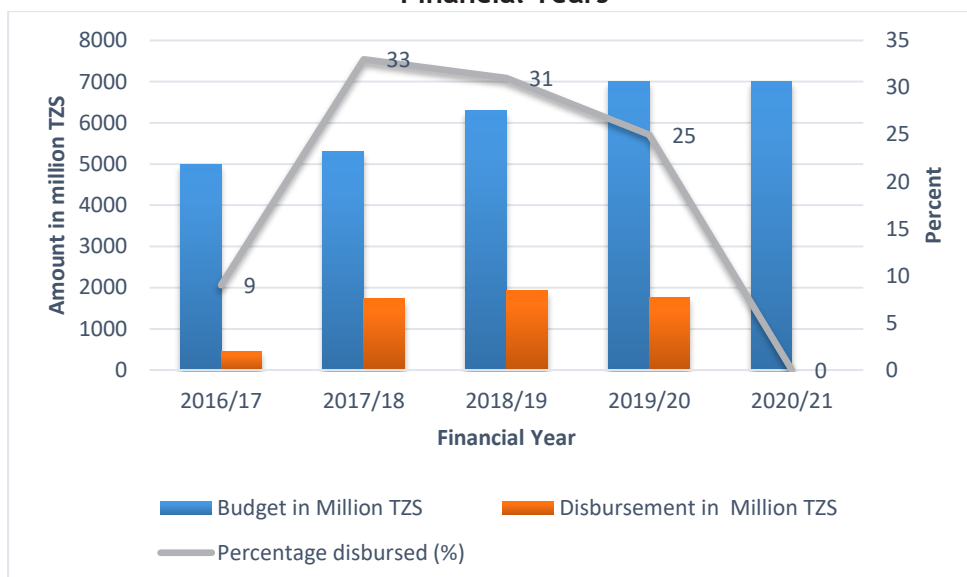
Section 5.11 of Tourism Policy, 1999 highlight one among the strategy for financing tourism is allocating adequate funds to enable the effective promotion, development and marketing. However, analysis of TTB's budget records revealed that, TTB has been receiving less than the planned budget to cater for the planned promotion activities in each year from 2016/17-2020/21.

This was contributed by inadequate collection of Tourism Development Levy (TDL). This Levy was introduced in 2013 for the purpose of developing the tourism sector by facilitating development of Tourism products, trainings, quality control and promotion activities. It was collected by MNRT through Tourism Development Fund Account.

However, since 2019 the responsibility for collection of Tourism Development Fund has been shifted to TRA, whereby the collected TDL is directed to the consolidated fund. This change has limited the funds to be used directly for the intended purpose of developing tourism sector.

On the other hand, reviewed budget and actual amount received at TTB indicated that, the Ministry of Natural Resources and Tourism did not disburse funds collected through Tourism Development Levy (TDL). The Audit Team noted that partly this was due to ineffective collection which did not reach the target. As a result, amount of TDL disbursed to TTB were noted to be inadequate to facilitate implementation of planned promotional activities. **Figure 4.4** shows the detailed information.

Figure 4. 2: Budgeted and Disbursed Amount of TDL in a Period of Five Financial Years



Source: Auditors' Analysis of TDL Budget at TTB (2021)

Figure 4.2 indicates that, for a period of five financial years, TTB received below 34% of projected budget of TDL. Moreover, in 2020/21 the condition was worse whereby TTB received nothing from projected amount of TDL. The given cause for none disbursement of TDL in 2021 was the shifting of TDL into the national consolidated fund.

Shortage of Staff Possessing the Required Profession for Promotion and Marketing of Tourism Products/ Attractions

The analysis of human resources shows that the available human resources at Tanzania Tourist Board are not sufficient to facilitate promotion of tourism sector. A gap of 44% (11 out 25) of required human resources was revealed. Despite that, recently the Government has shifted 7 staff, from the Directorate of Marketing without considering adequate staff replacement in terms of experience in the tourism sector.

For detailed information on the available staff against the required staff see Table 4.1

Table 4. 1: Required Vs Available Human Resources at TTB

Marketing Directorate	Available No. of Staff	Required No. of Staff	Deficiency
Director of Marketing	0	1	1
Manager Foreign Markets	0	1	1
Manager Domestic and Regional Markets	1	1	0
Manager Conventions and Events	0	1	1
Principal Marketing Officer I	1	1	0
Principal Marketing Officer II	1	1	0
Senior Marketing Officer I	0	1	1
Senior Marketing Officer I	1	1	0
Marketing Officer I	0	1	1
Marketing Officer II	1	3	2
Principal Tourist Officer I	1	1	0
Principal Tourist Officer II	1	4	3
Senior Tourist Officer II	1	1	0
Senior Tourist Officer II	2	2	0
Tourist Officer I	4	5	1
Total	14	25	11

Source: Personnel Enrolment of Staff from TTB, (2021)

Table 4.1 shows that, there is a gap of 11 out of 44 (44%) required staff at TTB. Further, the available staffs are 14 out 25 staff (56%) of the requirement.

Moreover, interview with Officials from TTB shows that, currently TTB has no technical staff to run the digital Market Command Centre. The required staff includes, Graphic Designer, Photo and Videographer, Social Media Engager, Search Engine Optimizer, Editor, Copywriter and Monitoring and Evaluation Officer to ensure effective use of digital marketing/technology when promoting tourism sector in the country.

Furthermore, the Audit Team noted that TTB did not have adequate personnel with adequate skills for Graphic designing, Website and application development, Social media and email marketing, Search engine marketing, Search engine optimization and online advertisement. As a

result, there has been limited improvements by TTB in ensuring promotion of tourism is done using updated technology.

Further follow with the TTB's Officials revealed that, to fill this gap, the management has made follow-up for replacement from the relevant Authorities. Letters with reference numbers CAB.21/175/03/10 of 16th August, 2021 and CAB.21/175/03/11 of 03rd November, 2021 were submitted to MNRT requesting replacement of transferred TTB staff. However, the MNRT responded to this letter in 02nd February, 2022, directing TTB to communicate with the President's Office, Public Service Management and Good Governance (PO-PSMGG) for more assistance¹⁶.

Insufficient Development of Human Resources at TTB

The General Guidelines and Rules regarding training of TTB's staff states, "there shall be a training committee which shall be responsible for preparation of training program each financial year taking into consideration of the budget allocated for staff training". The Audit Team noted inadequacy in planning for training to capacitate the tourism staff on marketing and promotion of tourism as shown in **Table 4.2**.

Table 4. 2: Status of Implementation of Marketing Training Program

Financial Year	Training Planned	Training Attended
2016/17	Not Planned	Not conducted
2017/18	Not Planned	<ul style="list-style-type: none"> • Southern circuit tourism stakeholders on cultural tourism guidelines¹⁷ • Digital workshop for digital marketing¹⁸
2018/19	MICE Master class workshop for tourism stakeholder	Not implemented
2019/20	To participate in trainings for MICE by June 2020	International training for youth in MICE held in Barcelona in 16 th November, 2019
2020/21	Training in digital marketing	Not conducted

Source: Auditors' Analysis of TTB Quarterly Plans and Quarterly Implementation Reports, 2021

¹⁶ Lettter from MNRT to TTB dated 02nd February, 2022 with reference No. CEA.13/328/01/185

¹⁷ Quarter report 1-2017/18

¹⁸ Quarter report 2- 2017/18

Table 4.2 shows that, for years 2016/17 and 2017/18 the TTB did not plan for training of its staff, rather training were planned for three years from 2018/19 to 2020/21. However, TTB did not implement its staff training plan.

Insufficient Development of Human Resources in Tourism Sector

According to Section 55 of the Tourism Act, 2008, the MNRT is responsible to monitor curricula of hotel and tourism training provided by public and private Institutions to ensure that; they maintain high academic and practical standards, and accredited by relevant laws.

Despite of this requirement there are no clear systems used by the Tourism Division in monitoring training provided by public and private institutions. This was amplified by the fact that, there is no curriculum for tourism sector, which is key in monitoring the training provided by institutions in the country.

Further Official from NCT stated that, most institution provide short term tourism and hospitality courses which are less than a year. Such institutions are not monitored by NACTE since their trainings are under NTN levels.

This resulted to:

- (i) Trained students on various courses to lack standard knowledge in hospitality issues, customer care etc;
- (ii) Available institutions providing sub-standards courses. NCT's Officials claimed that most private institutions provide short term tourism courses for less than a year, leading to production of unqualified personnel.

4.3.3 Ineffective Mechanisms for Coordination of Stakeholders for Better Performance of Promotion of Tourism Products

Are the available mechanisms for coordination of stakeholders working effectively to contribute to better performance towards promotion of tourist products in Tanzania?

The review of the TTB's Corporate Strategic Plan 2017/18 - 2021/22 requires the board to strengthen partnerships with stakeholders including state Agencies and tourism private sector organizations to achieve a more

coordinated approach to the travel and tourism marketing in Tanzania. This was supposed to be done by developing stakeholders' engagement plan defining when and how stakeholders were to be engaged.

However, TTB did not develop stakeholders' engagement plan, which would have identified all stakeholders in the tourism sector and stated how to involve them in the marketing and promotion of tourism. Therefore, TTB involved stakeholders on an ad hoc basis as there is no formal coordination mechanism.

As a result of lacking stakeholders' engagement plan, TTB did not involve all stakeholders in promotion activities. For instance, Local Government Authorities (LGAs) who are custodians of tourism attractions were not involved in the marketing and promotion activities.

Effective coordination mechanism would help to avoid functional overlaps among tourism stakeholders. There have been overlaps on some functions performed by the institutions under MNRT such as TANAPA, NCCA, TTB, and Tourism Division in areas such as marketing, tourism development and research as summarized in **Table 4.3**.

Table 4. 3: Overlapping of Functions among Key Tourism Stakeholders

Aspect	MNRT	TTB	TANAPA	NCCA
Research	Sector Policy, Planning, Research	To undertake research, experiments and operations as may appear to be necessary to improve the basis of the tourist industry	N/A	N/A
Development	Develop Tourism Products	develop tourism product	Tourism development	Conserve and develop the NCA's natural resources
Promotion	Sector policy	marketing and promoting of tourism	Optimizing tourism development for	promote tourism

Aspect	MNRT	TTB	TANAPA	NCAA
			human benefits	

Source: Auditors' Analysis of Organization Structures of Respective Institutions, 2021

Table 4.3 indicate that, roles and responsibilities of key tourism stakeholders overlaps. It has been observed that TTB, TANAPA, and NCAA, are all mandated to conduct activities associated with development, promotion and marketing of tourism products.

The auditors are of the view that, resources which are used for marketing among the institutions under the Ministry, could be pulled together to avoid duplication of efforts.

4.3.4 Inadequate use of Goodwill Ambassador and Higher Commission in Marketing and Promotion of Tourism Sector

To what extent does TTB make full use of Tanzania's High Commission in 41 countries to market the potential of tourist attractions available in Tanzania?

According to TTB's Corporate Strategic Plan 2017/18 to 2021/2022, TTB is required among other means to market and promote Tourism sector through goodwill ambassadors and foreign embassies. Further, TTB is required to carry out information dissemination of tourism sector to various Tanzania Missions abroad.

However, the reviewed status of implemented plan for marketing and promotion of tourism sector indicated that, there is ineffective use of goodwill ambassadors and high commission in marketing and promotion of tourism sector in the country. For detailed information see **Table 4.4**.

Table 4. 4: Status of Implementation of Various Marketing and Promotion Activities

Financial Year	Planned intervention
2016/17 - 2018/19	There was no intervention for making use of high commission in marketing and promotion of tourism sector abroad
2019/20	To facilitate social media influencers and goodwill ambassadors to conduct familiarization trip for seven (7) days each to promote destination Tanzania by June, 2020
2020/21	To facilitate two (2) international social media influencers and three (3) International Tourism Goodwill ambassadors for five (5) days each to conduct familiarization trip to promote destination Tanzania by June, 2021

Source: TTB's Action Plans and Progress Reports (2016/17 - 2020/21)

Table 4.4 indicates that, TTB had no planned strategies or activities in annual action plans (2016/17 to 2018/19) aiming at marketing and promoting tourism sector using high commissioners. The involvement of high commission was conducted on ad-hock basis. As a result the promotion and marketing of Tourism sector is not implemented to its maximum potential.

Discussion with TTB Officials revealed that, for the TTB to achieve its mission and vision of promoting and marketing the tourism industry in Tanzania, Goodwill ambassador is one of the voluntary strategies as it involves no payment by TTB. Also Goodwill ambassador can work closely with TTB and embassies or can use any other modalities that they think is not costly for them. On top of this, Goodwill ambassador can use their social media without informing embassies.

CHAPTER FIVE

AUDIT CONCLUSION

5.1 Introduction

This chapter presents conclusions of the audit categorized in two main parts namely, overall conclusion and specific audit conclusions. The conclusions are based on both the overall and specific objectives of the audit presented in Chapter One of this Performance Audit Report.

5.2 General Conclusion

Based on the data collected and analysed in the finding chapters of this report, it is concluded that, the MNRT through TTB has not adequately developed and promoted tourism sector in Tanzania in order to optimize tourism potential and enhance its contribution to the country's economy.

Efforts made by MNRT and TTB towards the development and promotion of tourism sector are more focused on wildlife and mountains climbing. There has been minimal efforts to develop and promote other tourism products with high potential for generating revenues. This is contrary to the requirements of the Tourism Policy, 1999 which requires the Ministry to facilitate development of quality tourism products and diversifying tourist attractions.

Inadequate capacity of TTB in terms of financial, skilled human resources and technology affected the performance of the Board in fulfilling its mandated roles. Moreover, absence of effective strategies and plans hampered MNRT's performance to effectively develop and promote the tourism products. Further, the fact that MNRT is performing some of the operational and policy level roles, whereas it has limited resources, affected effective administration of regulatory activities such as registration, classifying and grading of Tour Operators and Facilities. Thus, majority of Tour Operators and Facilities are unregistered, and hence there is no assurance that the services offered meet the required standards.

Likewise, MNRT is not monitoring its own performance and that of TTB towards developing and promoting the tourism sector in the country, despite having the strategies in place. As a result, there was inadequate

mechanism for assessing contribution of Tourism sector in the country. The Ministry was not in the position to know the contribution of domestic visitors in the country. In addition, the contribution of international visitors in the economy is still low, averaging at 3.6% of the National GDP per year for the last five years.

5.3 Specific Conclusion

5.3.1 MNRT has not Adequately Facilitated the Development and Promotion of Tourism Sector

Based on findings, the audit concludes that the Ministry of Natural Resources and Tourism has not adequately facilitated the development and promotion of tourism sector in the country. The available strategies and plans are not adequate to effectively develop, promote and market the available tourist products in the country. The Ministry is using outdated Tourism Master Plan that was developed in 2002, two decades ago, which is not informative and uses projections made in 2005.

Absence of effective interventions for; promotions, resources mobilization, engagement of stakeholders and identification of investment opportunities to support its strategies for identifying tourism attractions, contributed to inadequate development of tourist products in the country. Further, challenges such as transportation services, unavailability of standard accommodation facilities which are vital for the industry in ensuring accessibility, efficiency and quality of services offered to tourists. As a result, the potentiality of the diversity of available tourist products like cruise ship, beaches and Meeting, Incentives, Conferences and Events/Exhibition (MICE) have not been fully realized.

5.3.2 TTB has not Adequately Promoted and Marketed Tourists Products

The Audit conclude that, TTB has been fairly promoting and marketing the tourist products in the country, given the resources available. TTB need more strategic efforts to improve its effectiveness towards promoting and marketing of tourism products. Delays in the operationalization of the digital marketing studio, limited the Board from making major advancements in marketing the tourism sector. Likewise, TTB has insufficient financial, experienced trained human resources and advanced

tools to effectively promote the available tourist products. For the period of five years, TTB received only 19% of its budget for the promotion and marketing of tourism product.

On the other hand, the Board has not been budgeting for capacity building of its staff to improve their efficiency and effectiveness in the promotion of tourist products. Further, the Board lacks effective stakeholders' engagement plan as a roadmap to properly engage key stakeholders in the promotion and marketing of tourists products. As such, there has been biasness in the promotion of tourism products. For instance, tourist attractions owned by LGAs had not been promoted like those falling under the Central Government Agencies such as TANAPA and TAWA etc.

5.3.3 Ineffective Regulation of Business of Tourism Operators

Tourism Operators are not effectively regulated. MNRT's organization structure allows the Ministry to perform operational functions instead of sticking on the policy issues. Also, the fact that the available legal framework in the tourism sector limits the Ministry to effectively regulate tourism sector, it is difficult for the Ministry to effectively improve the development and promotion of the tourism sector in the country.

Furthermore, the MNRT has limited financial and human resources (e.g. Hotel Assessors) to effectively undertake regulatory functions such as registration, classification and grading of tourism operators and facilities. As a result, there are unregistered Tourism Operators, and a good number of accommodation facilities that have not been licensed/graded. Inadequate registration, grading and classification of Tourism Operators and facilities, none collection of licensing fees amounting to TZS 580 million from Tourism Operators in two years. These denied Ministry the ability to maximize the revenues associated with the registration, grading and licensing fees.

CHAPTER SIX

AUDIT RECOMMENDATIONS

6.1 Introduction

The audit findings and conclusions pointed-out weaknesses on the development and promotion of tourism sector in the country. The areas that need to be improved were related to strategies and plans, capacity, regulation and monitoring and evaluation for development and promotion of tourism product.

Therefore, this chapter provides recommendations to the Ministry of Natural Resources and Tourism and Tanzania Tourist Board.

The National Audit Office believes that based on the principles of 3Es of Economy, Efficiency and Effectiveness, these recommendations need to be fully implemented to ensure improvements in the development and promotion of tourism sector in the country.

6.2 Recommendations to the Ministry of Natural Resources and Tourism

6.2.1 To Improve Development, Promotion and Marketing of Tourism Sector

The Ministry of Natural Resources and Tourism is urged to:

1. Develop comprehensive interventions to facilitate effective implementation of strategies and plans for development, promotion and marketing of tourism products in the country. The interventions should allow engagement of all key stakeholders in the identification of both potential tourist products and investment opportunities, development, promotion and marketing of tourist products available in all regions of the country;
2. Review and update the Tourism Master Plan and use it for improving its strategic plans and targets to reflect the current situation of the tourism sector;

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3. Ensure that, TTB has adequate capacity in terms of financial, tools and human resources sufficient to effectively implement its mandated roles;
 4. Identify human resource competence gaps necessary for developing and promoting tourism sector in the country and use the results to develop strategies for addressing the identified competence gaps;
 5. Diversify manpower in the industry to be able to address and fit the current national and international challenges facing the tourism industry; and
 6. Regularly monitor and evaluate its own performance and that of TTB regarding the promotion and development of tourism sector. The monitoring should involve analysis of target achievement, identification of challenges and status of implementations of corrective actions issued in the previous monitoring.

6.2.2 To Improve Regulation of the Business of Tourism Operators

The Ministry of Natural Resources and Tourism is urged to:

1. Establish mechanism for effective implementation of regulatory operational functions. The mechanism should facilitate decentralization of operational roles to its Agencies with adequate capacity for implementing those roles;
2. Review and amend the laws and regulations to allow effective regulation of the business of Tourism Operators;
3. Establish mechanisms and strategies to ensure effective registration, grading and classification of tourism facilities and activities. This should include but not limited to ensure availability of skilled human resources, plans, funding and tools for identification, classifying and grading of all categories of tourism operators and facilities;

-
4. Facilitate Officials from Tourism Division and other related Divisions to obtain skills and awareness on preparation of Tourism Sector project proposals that could enhance the Ministry to attract more investors in developing Tourism Product and marketing Tourism Sector outside the country;
 5. Regularly track the compliance performance of Tourism Operators in paying necessary fees. This should involve instituting appropriate sanctions to non-compliant as provided in the applicable laws, regulations, directives, or guidelines;
 6. Engage other Ministries especially the Ministry of Livestock and Fisheries and PO-RALG which are responsible for related Tourism Products to have an identified role on development of Tourism Products and also to have right to engage tourism activities through the developed products; and
 7. Ensure that coverage of inspection scope planned is adequately covered in all selected zones and regions in order to enforce hospitality standards set for the tourists.

6.3 Recommendations to the Tanzania Tourist Board

6.3.1 To Improve Adequacy of Promotion and Marketing of Tourism Products

The Management of Tanzania Tourist Board is urged to:

1. Enhance its mechanisms for promoting and marketing Tourist Products. This should include but not limited to use of advanced promotion and marketing technology, development of memorandum of understanding with key stakeholders and strategies for stakeholders' coordination; and
2. Enhance its strategies to facilitate achievement of targets increasing the number of tourists in the country, identification of potential markets for the tourist products and earnings from national, regional and international level.

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Appendices



Appendix 1: Responses from the Audited Entities

This part covers the responses from the two audited entities namely, the Ministry of Natural Resources and Tourism (MNRT), and Tanzania Tourist Board (TTB). The responses are divided into two parts namely general comment and specific comments from the audited entities. These responses are prescribed below:

Appendix 1(a): Responses from the Ministry of Natural Resources and Tourism

General Comment

The Ministry of Natural Resources and Tourism received Auditors from the National Audit Office (NAOT) for Performance Audit Report on the Development and Promotion of Tourism Sector in Tanzania.

During auditing process, the Ministry provided maximum cooperation to the audit team and was allowed to access necessary and required documents for completion of their audit work.

The Ministry accepts recommendations given by Auditors to be fair for better performance of tourism sector. The recommendations given by Auditors will be taken into consideration by DT, DPP and TTB to improve the development and promotion of Tourism Sector in Tanzania as per below Action Plan.

Specific Comments

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
6.2.3 To improve Development, Promotion and Marketing of Tourism Sector				
1	Develop comprehensive interventions to facilitate effective implementation of strategies and plans for development, promotion and	MNRT agrees with the Auditors recommendation. It is however, important to note that MNRT sets Policies for the development of Tourism in the	<ul style="list-style-type: none">To conduct identification of tourism products and investment opportunities and issue the report;	By June, 2025

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timeline
	marketing of tourism products in the country. The interventions should allow engagement of all key stakeholders in the identification of both potential tourist products and investment opportunities development, promotion and marketing of tourist products available in all regions of the country.	country. The National Tourism Policy (Pg. 23-30), stipulates roles of different players in the implementation of the same. Additionally, development of Plans and Strategies are done at the implementation level notably by TANAPA, NCAA, TAWA, TTB, TFS and other tourism development stakeholders.	<ul style="list-style-type: none"> • To participate in both domestic and International marketing forums; • To convene and participate in Investment Forums; and • To convene stakeholders meeting for the development of tourism sector. 	
2	To review and update the Tourism Master Plan and use it for improving its strategic plans and targets to reflect the current situation of the tourism sector	Despite being published in 2002, the content of the Tourism Master Plan is still implementable. The Master Plan provides guidance and is still containing valid information bringing us major tourism projects in the country. It is worth noting that Resilient Natural Resource Management for Tourism and Growth (REGROW) is implementing the Master Plan, National	MNRT will develop National Tourism Development Programme (NTDP) in the process will also update the Master Plan to help promote the development of tourism sector in the country.	By June, 2023

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
		College of Tourism (NCT) is the result of the Master Plan and Tourism Act 2008 is also the result of the master plan. Product diversification also resulted from the Master Plan of 2002. However, the Master Plan will be reviewed when need arises.		
3	Ensure that, TTB has capacity in terms of financial, tools and human resources sufficient to effectively implement its mandated roles.	MNRT will continue requesting the government to increase budget for promotion and marketing of destination Tanzania.	<ul style="list-style-type: none"> • MNRT to ensure that TTB has adequate budget for promotion and marketing. • MNRT will make follow up on employment permits to ensure that TTB has adequate capacity in terms human resources. 	By June 2023

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
4	Identify human resource competence gaps necessary for developing and promoting tourism sector in the country and use the results to develop strategies for addressing the identified competence gaps.	MNRT agrees with the Auditors' recommendations. MNRT has been identifying human resource competence gaps and that the same have been areas of focus for trainings in the field of tourism and hospitality. However, MNRT will increase scope human resource competence gaps in tourism and hospitality sector.	<ul style="list-style-type: none"> MNRT will extend scope of identifying human resource competence in the tourism sector to ascertain human resource gaps in the sector. MNRT will develop National training Curricula for the Tourism and hospitality sector. 	By June 2023
5	Diversify manpower in the industry to be able to address and fit the current national and international challenges facing the tourism industry.	Tourism is a dynamic sector hence the training being provided follows that dynamism of the sector and therefore very diverse. MNRT will ensure there is diversification of manpower in the sector.	MNRT will continue to provide trainings in various areas of tourism and hospitality to cater the needs of both domestic and international markets.	By June 2023
6	Regularly monitor and evaluate its own performance and that of TTB regarding the	The performance of TTB is evaluated through MNRT and is also part of MNRT performance reports.	MNRT will set aside adequate budget for the monitoring and evaluation of her performance	By June, 2023

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
	promotion and development of tourism sector. The monitoring should involve analysis of target achievement, identification of challenges and status of implementations of corrective actions issued in the previous monitoring.	MNRT has specific section for Monitoring and Evaluation that evaluates Ministry's performance and its institutions including TTB.	and that of TTB. In addition it will review the monitoring tools to accommodate identified gaps including analysis of target achievement and challenges.	
To Improve Regulation of the Business of Tourism Operators				
1	Establish mechanism for effective implementation of regulatory operational functions. The mechanism should facilitate decentralization of operational roles to its Agencies with adequate capacity for implementing those roles.	The Ministry is at the final stage of transferring all operational functions to TTB.	MNRT will review her organisation structure to transfer all operational functions to TTB.	By June 2022
2	Review and amend the laws and Regulations to allow effective regulation of the business of tourism operators.	MNRT has reviewed the Tourism Act in 2021 to give power the Director of Tourism to initiate grading of accommodation	To review Tourism regulations to accommodate the amendments of Tourism Act of 2021.	By June, 2023

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
		facilities any time as prescribed in section 14 (1b) of the Tourism Act Number 29 of 2008 amendments of 2021. However, the regulations are yet to be reviewed.		
3	Establish mechanisms and strategies to ensure effective registration, grading and classification of Tour Operators and Facilities. This should include but not limited to ensure availability of skilled human resources, plans, funding and tools for identification, classifying and grading tourism facilities and businesses.	<p>MNRT is currently updating MNRT Portal to facilitate:-</p> <ul style="list-style-type: none"> • Effective registration of tourism businesses, and • Grading and classification of accommodation facilities. 	<ul style="list-style-type: none"> • To improve MNRT-Portal. • To conduct regular inspections and inventory of Tourism business operators. • To purchase four wheel drive motor vehicles for facilitation of inspection. • To train 42 Hotel Assessors in order to increase the number of qualified hotel assessors. 	By June, 2026
4.	Facilitate Officials from Tourism Division and other related Divisions to	MNRT agrees with recommendation and will set budget to train	MNRT will set aside budget for five (5) Officials to attend short course on	By June, 2023

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
	obtain skills and awareness on preparation of Tourism Sector project proposals that could enhance the Ministry to attract more investors in developing Tourism Product and marketing Tourism Sector outside the country.	Officials in the required skills.	preparation of Tourism Sector project proposals.	
5.	Regularly track the compliance performance of Tourism Operators in paying necessary fees. This should involve instituting appropriate sanctions to non-compliant as provided in the applicable laws, regulations, directives, or guidelines.	<p>Currently, MNRT Portal is integrated with system used by TANAPA, TAWA, TFS and NCAA to recognize registered Tour Operators and their respective cars at entry gates.</p> <p>Regular inspections are conducted at different regions and entry gates of protected areas.</p> <p>A list of non-compliant is submitted to the Legal section for further legal actions.</p>	<ul style="list-style-type: none"> Strengthening MNRT Portal To conduct regular inspections to tourism business operators. 	By June, 2022

S/N	Recommendation to the MNRT	Comments from MNRT	Planned actions	Implementation Timelines
6.	Engage other Ministries especially the Ministry of Livestock and Fisheries and PO-RALG which are responsible for related Tourism Products to have an identified role on development of Tourism Products and also to have right to engage tourism activities through the developed products.	<p>MNRT sets policy for the development of tourism in the country. The National Tourism Policy (Pg. 23-30), stipulates roles of different players in the implementation of the Policy.</p> <p>MNRT will continue to work closely with stakeholders particularly PO-RALG and Ministry of Fisheries and Livestock in identifying tourist attractions and investment opportunities.</p>	MNRT will set aside budget for engagement of stakeholders in the development of tourism including Ministry of Livestock and Fisheries and PO-RALG.	By 2022/2023
7.	Ensure that coverage of inspection scope planned is adequately covered in all selected zones and regions in order to enforce hospitality standards set for the tourists.	The Ministry conducts regular inspections in all tourism zones. The inspection conducted includes both door to door and at the entry gates of protected areas. MNRT in 2021 conducted inspections in 26 regions in the country.	To conduct regular inspections in selected zones and regions as per plan.	By June, 2022

Appendix 1(b): Responses from Tanzania Tourist Board

General Comment

The Tanzania Tourist Board (TTB) received Performance auditors from the National Audit Office (NAOT) for undertaking Performance Audit on the effectiveness of TTB in executing its legal Mandate of Promotion and Marketing of the Destination Tanzania and its corresponding Massive Unique Tourist attractions that our country is endowed to Possess.

During auditing process, the TTB Management and Staff provided maximum cooperation to the audit team by availing all required documents and clarifications for effective completion of the audit assignment.

The Tanzania Tourist Boards Management accepts recommendations given by Auditors to be objective and fair for performance enhancement of the Tourism Board. The recommendations given by Auditors will be taken into consideration by TTB Board of Directors and Management to improve and adopt Modern ways of Promoting Destination Tanzania as per below Action Plan.

Specific Comments

S/N	Recommendation to TTB	Comments from TTB	Planned actions	Implementation Timelines
1	Enhance its mechanisms for promoting and marketing Tourist Products. This should include but not limited to use of advanced promotion and marketing technology, development of memorandum of understanding with key	TTB has noted Auditors Observations and has embarked on implementation of a number of Strategies/Planned actions to enhance Mechanism for Promoting and Marketing Tourist attractions.	TTB has embarked in using advanced methods of Promoting destination Tanzania as narrated below:- Operationalization of Digital Command Centre which is complete by 75% which will enhance search engines and social Media Platforms	June 2022 or earlier

S/ N	Recommendation to TTB	Comments from TTB	Planned actions	Implementation Timelines
	stakeholders and strategies for stakeholders' coordination		<p>Acquisition of USSD Codes for use in both Bulk messaging promotion related SMS and inquiries of various tourism related information i.e Accommodation facilities in DAR or Food places in Arusha</p> <p>Strategic use of Embassies and Tourism Goodwill Ambassadors</p> <p>Strategic use of International Airlines to run short videos which promote destination Tanzania and tourist attractions therein.</p> <p>Signing of MoUs with key Stakeholders i.e Media and Sister Tourism Boards like Azam Media, NTB, Safari channel</p> <p>Sowing Seeds for love admiration</p>	<p>June 2022 or earlier</p> <p>June 2022 or earlier</p> <p>June 2022 or earlier</p> <p>February 2022</p>

S/ N	Recommendation to TTB	Comments from TTB	Planned actions	Implementation Timelines
			of Tourism through Massive awareness creation in Schools/Colleges . This strategy is implemented through targeting Institutions with bigger populations i.e JKT Camps and Orientation weeks at UDSM, UDOM, SAUT, MWECAU	September 2022
2	Enhance its strategies to facilitate achievement of targets increasing the number of tourists in the country, identification of potential markets for the tourist products and earnings from national, regional and international level.	TTB has noted Auditors recommendations and has recently embarked on implementing various Strategies/ Planned actions geared to increase the number of tourist visiting destination Tanzania and Corresponding earnings	Strategies enhanced include the use of :- Digital Command Centre Effective Use of USSD Codes Strategic use of Embassies and Tourism Goodwill Ambassadors Sowing Seeds for love admiration of Tourism through Massive awareness creation in Schools/Colleges Strategic Use of Crowd Puller events like FIFA	June 2022

S/ N	Recommendation to TTB	Comments from TTB	Planned actions	Implementation Timelines
			World Cup 2022 in QATAR	



Appendix 2: Detailed Main Audit Questions with Sub-questions

This part provides details of the Audit questions and Sub - Audit questions used in this audit to answer each of the specific audit objective.

Audit Question 1	To what extent is development and promotion of tourism in the country adequate?
<i>Sub-question 1.1:</i>	<i>Are there notable improvements in the performance and contribution of Tourism sector to the country's economy?</i>
<i>Sub-question 1.2:</i>	<i>Have key tourist products been adequately developed?</i>
<i>Sub-question 1.3:</i>	<i>Is the mechanism for promotion of tourist products working effectively?</i>
Audit Question 2:	Are the mechanism to facilitate development and promotion of tourism products by MNRT being adequately implemented?
<i>Sub-question 2.1:</i>	<i>Are the available strategies and plans adequate to facilitate development and promotion of tourist products?</i>
<i>Sub-question 2.2:</i>	<i>Are the available plans for identification and development of tourist products being adequately implemented?</i>
<i>Sub-question 2.3:</i>	<i>Does MNRT adequately capacitate TTB in Promoting Tourism Products?</i>
<i>Sub-question 2.4:</i>	<i>Are the available strategies facilitate development of human resources likely to contribute to better performance in the tourism sector?</i>
<i>Sub-question 2.5:</i>	<i>Does MNRT periodically monitor and evaluate its performance and that of TTB regarding the promotion and development of tourism sector?</i>
Audit Question 3:	Does TTB adequately promote tourism products?
<i>Sub-question 3.1:</i>	<i>Does TTB have effective strategies for identifying potential markets for tourist products?</i>
<i>Sub question 3.2:</i>	<i>Does TTB has adequate capacity in terms of tools, technology, funds and human resources to facilitate effective and efficient promotion of tourist products?</i>
<i>Sub question 3.3:</i>	<i>Are the available mechanisms for coordination of stakeholders working effectively to contribute to better performance towards promotion of tourist products in Tanzania?</i>
<i>Sub question 3.4</i>	<i>To what extent does TTB make full use of Tanzania's High Commission in 41 countries to market the potential of tourist attractions available in Tanzania?</i>
Audit Question 4:	Are tourism operators effectively regulated to allow them to conduct business in a manner that contributes to the growth of the tourism sector?

Audit Question 1	To what extent is development and promotion of tourism in the country adequate?
<i>Sub-question 4.1:</i>	<i>Does MNRT adequately register, classify and grade tourism operators?</i>
<i>Sub-question 4.2:</i>	<i>Does MNRT effectively monitor performance of tourism operators in the country?</i>
<i>Sub-question 4.3:</i>	<i>Does MNRT effectively enforce compliance of tourism operators to ensure they contribute adequately in development of this sector?</i>



Appendix 3: Different Documents Reviewed and Reasons for Review

This part provides the list of documents that were reviewed by the Audit Team in order to obtain appropriate and sufficient information to enable them audit team to come-up with the audit findings that are supported by sufficient evidences.

Category of the documents	Title of Documents Reviewed	Reasons for Review
Plans and strategies	<ul style="list-style-type: none"> • MNRT and TTB Strategic Plans • Various promotion programs • Annual Operational Plan • Inspection plans • Monitoring plans • Budgets set aside for development and promotion of tourism sector in the country (2016/17-2020/21) 	<p>To assess the:</p> <ul style="list-style-type: none"> • Effectiveness of MNRT and TTB in the preparation of strategies and plans for development and promotion of tourism sector • Adequacy of the inspections and monitoring plans • Budget and priorities for development and promotion of tourism activities in the country
Reports from MNRT and TTB HQ	<ul style="list-style-type: none"> • Supervision Reports conducted by the Ministry • Monitoring and Evaluation Reports conducted at TTB • Inspections Reports • Annual Internal Audit Reports • Performance Reports 	<p>To assess the:</p> <ul style="list-style-type: none"> • Effectiveness of MNRT in supervising TTB when implementing its activities on promoting tourism • Effectiveness of MNRT in monitoring and evaluating activities performed by TTB • Effectiveness of MNRT and TTB in the implementation of plans for development and promotion of tourism • The capacity of MNRT and TTB in terms of human resources, guidelines, tools and funds for development and promotion of tourism • Available preventive mechanisms used to control unregistered tourism operators

Category of the documents	Title of Documents Reviewed	Reasons for Review
Reports from TTB's Offices	<ul style="list-style-type: none"> Updated database of tourism information provided to tourists Database of tourists/visitors Quarterly Reports from Zonal Offices 	<p>To assess the:</p> <ul style="list-style-type: none"> Effectiveness of TTB in providing accurate information to tourists Capacity of TTB in terms of human resources, guidelines, tools and funds for promotion of tourism



Appendix 4: List of Official interviewed and Reasons for Interview

This part presents the list of Officials from the entities and institutions that were interviewed during the audit and the reasons for being interviewed

Institution covered	Title of official interviewed	Reasons
Ministry of Natural Resources and Tourism (MNRT)	Director of Tourism Division	To assess performance of the system used by MNRT to promote and develop Tourism Sector in the country
	Assistant Director - Tourist Development	
	Assistant, Director Licensing and Quality Control	
	Officials from Tourism Division	
	Director Policy and Planning Department	
	Officials from Policy and Planning Department	
Tanzania Tourist Board (TTB) HQ	Director of Marketing	To assess performance of TTB in promoting Tourism Sector
	Manager Domestic and Regional Tourism	
	Manager International Tourism	
	Manager, MICE	
	Officials	
TTB's Offices	Manager at selected TTB's Office	To assess performance of TTB's Zonal Offices in providing information to the tourist and stakeholders
	Official	

Appendix 5: Extent of Implementation of Planned Activities for Identification of Tourists Attractions

This part presents detailed information about the status of the implementation of the planned activities for the identification of tourist attractions.

Financial Year	Planned Intervention(s)	Actual Implemented Intervention(s)	Implemented Interventions (%)	Remarks
2016/17	20 areas with cultural heritage and tourism attractions identified and initiated (identification)	Identification of beach plots along the Indian Ocean coast for Tourism development in Tanga, Dar es salaam, Coastal, Lindi and Mtwara regions	50	The reported actual implementation status is not comprehensive to ensure quantified assessment on status of implemented activity in relation to the target
2017/18	20 areas with cultural heritage and tourism attractions identified and initiated	Nil	0	The activity was not implemented
2018/19	At least 20 areas/sites with cultural heritage and tourism attractions identified and initiated	<ul style="list-style-type: none"> Identification of tourism attractions and investment opportunities in Ruvuma and Kigoma regions. Identification of tourist attractions, potential tourist 	40	The reported actual implementation status is not comprehensive to ensure quantified assessment on status of implemented activity in relation to the target

Financial Year	Planned Intervention(s)	Actual Implemented Intervention(s)	Implemented Interventions (%)	Remarks
		investment areas, accommodation facilities in Kigoma region		
2019/20	20 areas with cultural heritage and tourism attractions identified and initiated	<ul style="list-style-type: none"> • Identification of tourist attractions in Ruvuma and Kigoma • Identification of motorcycle and bicycle tourism in 2020 	60	The reported actual implementation status is not comprehensive to ensure quantified assessment on status of implemented activity in relation to the target
2020/21	20 areas with cultural heritage and tourism attractions identified and initiated	Identification of Tourism attractions, activity and opportunities for investment in Mwanza, Geita and Kagera regions	70	The reported actual implementation status is not comprehensive to ensure quantified assessment on status of implemented activity in relation to the target
Average			44	

Appendix 6: Missing Security Headers

This part provides the missing configuration and broken authentication in the Tanzania Tourist Board's official website.

```
C:\WINDOWS\system32>securityheaders https://www.tanzaniatourism.go.tz
=> Analyzing Security Headers of https://www.tanzaniatourism.go.tz
Site: https://www.tanzaniatourism.go.tz/
IP Address: 162.215.208.181
Security Headers:
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Header	Value	Rating	Description
HTTP/1.1	301 Moved Permanently	info	---
Date	Sun, 24 Oct 2021 09:56:58 GMT	info	---
Server	Apache	info	This Server header seems to advertise the software being run on the server but you can remove or change this value.
Set-Cookie	exp_publisher_site_language=1; expires=Tue, 23-Nov-2021 09:56:58 GMT; Max-Age=2592000; path=/	info	---
Upgrade	h2,h2c	info	---
Connection	Upgrade	info	---
Location	https://www.tanzaniatourism.go.tz/en	info	---
Content-Length	0	info	---
Content-Type	text/html; charset=UTF-8	info	---
Strict-Transport-Security	---	bad	HTTP Strict Transport Security is an excellent feature to support on your site and strengthens your implementation of TLS by getting the User Agent to enforce the use of HTTPS. Recommended value "Strict-Transport-Security: max-age=31536000; includeSubDomains".
Content-Security-Policy	---	bad	Content Security Policy is an effective measure to protect your site from XSS attacks. By whitelisting sources of approved content, you can prevent the browser from loading malicious assets.
X-Frame-Options	---	bad	X-Frame-Options tells the browser whether you want to allow your site to be framed or not. By preventing a browser from framing your site you can defend against attacks like clickjacking.
X-Content-Type-Options	---	bad	X-Content-Type-Options stops a browser from trying to MIME-sniff the content type and forces it to stick with the declared content-type. The only valid value for this header is "X-Content-Type-Options: nosniff".
Referrer-Policy	---	bad	Referrer Policy is a new header that allows a site to control how much information the browser includes with navigations away from a document and should be set by all sites.
Permissions-Policy	---	bad	Permissions Policy is a new header that allows a site to control which features and APIs can be used in the browser.

```
C:\WINDOWS\system32>
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The screenshot shows a Windows 10 taskbar at the bottom with the search bar, task view button, and several application icons. The system clock in the bottom right corner displays 12:57 PM on 10/24/2021.

Appendix 7: List of Companies with Bad Debt

This part present the list of companies which had bad debt from one to two years. The list of companies includes Tourism Facilities Companies and Tour Operators Companies

A: SOUTHERN HIGHLAND ZONE

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
1	CHABO AFRICA SAFARI AND TRAVEL LTD	Tour Operator	2020 &2021	500	1,000
2	MICHAEL WALFRAM MSEMWA (MOTHALANDS)	Tour Operator	2021 &2021	500	1,000
3	MOMUMO RENTAL CAR	Car Hire	2019,2020 & 2021	2,000	6,000
4	KIPUNJI HERITAGE TOURS AND SAFARIS LIMITED	Car Hire	2020 & 2021	2,000	4,000
5	GRAND RUAHA LIMITED	Accommodation	2019 &2021	5,000	10,000
6	RUAHA HILTOP LODGE	Accommodation	2020 &2021	1,000	2,000
7	BEACO RESORT (BABITO TRADING COMPANY LTD)	Accommodation	2021 &2021	1,000	2,000
8	THE PEACE OF MIND (SALUTARIS TARISISI KESSY)	Accommodation	2020 &2021	1,000	2,000
9	ASILIA LODGES AND CAMP	Accommodation	2020 &2021	5,000	10,000
Sub - Total 1					38,000

B: NORTHERN ZONE

12	CAMP YORDAN AFRICA LTD	Tour operator	2020 &2021	500	1,000
13	TOP OF AFRICA EXPEDITIONS LIMITED	Tour operator	2020 &2021	500	1,000
14	KASKAZ HORSE SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000
15	POPOTE AFRICA ADVENTURES LIMITED	Tour operator	2020 &2021	2,000	4,000
16	PARK EAST AFRICA LIMITED	Tour operator	2020 &2021	500	1,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
17	GAMEWATCHERS SAFARI LIMITED	Tour operator	2020 & 2021	500	1,000
18	TERRAS ADVENTURES AND TOURS LIMITED	Tour operator	2020 & 2021	500	1,000
19	BOBU TANZANIA LIMITED	Tour operator	2020 & 2021	500	1,000
20	OUTDOOR EXPEDITIONS AFRICA LIMITED	Tour operator	2020 & 2021	500	1,000
21	TUPENDANE DAIMA SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
22	SAVANNA AND OCEAN COMPANY LIMITED	Tour operator	2020 & 2021	500	1,000
23	SERENGETI FRONTIER SAFARIS COMPANY LIMITED	Tour operator	2020 & 2021	500	1,000
24	MY	Tour operator	2020 & 2021	500	1,000
25	TINGITANA LIMITED	Tour operator	2021 & 2021	500	1,000
26	ULTIMATE SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
27	TWANGA TOURING LIMITED	Tour operator	2020 & 2021	500	1,000
28	ECO-DREAM (T) LIMITED	Tour operator	2020 & 2021	500	1,000
29	TANZANIA VOYAGES LIMITED	Tour operator	2020 & 2021	500	1,000
30	MONGOOSE SAFARIS TANZANIA LIMITED.	Tour operator	2020 & 2021	500	1,000
31	AFRICAN TRACES COMPANY LIMITED	Tour operator	2020 & 2021	500	1,000
32	KLM SAFARIS CO. LIMITED	Tour operator	2020 & 2021	500	1,000
33	CHIEFS TOURS LIMITED	Tour operator	2020 & 2021	500	1,000
34	TEMBEA AFRICA TOURS CO. LIMITED	Tour operator	2020 & 2021	500	1,000
35	ANDBEYOND TRAVEL LIMITED (ANDBEYOND TANZANIA LIMITED)	Tour operator	2020 & 2021	5,000	10,000
36	KENSINGTON GUIDES LIMITED	Tour operator	2020 & 2021	2,000	4,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
37	ABOVE AND BEYOND PHOTOGRAPHIC TOURS AND SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000
38	ENCHANTING TANZANIA SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000
39	BODAK ADVENTURES COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
40	HELAM TANZANIA LIMITED	Tour operator	2020 &2021	500	1,000
41	ENDLESS AFRICA LIMITED P.O.BOX 56 USARIVER, ARUSHA	Tour operator	2020 &2021	500	1,000
42	SINAI SAFARIS & TOURS	Tour operator	2020 &2021	500	1,000
43	AFRICAN NOMAD LIMITED	Tour operator	2020 &2021	500	1,000
44	ASHE TANZANIA TOURS & SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000
45	SPRINGBOK EXPEDITION	Tour operator	2020 &2021	500	1,000
46	MAANDU SAFARI GARDEN LIMITED	Tour operator	2020 &2021	500	1,000
47	BOUNDLESS ADVENTURE TRAVEL LIMITED	Tour operator	2020 &2021	500	1,000
48	SAFARI LIFT AFRICA LIMITED	Tour operator	2020 &2021	500	1,000
49	ENSEMBLES EXPLORES ADVENTURES LIMITED	Tour operator	2020 &2021	500	1,000
50	ANGELOSUSAN FARMER AND WILD LIMITED	Tour operator	2020 &2021	500	1,000
51	BMC TOURS & SAFARI COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
52	ENYORATA TOURS & SAFARI LIMITED	Tour operator	2020 &2021	500	1,000
53	FLOMA TOURS & SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
54	AWAY KIBOYA TRAVELS AND SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
55	GABRIEL CLIMB EXPEDITION AND SAFARI LIMITED	Tour operator	2020 & 2021	500	1,000
56	ROUTES KILIMANJARO ADVENTURE CO. LIMITED	Tour operator	2020 & 2021	500	1,000
57	NATURE EXPOSURE SAFARI LIMITED	Tour operator	2020 & 2021	500	1,000
58	MUSHAZ SAFARIS (T) LIMITED	Tour operator	2020 & 2021	500	1,000
59	TRAVEL EDWARD LIMITED	Tour operator	2020 & 2021	500	1,000
60	HEART OF AFRICA	Tour operator	2020 & 2021	500	1,000
61	EL MUNDO TANZANIA	Tour operator	2020 & 2021	500	1,000
62	MWANDE ADVENTURE LIMITED	Tour operator	2020 & 2021	500	1,000
63	PLAINS TO PEAK ADVENTURES LIMITED	Tour operator	2020 & 2021	500	1,000
64	MONTEZ AFRICA SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
65	GBT TANZANIA ADVENTURES LTD	Tour operator	2020 & 2021	500	1,000
66	ZANZI TREKKING AND SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
67	FIKIRIA TANZANIA SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
68	SHAMMAH WONDERS SAFARI LIMITED	Tour operator	2020 & 2021	500	1,000
69	FISCHER'S LOVEBIRD TOURS LIMITED	Tour operator	2020 & 2021	500	1,000
70	NYIKA TREKS & SAFARIS LIMITED	Tour operator	2020 & 2021	500	1,000
71	MGUNGA EXPEDITION LIMITED	Tour operator	2020 & 2021	500	1,000
72	EXPLORE AFRICA TRAVEL	Tour operator	2020 & 2021	500	1,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
73	BARAFU TOURS & SAFARIS COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
74	SELESA SAFARI & TOURS COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
75	KIGELIA TOURS LIMITED P.O.BOX 11712 ARUSHA	Tour operator	2020 &2021	500	1,000
76	SAPPHIRE SKY SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000
77	NGOMA TOURS AND SAFARIES LIMITED	Tour operator	2020 &2021	500	1,000
78	LUNA AFRICA COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
79	LAITOLYA TOURS & SAFARIS LTD.	Tour operator	2020 &2021	3,000	6,000
80	WYATT DYNASTY COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
81	MUNRIC INVESTMENT LIMITED (EWOTU AFRICAN SAFARIS)	Tour operator	2020 &2021	500	1,000
82	TANRUS TRAVELERS LIMITED	Tour operator	2020 &2021	500	1,000
83	WILD HANGOUT DESTINATIONS COMPANY LIMITED	Tour operator	2020 &2021	500	1,000
84	OUTSTANDING TANZANIA SAFARI LIMITED	Tour operator	2020 &2021	500	1,000
85	KIDORI ADVENTURE LIMITED	Tour operator	2020 &2021	500	1,000
86	PEACE EXPRESS TOURS LIMITED	Tour operator	2020 &2021	500	1,000
87	SUMMIT LODGE LIMITED	Tour operator	2020 &2021	500	1,000
88	FOXTROT CHARLIE LTD.	Tour operator	2020 &2021	500	1,000
89	FAIR TRAVEL GROUP	Tour operator	2020 &2021	500	1,000
90	MANGWE TOURS AND SAFARIS LIMITED	Tour operator	2020 &2021	500	1,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
91	NATURE BOUND AFRICA LIMITED	Tour operator	2020 & 2021	500	1,000
92	SCAVENGERS ADVENTURES LIMITED	Tour operator	2020 & 2021	500	1,000
93	MAASAI TRIBE ADVENTURE LIMITED	Tour operator	2020 & 2021	500	1,000
94	KIBOSHO TOURS AND SAFARIS	Tour operator	2020 & 2021	500	1,000
95	GLOBAL INSIGHT LIMITED	Tour operator	2020 & 2021	500	1,000
96	WILD ROOT SAFARIS AND ADVENTURE	Tour operator	2020 & 2021	500	1,000
97	ROAD TRIP TANZANIA LIMITED	Tour operator	2020 & 2021	3,000	6,000
98	WILD HANGOUT DESTINATIONS COMPANY LIMITED	Tour Operator	2020 & 2021	500	1,000
99	OUTSTANDING TANZANIA SAFARI LIMITED	Tour Operator	2020 & 2021	500	1,000
100	SHEBA TOURS AND SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
101	KALAHARI HIKING EXPEDITIONS LIMITED	Tour Operator	2020 & 2021	500	1,000
102	UNTAMED SAFARIS EAST AFRICA	Tour Operator	2020 & 2021	500	1,000
103	WILD EXISTENCE SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
104	VURIVA COMPLEX AND SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
105	GREAT EXPLORATION CAMPS LIMITED	Tour Operator	2020 & 2021	500	1,000
106	NS AND EXPEDITIONS LIMITED	Tour Operator	2020 & 2021	500	1,000
107	KAMWALA ADVENTURE LIMITED	Tour Operator	2020 & 2021	500	1,000
108	ALL-SEASONS AFRICAN SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
109	KISENGO SAFARIS COMPANY LIMITED	Tour Operator	2020 & 2021	500	1,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
110	NAKILENGE TOURS AND ADVENTURE SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
111	TEMBOTAMU TANZANIA B & B, SAFARIS AND TREKS LIMITED	Tour Operator	2020 & 2021	500	1,000
112	GARNET ADVENTURES LIMITED	Tour Operator	2020 & 2021	500	1,000
113	OLESERIAN EXPEDITION TOURS AND SAFARIS COMPANY LIMITED	Tour Operator	2020 & 2021	500	1,000
114	NYAYO DISCOVERY LIMITED P.O.BOX 16363 ARUSHA	Tour Operator	2020 & 2021	500	1,000
115	BAHATI SAFARIS SERVICES	Tour Operator	2020 & 2021	500	1,000
116	GEMUKA INVESTMENT CO LIMITED	Tour Operator	2020 & 2021	500	1,000
117	MIGO AFRICAN SAFARI & TOURS LIMITED	Tour Operator	2020 & 2021	500	1,000
118	TANZANIA ZIPLINE ADVENTURE LIMITED	Tour Operator	2020 & 2021	500	1,000
119	ELISOMI TOURS LIMITED	Tour Operator	2020 & 2021	500	1,000
120	UNSPOILT AFRICA LIMITED	Tour Operator	2020 & 2021	500	1,000
121	WARNER SAFARIS LIMITED.	Tour Operator	2020 & 2021	2,000	4,000
122	FOOT ON AFRICA	Tour Operator	2020 & 2021	500	1,000
123	WILDPARK ADVENTURES LTD	Tour Operator	2020 & 2021	500	1,000
124	SAFARI A.M GUIDE SERVICES	Tour Operator	2020 & 2021	500	1,000
125	THE AFRICA UNDER CANVAS SAFARIS LIMITED	Mobile Camps/Seasonal Camps	2020 & 2021	2,000	4,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
126	ANDBEYOND TRAVEL LIMITED (GRUMETI SERENGETI TENTED CAMP)	Tented Camp Unclassified - Inside Attraction Area	2020 & 2021	5,000	10,000
127	ANDBEYOND TRAVEL LIMITED (SERENGETI UNDER CANVAS)	Lodge Unclassified - Inside Attraction Area	2020 & 2021	5,000	10,000
128	ANDBEYOND TRAVEL LIMITED (NGORONGORO CRATER LODGE)	Lodge 4 Star - Inside Attraction Area	2020 & 2021	4,000	8,000
129	ANDBEYOND TRAVEL LIMITED (ANDBEYOND KLEN'S CAMP)	Lodge 4 Star - Outside Attraction Area	2020 & 2021	2,000	4,000
130	ANDBEYOND TRAVEL LIMITED (LAKE MANYARA TREE LODGE)	Lodge 3 Star - Inside Attraction Area	2020 & 2021	3,000	6,000
131	MAKEI HOUSE HOMESTAY	Home Stays	2020 & 2021	400	8,000
132	TAROSERO SAFARI CAMPS TANZANIA LIMITED	Tented Camp Unclassified - Onside Attraction Area	2020 & 2021	1,000	2,000
133	NEJOBUGG COMPANY LIMITED	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
134	KAMAO HOTELS LIMITED	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
135	PANONE HOTELS LIMITED	Motel 2 Star	2019, 2020 & 2021	1,200	3,600
136	SANA PROJECTS	Home Stays	2020 & 2021	400	8,000
137	NAKARA HOTELS LIMITED.	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
138	GENESIS SAFARI CAMP & LODGE LIMITED	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
139	EXPLORA LODGE	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
140	ADVENTURES NEST	Home Stays	2020 & 2021	400	800

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
141	KILI PLATINUM HOMES	Serviced Apartment Unclassified	2020 & 2021	1,000	2,000
142	NEW SIESTA HOTEL	Town Hotel Unclassified	2020 & 2021	1,000	2,000
143	NEW PAMODZI LODGE	Town Hotel Unclassifiable	2019, 2020 & 2021	400	1,200
144	GONE WITH THE WIND COMPANY LIMITED	Town Hotel Unclassified	2020 & 2021	1,000	2,000
145	CITY LINK PENTAGON HOTEL LTD	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
146	PREMIER PALACE HOTEL LIMITED	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
147	WERUWERU RIVER LODGE LIMITED	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
148	RAFIKI LODGE (RAFIKI LODGE-KALOLENI)	Town Hotel Unclassified	2020 & 2021	1,000	2,000
149	RAFIKI LODGE (RAFIKI LODGE-LEVOLOS)	Town Hotel Unclassified	2020 & 2021	1,000	2,000
150	FABULOUS LAVENDER LODGE	Town Hotel Unclassified	2020 & 2021	1,000	2,000
151	TUSHABE LODGE HOUSE	Town Hotel Unclassifiable	2019, 2020 & 2021	400	1,200
152	THE LODGE TELLAMANDE	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
153	SARUNI AND COMPANY LIMITED	Lodge Unclassified - Outside Attraction Area	2019, 2020 & 2021	1,000	3,000
154	WF KIBOKO LODGE	Lodge 2 Star - Outside Attraction Area	2020 & 2021	1,200	2,400
155	KORONA HOUSE	Town Hotel Unclassified	2019, 2020 & 2021	1,000	3,000
156	MRIMBA PALM HOTEL	Town Hotel Unclassified	2019, 2020 & 2021	1,000	3,000
157	CRATER RIM VIEW INN [T] LIMITED	Town Hotel Unclassified	2019, 2020 & 2021	1,000	3,000
158	AMBASSADOR HOTEL ARUSHA	Town Hotel Unclassified	2019, 2020 & 2021	1,000	3,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
159	KML FRONTLINE PROPERTIES LIMITED	Lodge Unclassified - Outside Attraction Area	2019, 2020 & 2021	1,000	3,000
160	DNB ENTERPRISES(GATEWAY LODGE I)	Town Hotel Unclassifiable	2019, 2020 & 2021	400	3,000
161	EKB ENTERPRISES(GATEWAY LODGE II)	SLEEP EIGHT	2019, 2020 & 2021	400	3,000
162	NJIRO EBEN EZER RETREAT LODGE LIMITED		2019, 2020 & 2021	400	1,200
163	KIBO HOMES APARTMENTS LIMITED	Serviced Apartment Unclassified	2020 & 2021	1,000	2,000
164	KIBO HOMES APARTMENTS LIMITED (KIBO PALACE HOMES)	Serviced Apartment Unclassified	2020 & 2021	1,000	2,000
165	KUNDAYO LODGES LIMITED	Serviced Apartment 3 Star	2019, 2020 & 2021	1,500	4,500
166	STEREO ENTERPRISES LTD.	Town Hotel 2 Star	2019, 2020 & 2021	1,200	2,400
167	KARIBU FAMILY GETAWAY	Home Stays	2019, 2020 & 2021	400	1,200
168	MIGUNGA TENTED CAMP LIMITED	Tented Camp 1 Star - Outside Protected Area	2019, 2020 & 2021	1,000	3,000
169	SANGANA LODGE LIMITED	Lodge Unclassified - Outside Attraction Area	2019, 2020 & 2021	1,000	3,000
170	TANGA REGIONAL VOCATIONAL EDUCATION AND TRAINING CENTRE	Town Hotel Unclassified	2019, 2020 & 2021	1,000	3,000
171	IVORY GUEST HOUSE	Town Hotel Unclassifiable	2019, 2020 & 2021	400	1,200
172	IKOMA MOIVARO BUSH CAMP LIMITED (IKOMA TENTED CAMP)	Tented Camp Unclassified - Inside Attraction Area	2019, 2020 & 2021	5,000	15,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
173	MC ELLY' S HOTEL	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
174	KIA LODGE LIMITED	Lodge Unclassified - Outside Attraction Area	2019, 2020 & 2021	2,000	6,000
175	JSS TRANSPORTATION & HOTEL LIMITED (PEACE HOTEL)	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
176	RICH HOTEL LTD	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
177	ARUSHA NAAZ HOTEL LTD.	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
178	HOHO LODGES LIMITED (CREST SAFARI LODGE)	Lodge Unclassified - Outside Attraction Area	2019, 2020 & 2021	1,000	3,000
179	ZEBRA HOTELS (T) LTD	Town Hotel Unclassified	2019, 2020 & 2021	1,000	3,000
180	SQUARESTONE LIMITED (GREEN MOUNTAIN HOTEL)	Town Hotel 2 Star	2019, 2020 & 2021	1,200	2,400
181	EXCLUSIVE PROPERTIES LIMITED	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
182	ARUSHA TOURIST INN	Town Hotel 2 Star	2020 & 2021	1,200	2,400
183	ARUSHA TOURIST INN	Town Hotel Approved	2019, 2020 & 2021	800	2,400
184	PAPENELLI LODGES LIMITED	Lodge Unclassified - Outside Attraction Area	2019, 2020 & 2021	1,000	3,000
185	FOUR SEASONS COMPANY LIMITED (TULIA BOUTIQUE HOTEL & SPA)	Town Hotel 2 Star	2019, 2020 & 2021	1,200	3,600
186	PAMOJA LUXURY CAMP(PAMOJA OLEA FARM LODGE)	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
187	MAMBO VIEW POINT LTD	Lodge Approved	2020 & 2021	1,000	2,000
188	WILD PALM CAMPSITE	Campsite - Outside Attraction Area	2020 & 2021	200	400

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
189		Villa Unclassified	2020 & 2021	1,000	2,000
190	SENGO SAFARI'S LIMITED (IKOMA TENTED CAMP)	Tented Camp Unclassified - Inside Attraction Area	2020 & 2021	2,000	4,000
191	SENGO SAFARI'S LIMITED (MIGUNGA TENTED CAMP)	Tented Camp 1 Star - Outside Protected Area	2020 & 2021	1,000	2,000
192	SENGO SAFARI'S LIMITED (LAKE NATRON TENTED CAMP)	Tented Camp 2 Star - Outside Protected Area	2020 & 2021	1,200	2,400
193	MOIVARO INVESTMENT & TRADING COMPANY LIMITED (KIA LODGE LTD)	Lodge Unclassified - Outside Attraction Area	2020 & 2021	2,000	4,000
194	HALISI CAMPS LIMITED	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
195	HALISI CAMPS LIMITED	Campsite - Outside Attraction Area	2020 & 2021	200	4,000
196	HALISI CAMPS LIMITED	Tented Camp Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
197	PAMOJA EXPEDITIONS CO. LIMITED	Town Hotel Unclassifiable	2020 & 2021	400	800
198	YELLOW BARBET TENTED LODGE	Tented Camp Unclassified - Inside Attraction Area	2020 & 2021	2,000	4,000
199	ESCARPMENT LODGE AND SAFARI LIMITED	Lodge 3 Star - Outside Attraction Area	2019, 2020 & 2021	1,500	4,500
200	RIFT VALLEY PHOTOGRAPHIC LODGE LIMITED	Lodge 2 Star - Outside Attraction Area	2020 & 2021	1,200	2,400

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
201	LIONS SAFARI INTERNATIONAL LIMITED(MOMELLA WILDLIFE LODGE)	Lodge 2 Star - Inside Attraction Area	2020 & 2021	1,200	2,400
202	KILI-EXPEDITION AND CLIMBING LIMITED (MARANGU FOREST CAMPSITE)	Home Stays	2020 & 2021	400	800
203	KILI-EXPEDITION AND CLIMBING LIMITED (MARANGU FOREST HOMESTAY)	Campsite - Outside Attraction Area	2020 & 2021	200	400
204	MAPITO TENTED CAMP LIMITED	Tented Camp Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
205	LODUARE LODGE LIMITED(VILLA LUNA)	Serviced Apartment 4 Star	2020 & 2021	2,000	4,000
206	FANAKA CAMPSITE AND LODGES LIMITED	Lodge 2 Star - Outside Attraction Area	2020 & 2021	1,200	2,400
207	TANZANIA RODRICK SAFARIS LIMITED(HAPPY BUDGET CAMPSITE)	Campsite - Outside Attraction Area	2020 & 2021	1,000	2,000
208	BENWYNN AND COMPANY LIMITED	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
209	JIMBO MANAGEMENT LTD(THE TIDES LODGE).	Lodge Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
210	CENTRE TOURIST HOTEL LTD.(ARUSHA CROWN HOTEL LIMITED)	Town Hotel 3 Star	2020 & 2021	1,500	3,000
211	TANZANIA WILD DESTINATION LTD(TANZANITE APPARTMENT)	Home Stays	2020 & 2021	400	800

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
212	SG NORTHERN ADVENTURES LIMITED (SG RESORT).	Town Hotel 3 Star	2020 & 2021	1,500	3,000
213	KIMEMO HOLDINGS LIMITED	Serviced Apartment 4 Star	2020 & 2021	2,000	4,000
214	WHISTLING THORN CAMPS LIMITED	Tented Camp 1 Star - Inside Protected Area	2020 & 2021	1,000	2,000
215	PANGEA (TANZANIA) TOURISM DEVELOPMENT COMPANY LIMITED	Tented Camp Unclassified - Inside Attraction Area	2020 & 2021	5,000	10,000
216	KUDU CAMPSITE / LODGE - KARATU LIMITED	Lodge 4 Star - Outside Attraction Area	2020 & 2021	2,000	4,000
217	LAKE EYASI SAFARI LODGE LIMITED	Lodge 2 Star - Outside Attraction Area	2020 & 2021	1,200	2,400
218	MERU MBEGA LODGE	Lodge 2 Star - Outside Attraction Area	2020 & 2021	1,200	2,400
219	GOLF & WILDLIFE RESORTS LIMITED (POLO SAFARI CLUB)	Tented Camp Unclassified - Outside Attraction Area	2020 & 2021	1,000	2,000
220	MAKE MY SAFARI LIMITED	Travel Agent	2020 & 2021	2,000	4,000
221	K.I. SAFARIS AND TOURS (T) LIMITED	Mountain Climbing	2019, 2020 & 2021	2,000	6,000
222	KRISHA AFRICAN SAFARIS LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
223	TOPEXPERIENCE LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
224	BARAFU TOURS & SAFARIS COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
225	MAASAI AFRICAN TRAVEL AND TOUR COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
226	TRUE VIEWS TANZANIA LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
227	BARAKA TRAILS LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
228	HAYA EXPEDITION	Mountain Climbing	2020 & 2021	2,000	4,000
229	KALAHARI HIKES	Mountain Climbing	2020 & 2021	2,000	4,000
230	SERENGETI PRIDE COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
231	T.T. TOURS	Mountain Climbing	2020 & 2021	2,000	4,000
232	AURAM SAFARIS LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
233	FROZEN PEAK ADVENTURES LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
234	ADVENTURE ALTERNATIVE TANZANIA	Mountain Climbing	2020 & 2021	2,000	4,000
235	TRAVEL BY MONG'ATEKO LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
236	AFRICA JOY TOURS & SAFARI LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
237	KILISA TOURS & SAFARI	Mountain Climbing	2020 & 2021	2,000	4,000
238	SNOWCAP RONGAI LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
239	SNOWCAP RONGAI LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
240	TANZANIA RIFTVALLEY TOURS LTD.	Mountain Climbing	2020 & 2021	2,000	4,000
241	DECENT SAFARIS COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
242	PLAINS TO PEAK ADVENTURES LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
243	BARAFU TOURS & SAFARIS COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
244	MAASAI AFRICAN TRAVEL AND TOUR COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
245	TRUE VIEWS TANZANIA LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
246	BARAKA TRAILS LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
247	HAYA EXPEDITION	Mountain Climbing	2020 & 2021	2,000	4,000
248	KALAHARI HIKES	Mountain Climbing	2020 & 2021	2,000	4,000
249	SERENGETI PRIDE COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
250	T.T. TOURS	Mountain Climbing	2020 & 2021	2,000	4,000
251	AURAM SAFARIS LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
252	FROZEN PEAK ADVENTURES LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
253	ADVENTURE ALTERNATIVE TANZANIA	Mountain Climbing	2020 & 2021	2,000	4,000
254	TRAVEL BY MONG'ATEKO LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
255	AFRICA JOY TOURS & SAFARI LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
256	KILISA TOURS & SAFARI	Mountain Climbing	2020 & 2021	2,000	4,000
257	SNOWCAP RONGAI LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
258	FREEDOM ADVENTURE LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
259	HOTSUN SAFARI CO LTD	Mountain Climbing	2020 & 2021	2,000	4,000
260	TANZANIA RIFTVALLEY TOURS LTD.	Mountain Climbing	2020 & 2021	2,000	4,000
261	DECENT SAFARIS COMPANY LIMITED	Mountain Climbing	2020 & 2021	2,000	4,000
	Sub Total 2				614,600
C: LAKE ZONE					
260	MOHANI ADVENTURE AND SAFARIS	Tour Operator	2020 & 2021	500	1,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
261	MPAMA TOURS AND SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
262	PRIVA THE ADVENTURES AND SAFARIS	Tour Operator	2020 & 2021	500	1,000
263	AFRICAN PRINTEMPS CULTURAL TRAVEL LIMITED	Tour Operator	2019 & 2021	500	1,000
264	MASALE TOURS AND SAFARIS LIMITED	Tour Operator	2020 & 2021	500	1,000
265	FOURWAYS TRAVEL SERVICES	Travel Agent	2020 & 2021	2,000	4,000
266	AURIC AIR SERVICES LIMITED	Air Charter Services	2020 & 2021	5,000	10,000
	Sub - Total 3				19,000
D: COASTAL ZONE					
267	MC ARTHUR EXPEDITION LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
268	SAFARI UNIQUE LIMITED	Tour operator	2019, 2020 & 2021	500	1,500
269	SULEIMAN SAFARIS LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
270	ALICE TOUR TANZANIA COMPANY LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
271	BAKWAYA TRANSPORTS & TOURS CONSULTANCY	Tour Operator	2019, 2020 & 2021	500	1,500
272	CRUCIAL INVESTMENT LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
273	HAVIN TOURS AND TRAVEL LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
274	MOROGORO HUNTING SAFARIS LTD	Tour Operator	2019, 2020 & 2021	2,000	6,000
275	MOROGORO TOURISM SERVICED COMPANY LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
276	NAFAHA CAR HIRE & GENERAL ENTERPRISES	Tour Operator	2019, 2020 & 2021	2,000	6,000
277	NIAFRIKA LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
278	PEPONI EXPEDITION AND SAFARI LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
279	GAMILY GROUP COMPANY LIMITED	Tour Operator	2019, 2020 & 2021	500	1,500
280	U&I AGENCY LIMITED	Tour Operator	2019, 2020 & 2021	2,000	6,000
281	DARE (2000) TRANSPORT LIMITED	Tour Operator	2019, 2020 & 2021	2,000	6,000
282	SOLIDARITY CAR RENTAL LIMITED	Tour Operator	2019, 2020 & 2021	2,000	6,000
283	SAFARI CLUB TANZANIA LTD	Tour Operator	2019, 2020 & 2021	2,000	6,000
284	YAKWETU COMPANY LIMITED	Tour Operator	2019, 2020 & 2021	100	300
285	MUHESI SAFARIS LTD	Tour Operators	2019, 2020 & 2021	2,000	6,000
286	DOCKET TOURS AND TRAVEL COMPANY	Tour Operators	2019, 2020 & 2021	2,000	6,000
287	OLAYA DEVELOPERS LIMITED	Tour Operators	2019, 2020 & 2021	3,000	3,000
288	SELOUS ADILI FOREST CAMP	Accommodation	2019, 2020 & 2021	200	600
289	AMARA LUXURY TENTED CAMPS LTD	Accommodation	2019, 2020 & 2021	2,000	6,000
290		Accommodation	2019, 2020 & 2021	5,000	15,000
291	LEMON LODGES LTD	Accommodation	2019, 2020 & 2021	2,000	6,000
292	EBEN VIEW HOTEL	Accommodation	2019, 2020 & 2021	1,000	3,000
293	HOLIDAY BEACH RESORT CO. LIMITED	Accommodation	2019, 2020 & 2021	1,000	3,000
294	RETREAT SAFARI LTD	Car Hire (Rental)	2019, 2020 & 2021	1,000	3,000
295	AK & M COMPANY LTD	Car Hire (Rental)	2019, 2020 & 2021	1,000	3,000
296	BUTTERFLY HOTEL LIMITED	Car Hire (Rental)	2019, 2020 & 2021	1,000	3,000
297	NURTURE LIMITED	Cultural & Tourism Enterprises	2019, 2020 & 2021	1,000	3,000

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
298	OPPORTUNE TRAVEL LIMITED	Cultural & Tourism Enterprises	2019, 2020 & 2021	500	1,500
299	TANGANYIKA COASTAL CAMPSITES	Hunting Safaris	2019, 2020 & 2021	1,000	3,000
300	VINA HOTEL LTD	Hunting Safaris	2019, 2020 & 2021	500	1,500
301	HALAL TOURISM (TZ) LIMITED	Hunting safaris	2019, 2020 & 2021	500	1,500
302	JOSHMAL LODGE	Approved A	2019 & 2020	800	1,600
303	DESTINATION 3DEGREES	Approved A	2019 & 2020	800	1,600
304	LEAVE SH GREEN COMPANY	Tour Operator	2019 & 2020	500	1,000
305	ROIKA TENTED LODGE	LODGE 2 STAR	2019 & 2020	1,200	2,400
306	FLAMINGO SAFARI LODGE	LODGE 2 STAR	2019 & 2020	1,200	2,400
307	OLEA AFRICANA LODGE	LODGE 2 STAR	2019 & 2020	1,200	2,400
308	VIJILI LODGE	LODGE 2 STAR	2019 & 2020	1,200	2,400
309	AK & M COMPANY LTD	Lodge unclassified	2019 & 2020	1,000	2,000
310	PAPENELLI LODGES LTD	Lodge unclassified -outside Attraction	2019 & 2020	1,000	2,000
311	MAZIGAZI ADVENTURES LTD	Tented camp 1 star-inside attraction	2020	5,000	5,000
312	SAVOURY HOTEL/ZAKINN ELAND HOTEL	Town hotel 1 star	2019 & 2020	1,000	2,000
313	HOTEL AQUILLINE	Town hotel 2 star	2019 & 2020	1,200	2,400
314	JEVAS HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400
315	JOSHMAL HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400
316	LUSH GARDEN HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400
317	MERCURY HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400
318	NATRON PALACE	Town hotel 2 star	2019 & 2020	1,200	2,400
319	SILVER PALM HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400
320	BRISTON HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400

S/N	NAME	TYPE OF BUSINESS	YEAR OF UNPAID DEBT	AMOUNT PER YEAR (USD)	TOTAL (USD)
321	AFRIKANA GRAND HOTEL	Town hotel 2 star	2019 & 2020	1,200	2,400
322	ARUSHA BIMEL HOTEL	Town hotel 3 star	2019 & 2020	1,500	3,000
323	NJIRO VETA HOTEL	Town hotel 3 star	2019 & 2020	1,500	3,000
324	BOULEVARD INN MT.MERU	Town hotel 3 star	2019 & 2020	1,500	3,000
325	SIX EIGHT MOTEL	unclassifiable	2019&2020	400	800
326	KARIBU TANZANIA SAFARIS	Tour Operator	2019& 2020	500	1,000
327	WESTON SAFARIS & TOURS	Tour Operator	2019	500	500
	Sub - Total 4				178,600
	GRAND TOTAL				850,200



Appendix 8: TTB's Website and Social Media Accounts as of 24th January 2022

