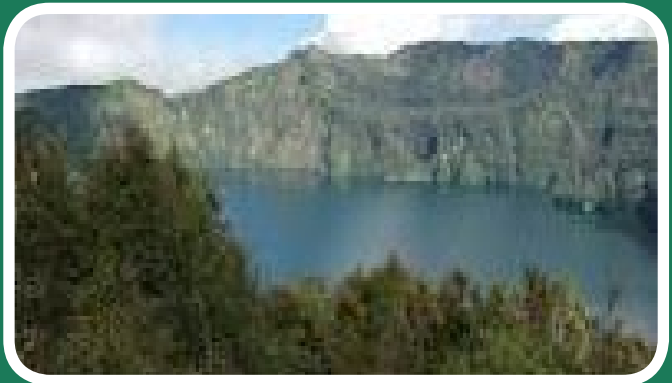
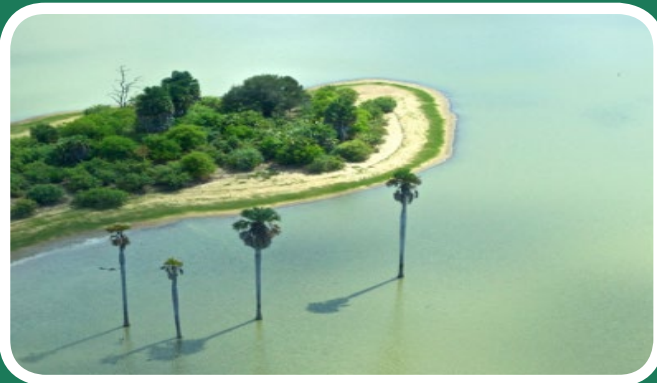




RUVUMA REGION TOURISM DEVELOPMENT STRATEGIC PLAN 2023-2032





**RUVUMA REGION TOURISM
DEVELOPMENT STRATEGIC PLAN
2023-2032**

Map 1 Names and Locations of National Parks and Game Reserves in Tanzania¹¹



Note: The Selous Game Reserve has been designated as Julius Nyerere National Park

Source: Tanzania National Parks Authority.

¹¹ Before Selous Game Reserve was re-categorized and renamed Julius Nyerere National Park

PREAMBLE

The process to prepare Ruvuma region's Tourism Development Strategic Plan resulted into some rich information that had to be presented in two volumes of the final report. This Volume 2 presents is dedicated to the presentation of the Strategic Action Plan, with eight intervention areas indicated in chapter 3 and their respective budgets proposed in Chapter 5.

Volume One, which is presented under a different cover, presents the rationale for commissioning the study, the approach and methodology used in the collection of views and data that enabled the analysis to determine the strategic actions needed for the development of tourism sector in the region, the proposed main strategic action areas, institutional and funding arrangements for the strategy to be effectively implemented, and the proposed monitoring and evaluation framework.

EXECUTIVE SUMMARY

Tanzania has been able to receive more than 1.5 million tourists per years in the most recent years. However, most of them have visited other regions, with Ruvuma region receiving a small share, although it is also endowed with plenty of tourist attractions. In 2017 for example, there were 1.33 million tourist arrivals nationally, but Ruvuma region received 4,432 tourists (mostly domestic, with only 109 International visitors), which is equivalent to 0.33 percent of the national share. The region's potential attractions include Lake Nyasa and its beaches, which supports watersports and diving, sports fishing, ornamental fish, Nyerere National Park and other game reserves, Community-managed Wildlife management areas (WMAs) within the Selous-Niassa Wildlife Corridor (SNWC) and some diversity of fauna, flora and many natural features such the Mt. Livingstone ranges. The region has some rich historical and cultural historical sites, such as military and religious sites, dances and songs, and traditional foods, snacks and drinks. These facts are indicated in chapter 2 but more details are shown in Volume 1 of the report.

The low level of tourist arrivals to the region has historically been attributed to poor transport and energy infrastructure, underdeveloped tourism facilities and inadequate marketing to raise awareness of the region's diverse natural, cultural and historical sites for tourists. However, there has been some positive developments to provide enabling environment for tourism sector development, characterized by the construction and provision of services related to a rehabilitated and expanded Songea airport, which can now handle larger aircrafts that can help to connect tourists arriving at our international airports in Dar-es-salaam and Kilimanjaro; tarmac roads linking all major towns with the rest of Tanzania; rural roads set be more reliably passable after the establishment of Tanzania Rural and Urban Roads Authority (TARURA); electricity connected to national grid; and rural energy programmes pioneered by Rural Energy Agency (REA); and, the opening of entry gates from Ruvuma region into the recently established Nyerere National Park. The government is implementing a strategy that ensures communities benefit from tourism by participating in the Wildlife Management Areas (WMAs).

Chapter 3 is dedicated to the Strategic Plan, which is believed will help to rally and have coordinated efforts in the development of the sector leading to more tourists visiting Ruvuma region. Public and private sector stakeholders, including communities adjacent to Wildlife Management Areas (WMAs) provided some views on the priority action areas for the sector. The region has a **Vision of** a vibrant and sustainable tourism industry promoted and developed for the social, business and economic benefits of residents of Ruvuma region, based on the rich natural, cultural and historical endowments by 2030. The Strategic Plan is prepared to assist the region in its **mission** to link tourism, promote conservation for responsible tourism development by communities through awareness creation, networking and promotion of best practices. The **overall goal** is to promote responsible tourism practices that will conserve Ruvuma's natural environment and improves livelihoods of associated communities. There are eight strategic goals, which can be conveniently categorized into three main pillars as follows:

Pillar 1: Key Institutions Responsible for Tourism Development Enabled and Strengthened, which will be built through two strategic interventions to be undertaken through activities meant to achieve Strategic Goal 1- Multi-stakeholder Collaboration and engagement for tourism development developed, and, Strategic Goal 2 - Improve Wildlife Management Areas (WMAs) and Local Tourism Enterprises.

Pillar 2: Tourism Products Developed from natural, historical and cultural attractions. This pillar is supported by interventions related to four strategic goals, namely, Strategic Goal 3: Development of Products on Natural Attractions: Wildlife, Forests, Lakes, Landscapes; Strategic Goal 4: Development of Cultural Tourism Products; Strategic Goal 5: Development of Historical Tourism Products; and, Strategic Goal 6: Development of Diversified and Hybrid Products and Tourism Circuits.

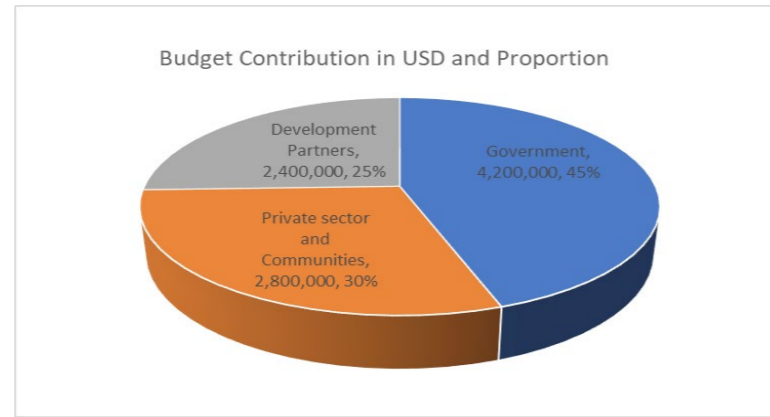
Pillar 3: Conducive and enabling environment for tourism development, which will be supported by interventions related to Strategic Goal 7- public investments to facilitate tourism sector development (e.g. transport and communication infrastructure and human capital capacity development); and , Strategic Goal 8: Improved business environment, which includes the implementation of blue print and other policies/laws that will be required to enable the development and proper functioning of the tourism sector in the region.

The success of the strategy will depend on the collaboration between different regionally-based and national-level stakeholders as shown in Chapter 4 of the report.

The final report of the Strategic Plan consists of the following key information: (a) Maps of key tourism attraction sites of natural, cultural or historical significance; (b) Recommendations on links to attract national and international tourism investors into the region; (c) Identified links and connections to the coast and other regions to the Ruvuma; (d) Identified links and how to capitalize transboundary tourism with northern Mozambique and Malawi; (e) Identified opportunities where new routes can be developed and linked to tourism circuits; (f) Filmed documentary of tourist attractions and destinations sites in the region; and (g) a Communication Strategy is also prepared to raise public awareness on the attractions available in Ruvuma region.

Chapter 5 presents the proposed budget for the strategy during the first five years, which is estimated at Tanzania Shillings 21.62 billion, with one quarter of the budget allocated for infrastructure development. Resource mobilization will entail some contributions from government (44.7%), private sector (29.8%) and development partners (25.5%).

The expected periodic reports as part the Strategy’s Monitoring and Evaluation framework are suggested in Chapter 6.



1 CONTENTS

EXECUTIVE SUMMARY.....	VII
LIST OF TABLES.....	IX
LIST OF ACRONYMS AND ABBREVIATIONS.....	XI
1. BACKGROUND TO RUVUMA REGION AS A TOURIST DESTINATION	1
1.1 THE NEED TO PROMOTE TOURISM IN RUVUMA REGION	1
1.2 ABOUT RUVUMA REGION IN GENERAL	1
1.3 TOURISM POLICY, INSTITUTIONAL AND LEGAL FRAMEWORK	1
2. SITUATION ANALYSIS OF RUVUMA’S TOURISM POTENTIALS	3
2.1 CONTRIBUTION OF RUVUMA REGION TO TOURISM RESOURCES IN TANZANIA.....	3
2.2 TREND ANALYSIS OF TOURISM ARRIVALS IN TANZANIA	3
2.3 DIVERSITY OF ATTRACTIONS FOR TOURISTS IN RUVUMA REGION	4
2.3.1 Overview of Natural Attractions in the region.....	4
2.3.2 Overview of Cultural Attractions in the region.....	4
2.3.3 Overview of Historical Attractions in the region.....	5
2.4 DISTRICT SPECIFIC ATTRACTIONS ELABORATED	6
2.4.1 SONGEA MUNICIPAL and DISTRICT COUNCIL’S TOURISM ATTRACTIONS	6
2.4.2 MADABA DISTRICT COUNCIL’S TOURISM ATTRACTIONS	7
2.4.3 MBINGA TOWN COUNCIL’S TOURISM ATTRACTIONS.....	7
2.4.4 NYASA DISTRICT COUNCIL’S TOURISM ATTRACTIONS.....	8
2.4.5 NAMTUMBO DISTRICT COUNCIL’S TOURISM ATTRACTIONS.....	9
2.4.6 TUNDURU DISTRICT COUNCIL’S TOURISM ATTRACTIONS	9
2.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS.....	10
2.6 INTERVENTIONS PROPOSED BY THE REGIONAL SECRETARIAT AND LOCAL GOVERNMENT AUTHORITIES.....	11
3. THE PROPOSED STRATEGIC PLAN	12
3.1 VISION AND MISSION FOR TOURISM IN RUVUMA REGION AND STRATEGIC AREAS	12
3.2 SPECIFIC INTERVENTIONS	14
3.2.1 SG 1: Multi-stakeholder Collaboration and engagement for tourism development developed.....	14
3.2.2 SG 2: Improve Wildlife Management Areas (WMAs) and Local Tourism Enterprises	15
3.2.3 SG 3: Development of Products and Tourism Circuits on Natural Attractions: Wildlife, Forests, Lakes, Landscapes	16
3.2.4 SG 4: Development of Cultural Tourism Products	18
3.2.5 SG 5: Development of Historical Tourism Products.....	19
3.2.6 SG 6: Development of Diversified and Hybrid Quality Products and Tourism Circuits.....	20

3.2.7 SG.7: Public Investments to Facilitate Tourism	20
3.2.8 SG 8: Improved Business Environment.....	21
<i>Improve the Involvement of Communities and Tourism Enterprises in Wildlife Management and Natural Resources Conservation..</i>	21
3.3 BROADER/GENERIC STRATEGIC INTERVENTION AREAS.....	26
<i>The following general interventions are anticipated:.....</i>	26
3.4 PROPOSED INCENTIVES THE REGION CAN OFFER TO ATTRACT TOURISM INVESTMENTS	27
4 IMPLEMENTATION FRAMEWORK	29
4.1 INSTITUTIONAL FRAMEWORK	29
4.1.1 Role of the Ruvuma Regional Secretariat.....	29
4.2 STAKEHOLDERS IMPLEMENTATION ROLES	30
<i>Improve the Involvement of Communities and Tourism Enterprises in Wildlife Management and Natural Resources Conservation..</i>	30
5 FINANCING NEEDS FOR IMPLEMENTING THE STRATEGY.....	33
5.1 BUDGET OVERVIEW	33
5.2 DETAILED BUDGET ESTIMATES.....	35
5.3 MONITORING AND EVALUATION.....	41

LIST OF TABLES

TABLE 1: INTERNATIONAL ARRIVALS BY PURPOSE OF VISIT, 2013 -2018	4
TABLE 2: ANNUAL TRENDS OF INTERNATIONAL VISITORS ARRIVAL AT THE NATIONAL PARKS, 2014 – 2018	11
TABLE 3: COUNTRY COMPARISON ON CONTRIBUTION OF TOURISM TO THEIR ECONOMIES 2016	12

LIST OF ACRONYMS AND ABBREVIATIONS

AWOTTA	Association of Women in Tourism Tanzania
CAWM	College of African Wildlife Management
CBFM	Community Based Forest Management
CBO	Community Based Organization
CTEs	Cultural Tourism Enterprises
EMA	Environmental Management Act
GDP	Gross Domestic Product
GIS	Geographic Information System
HAT	Hotel Association of Tanzania
ITMP	Integrated Tourism Master Plan
JFM	Joint Forest Management
JNNP	Julius Nyerere National Park
LGA	Local Government Authority
m.a.s.l	Meters above sea level
MNRT	Ministry of Natural Resources and Tourism
MSME	micro, small and medium enterprises
NCAA	Ngorongoro Conservation Area Authority
NCT	National College of Tourism
OECD	Organization for Economic Co-operation and Development
PPP	Public-Private Partnerships
PSO	Private Sector Organization
RAS	Regional Administrative Secretary
SNWC	Selous-Niassa Wildlife Corridor
RAS	Regional Administrative Secretary
RTFC	Regional Tourism Facilitation Committee
SNV	SNV Netherlands Development Organization
SNWC	Selous-Niassa Wildlife Corridor
SOWASA	Songea Water and Sanitation Authority
SP	Strategic Plan
TACTO	Tanzania Association of Cultural Tourism Operators

1 BACKGROUND TO RUVUMA REGION AS A TOURIST DESTINATION

1.1 THE NEED TO PROMOTE TOURISM IN RUVUMA REGION

The region has a variety of natural attractions for tourism business as evidenced by wildlife (e.g., Julius Nyerere National Park and Selous-Niassa Wildlife corridor) and forestry resources, Lake Nyasa, various rivers, valleys and mountain ranges (e.g., Livingstone ranges). Its people have interesting historical and cultural accounts to display, most uniquely traditional dances and songs. However, the region has in recent years been receiving less than one percent of total tourists in Tanzania, most whom preferring to visit other regions. This tourism strategy development document has been prepared to address the challenges, most related to under-developed tourism infrastructural services and lack of marketing approaches. It is hoped that tourism development in the region will generate jobs and employment, provide incomes to rural communities around wildlife management areas and diversity tax income to the central and local government authorities.

1.2 ABOUT RUVUMA REGION IN GENERAL

Ruvuma region is one of the United Republic of Tanzania's 31 administrative geographically demarcated units located in the southern-most part of the country. The region is named after the Ruvuma River, which forms most of its southern boundary with Mozambique and shares part of Lake Nyasa with Malawi. The region has five districts which are Songea, Tunduru, Namtumbo, Mbinga and Nyasa. The region has a total surface area of 67,550 km² (7.2% of Mainland Tanzania's land area), of which the water area comprises of 3,582 km², dominated by Lake Nyasa, and Tunduru. According to the 2012 national census, the region had a population of 1,376,891.

Economic activities

Ruvuma Region is mainly an agrarian region with over 87 percent of its population residing in rural areas and actively engaged in land-based production. The regional major economic activities are agricultural farming, livestock keeping, lumbering, fishing, beekeeping, mining and trade. Agriculture is the mainstay and leading economic activity. The region's major staples include maize, cassava, and paddy, sweet potatoes, legumes, millets and sorghum; while coffee, tobacco; cashew nuts are the major cash crops. Farming of sunflower, soya beans, simsim (sesame), finger millet and groundnuts is also practiced in Ruvuma.

The People and Culture

The 10 larger ethnic groups in Ruvuma region include: Wamatengo, Wangoni, Wayao, Wanyasa, Wandendeule, Wamakua, Wapoto, Wamanda, Wanindi, Wamatambwe and Wabena. Wamatengo are the largest ethnic group in Mbinga district; The Wanyasa, Wamanda and Wapoto reside along the shores of Lake Nyasa together with a few Wangoni. Wangoni constitutes the larger ethnic group in Songea.

Climatic Conditions

Ruvuma region has a mild temperature averaging 23 degrees Celsius, depending on altitude and season. The months of June, July and August are chilly with the temperatures dropping to 13 degrees Celsius. Within the areas surrounding Matengo Highlands in Mbinga district, October and November are the hottest months with an average temperature of degrees 30C. Except for bad weather years, the region experiences adequate rainfall annually. The rainfall pattern depicts one long season which begins in November and ends in May each year. The humidity is about 88 percent during the day in the months of March whereas in the evening it may drop down to 37 percent in the month of October.

1.3 TOURISM POLICY, INSTITUTIONAL AND LEGAL FRAMEWORK

Tanzania's overall policy objective is to achieve sound sustainable development by reconciling economic

growth and conservation of resources while spearheading social development (Tourism Policy, 1999). The policy goals are effected through laws and regulations on environmental management which include the integration of environmental considerations in all sectoral policies, plans and programs. Among the instruments for implementing the tourism policy is the Integrated Tourism Master Plan (ITMP), which was developed in early 2002². The sector is also supported by other policies such as the Rural Development Strategy of 2002; the Village Land Act of 1999; the Environmental Management Act No. 20 of 2004 (EMA, 2004); as well as some institutional frameworks that define the roles of responsibilities for both public (e.g. Tanzania Tourism Board (TTB) and Tanzania National Parks Authority (TANAPA) and private (e.g. Tourism Confederation of Tanzania (TCT) and Tanzania Association of Tour operators (TATO), Association of Women in Tourism Tanzania (AWOTTA) and Community Based Organizations in Wildlife Management Areas (WMAs), as further [elaborated in the link here](#).

² It is certainly due for a review and formulation of a new Tourism Master Plan.

2 SITUATION ANALYSIS OF RUVUMA'S TOURISM POTENTIALS

2.1 CONTRIBUTION OF RUVUMA REGION TO TOURISM RESOURCES IN TANZANIA

The region has some national attractions that complement those already available in other parts of Tanzania. The attractions include topographical sceneries, beautiful beaches, national parks and game reserves (offering beach holidays, trophy and game hunting and photographic safaris). The region also contributes to an array of historical sites (including archaeological and military sites). Its friendly people embrace the growth of cultural tourism offering a variety of traditional dances, songs and rituals. The region hosts part of the newly established Julius Nyerere National Park (JNNP), which was carved from the Selous Game Reserve (SGR). The full list of attraction is presented in section 2.4 below.

Tourists coming to Ruvuma can be linked to travel circuits that include visits to other national resources such as the Serengeti national Park (the largest national park in the world), and Mt. Kilimanjaro (the tallest mountain on in Africa and the highest free-standing mountain in the world). Other national attractions that visitors to Ruvuma region can wish to visit include the Islands of Unguja, Pemba and Mafia, Ngorongoro Crater, Lake Manyara national park, Tarangire national park, Ruaha national park, Mikumi national park.

2.2 TREND ANALYSIS OF TOURISM ARRIVALS IN TANZANIA

Tourism has globally evolved into one of the most significant sectors, accounting for 9 percent of the Gross Domestic Product (GDP) and 9 percent of employment, as well as 6 percent of the world's exports (UNWTO, 2013)³. It is a principle foreign exchange earner for 83% of developing countries, and the number one export for one third of the poorest countries (The International Ecotourism Society-TIES⁴, 2006). In the future, 1.8 billion international arrivals are forecasted by the year 2030, with a growing focus in developing countries. See [details by clicking here](#). Tanzania's tourism sector growth rate is of about 30 percent per annum, attracting more than 1.5 million visitors and generating about a quarter of the country's export earnings⁵. According to Tanzania's National Five-Year Development Plan (FYDP) for 2016/17 – 2020/21, the sector was projected to contribute about 18.3 percent of national GDP by 2020 from 9 percent level in 2017. In 2018 tourism had employed about 442,000 jobs and therefore contributing about 11 percent to formal employment (MNRT Tourism Statistical Bulletin 2018). For many years Tanzania has relied primarily on the international tourist market, which have grown from 481,199 tourists in 2015, to 726,003 in 2018, and by 2019 had reached about 1,200,000 tourists⁶ ([details by clicking here](#)).

How Ruvuma can take advantage of Tanzania's popularity by Tourist

According to Mgonja et.al. (2015)⁷, Tanzania has the ability diversify its tourism products by taking advantage of its natural resources, local culture, and therefore providing economic benefits to the communities. The southern part of Tanzania, such as Ruvuma region, is among areas with abundant and diverse natural and cultural resources, with plenty of room for growth. Tourism packages in the country are diversified to include cultural tourism to take advantage of the diversity of people's culture offered by more than 120 tribes, with

³ UNWTO Tourism Highlights, 2013 Edition

⁴ The International Ecotourism Society "Ecotourism: The growth, its implications and trends

⁵ The sector in 2016 generated about TSh5.46trn (\$2.5bn) (according to the World Travel & Tourism Council (WTTC), which defines exports as "spending within the country by international tourists for both business and leisure trips, including spending on transport"). In the same year it attracted investment worth TSh2.66trn (\$1.2bn) or 8.7% of overall investment, which likely to grow as new hotels and resorts open up post Covid-19 era.

⁶ Ministry of Natural Resources and Tourism, Tourism Division "Tourism Statistical Bulletin 2018."

⁷ Mgonja John T, Agnes Sirima and Peter J Mkumbo (2014). A Review of ecotourism in Tanzania: magnitude, challenges, and prospects for sustainability. Posted in <https://doi.org/10.1080/14724049.2015.1114623>. Published online: 18 Dec 2015

interesting traditions, customs and history. However, according to Pasape L et.al. (2014)⁸, the growth of eco-tourism comes with a price in terms of investments related to conservation of natural resources, refurbishment of damaged cultural sites; preservation and human settlement; creating community's awareness, establishment of reliable public services, capacity building to have skilled communities and products' quality. Despite the concentration of tourists in the northern circuit, Tanzania is home to a vast and diverse range of attractions across the country, some of which are located in Ruvuma Region ([details by clicking here](#)).

2.3 DIVERSITY OF ATTRACTIONS FOR TOURISTS IN RUVUMA REGION

2.3.1 OVERVIEW OF NATURAL ATTRACTIONS IN THE REGION

Ruvuma Region has a diversity of fauna, flora and many natural features, and large in-tact wilderness areas, alongside a rich military and cultural history, most of which have not been used to attract tourism businesses. Potential attractions include prominent rock outcrops (inselbergs), wide, open scenery, beaches, watersports and diving in Lake Nyasa and Mbamba Bay Port, undeveloped cultural and archaeological/ historical tourism, National parks, and Game reserves.

The Southern East of Ruvuma region is the gate to the Nyerere National Park (formerly part of the Selous Game reserve, which is a World Heritage site that was gazette in 1982, forming one of the largest protected areas in Africa). Nyerere National Park has a number of game reserves (Liparamba, proposed Gesamasowa Litumbandyosi), and five game-controlled/forest reserve areas, namely, Undendeule, Mwambesi, a, whereby Muhuwesi and Mwambesi are in Tunduru District Council, while Undendeule is in Namtumbo District Council. Ruvuma Region therefore has the benefits of diverse, wilderness landscapes, from the sandy beaches along the shores of Lake Nyasa, the Ruvuma River and the mountainous climate in Mbinga District. Other attractions in Ruvuma region are (a) the Matogoro mountain ranges, (b) the Lukumburu Mountains, (c) Luhira Game Sanctuary, (d) the fishponds at Luhira and Peramiho (For [details press this Link Here](#)).

The Selous-Niassa Wildlife Corridor (SNWC) is composed of five community-owned Wildlife Management Areas (WMAs). These large, relatively intact wildlife areas link the newly established Nyerere National Park to the Nassau National Reserve in Mozambique, and together create one of the largest wilderness areas in East Africa. There are currently 3 tourists hunting blocks located in the north of the corridor (two in Mbarang'andu and one in Nalika WMAs), with no investors in the south hunting block of Kisungule, Kimbanda and Chingoli WMAs. Large areas of the region form an important elephant range, alongside providing habitat for other species including buffalo, wild dog, lion and sable antelope. The eco-tourism potentials of the SNWC and the five WMAs in the Ruvuma Region are currently totally unexploited. With the creation of the new Nyerere NP, the corridor could be an opportunity to attract new investors into the region, but attractive investment opportunities and options need to be available. Non-consumptive wildlife tourism could be an additional income diversification strategy for the communities. (For [details press this Link Here](#)).

2.3.2 Overview of Cultural Attractions in the region

Cultural attractions in the region are summarized in Table 1, and they include traditional dances, cultural practices, religious rituals, dishes and dances, and farming systems.

Table 1: Overview of the Region's Cultural Attractions

	General Cultural Packages Recommended by Regional-Level Stakeholders	Top Three Recommended Packages of Cultural Attractions by Stakeholders in LGAs						
		Regional Level (top 6)	Songea MC & DC	Madaba	Mbinga TC&DC	Nyasa DC	Tunduru DC	Namtumbo DC
1	Traditional Dances that are related to different tribes/sub-tribes and for different social occasions and seasons of the year. These are: mganda dance (Nyasa/ Matengo/ Manda), chioda dance, lizombe and kitoto dances by the Ngoni, chomanga dance; Limbamiza (Bena); Mkenge'endo disco dance in Mbinga;	V	Mganda, chioda, kitoto, lizombe, chomanga	Limbamiza	Mkengendo disco	Mganda, chomanga		
2	Traditional cultural practices by the Yao, Ndendeule, and Ngoni, depicted by cultural dresses and clothes (e.g., clothing made from special tree barks), traditional houses, languages, and the recreational "bao" (a form of draft game)		Bark clothes		Traditional houses		Bao	bao
3	Farming systems: most unique is the Matengo pits or ngoro in Mbinga				Matengo pits			
4	Religious sites: Songea (Matogoro/Chandamali Hill) and Burial sites of Chiefs (e.g., Maposeni hills in Songea DC)		Matogoro	Maposeni hills				
5	Dresses and accessories: e.g., tree bark dresses							
6	Dishes and drinks: e.g., chikande meal made from tree roots; likungu made from lake flies/makatungu in Nyasa and "togwa" beverage in Madaba and Songea		chikande, togwa, mlenda	mlenda		likungu		
7	History of Ngoni (Chief Mbandu Songea): Ongoing efforts to bring the skull back from Germany		Ngoni history					wars between Ngoni and Yao
8	Traditional metallurgy		V	V		V		

Source: Details are shown in [this link here](#).

2.3.3 Overview of Historical Attractions in the region

Matters of historical importance listed to have some attraction to tourists visiting the region are summarized in Table 2, and they include museums preserving tribal history including wars, memorial towers and sites, and monuments.

⁸ Pasape Liliane, Wineaster and George Lindi (2014). Assessment of indicators of sustainable ecotourism in Tanzania. Posted in <https://doi.org/10.1080/13032917.2014.912244> (published online: 28 April 2014).

Table 2: Regional Overview of Historical Sites

GENERAL PACKAGES RECOMMENDED BY REGIONAL-LEVEL STAKEHOLDERS	Regional Level (top 6)	Top Three Recommended Packages of Cultural Attractions by Stakeholders in LGAs					
		Songea MC & DC	Madaba	Mbinga TC&DC	Nyasa DC	Tunduru DC	Namtumbo DC
1 MUSEUM OF TRIBAL HISTORY AND WARS: Museum of History of the Ngoni, Migration Routes; and Majimaji War;		Museum, Heroes Cemetery		Malanji museum; Maweso; Nkosi Mbontani		Chief Mwenye Kingdom	
2 MEMORIAL TOWERS AND SITES: Songea Memorial Tower; Majimaji Heroes-Single Grave for Heroes and Hanging Tree; Sites of Magicians who claimed to turn bullets; Maji-Maji War Hideout Caves: including that of Chief Mbanu Songea; Churches built by the Germans		Memorial Tower; Hanging Tree; Hideout Caves	Mateteleka village; Hanging Cliff; Gumbilo German court				Freedom Tower
3 History of Ngoni (Chief Mbanu Songea): skull in Germany need to be brought back). Cultural worship sites- History of Ngoni Chiefs		Chief Songea skull; Ngoni Migration route	Coffee farming origin at Liyanganga			Chief Mbanu	
4 RESIDENCES OF NATIONAL HEROES:		Kawawa home				Samora and Nyerere meetings house	Birthplace of Hon. Rashid Kawawa

Source: Details are shown in [this link here](#).

2.4 DISTRICT SPECIFIC ATTRACTIONS ELABORATED

2.4.1 SONGEA MUNICIPAL and DISTRICT COUNCIL'S TOURISM ATTRACTIONS

As shown in table 4, among the top three natural attractions specified by stakeholders in Songea MC are (i) the Ruvuma River Tourism Package, which could be sold as a tourism circuit on its own for visitors to enjoy sailing in canoes along the river from its source at near Matogoro Hills. The source has some economic importance for Songea MC since 1957 when it was designated as a natural forest and source for water supply to the town (now municipal). SOWASA has since designated the source as a protected area; (ii) the combination of Mbuji stones and Chandamali caves where the Chief of the Ngoni such as Mzee Mbanu Songea was buried; and (iii) the Ruhila Zoo in Songea MC, which is the only natural occurring zoo within municipal council. It is located about 8km from Songea MC. Natural attractions listed by Songea SC include the series of hydropower dams along Ruvuma river, including those at Peramiho: Chipole dam (5MW) used by the Catholic Mission and Tulila Dam (7.5MW), both of which feed into the national electricity grid. There is also Lihiga Nature Reserve in Ndongosi ward; and caves in Matogoro hills- believed to host a huge snake. The site is also ideal for observation of the river valley below where canoes along the river can be seen as well as the amazing waterfalls. Details are shown in [this link here](#). Among the cultural attractions in Songea MC and Songea DC are (i) cultural religious sites at Maposeni hills where until now, Ngoni chiefs are laid to rest when they pass on; (ii) traditional dances such as the “lizombe” (include a large drum played by one person), “lingwamba” and “kitoto”; (iii) foods and drinks- which are best observed in Matimila ward who people are experts in preparing

“mangatungu-upupu” meal; “chikande: meal (made from tree roots); “kande” and “ugali” (stiff porridge) made from sorghum flour. Details are shown in [this link here](#).

Historical sites and narratives in Songea MC and Songea DC are almost similar except for the “Museum of Ngoni History” and “Majimaji War and the Memorial Tower”, “Heroes Grave” and “Tree Used for Hanging Liberation Fighters” (table 6). The Museum of History of the Ngoni has documented Ngoni tribe’s migration routes from South Africa, their entry into Tanganyika and arrival in Songea. The two councils have common sites related to the Majimaji War and Hide-out caves by fighters; sites of magicians who claimed to turn bullets into water to motivate Maji fighters; hideout caves used by Chief Mbanu Songea during tribal wars and churches built by the Germans. The councils are struggling to bring back from German the skull of Ngoni Chief Mbanu Songea which was taken away after defeating him. Details are shown in [this link here](#).

2.4.2 MADABA DISTRICT COUNCIL'S TOURISM ATTRACTIONS

In Madaba DC, the top-most three natural attractions include (i) Lingatunda Water Falls in Mahanje ward; (ii) Lutukila and Hangarivers with fascinating scenery at the junction where two rivers meet at Gumbilo and Mkongotema. The rivers are rich in hippos and crocodiles; and, (iii) Game Reserves of Ruhudzi and Ifinga. These are controlled areas for sports fishing with a license given to Wembere Gaming Safaris. Other interesting tourist attractions as part of eco-tourism includes Mwantisi B- with dams and fishing (part of Ruhudzi and Ifinga); Gesimasowa Proposed Game Reserve, which includes Mtatahuku multi-coloured-white and mahogany colours) forest- Lituta ward (Kipingo Village; white and mahogany colours; Ruhudzi Ndungu and Njege fish; Ngolo Crater receiving Lingatunda and Lifanzulu rivers (also with waterfalls); Lipukuma Water Falls; Mgombezi with waterfalls: feeds into Lutukila river with waterfalls- which later meet at Mkongotema ward; Daraja la Mungu waterfalls Mgombezi area; Lihovayayisite with natural dams and crater for traditional execution; Water Falls at Masimahuhu: before reaching Lihovayayi crater, with peach forest cap and habitat for doves; and Natural Dam Lisiwasiwa: Lituta ward (Kipingo village). Details are shown in [this link here](#).

In Madaba DC, famous traditional dances include “limbamiza” (Wabena); “lipuga” (Wandendeule- for rain making); “lizombe” (WaNgoni); “ligwamba” –using metal containers (tins) (Wandendeule). Among the observed traditions observed by people in Madaba district, which could be of interest to tourists include traditional houses, local languages, traditional weapons, and polygamous families whose members (wives) live peaceful life helping each other to support their husband and the family at large. Among the unique traditional drinks in Madaba besides millet dish and “togwa” (from germinated and fermented millet flour) is “ulanzi”, which is made from bamboo juice. Details are shown in [this link here](#).

Madaba DC has preserved historical sites linked to (i) the country’s economic emancipation through communal activities and services as represented by the former Mateteleka Ujamaa Village, which has a museum showing the history of communal activities; how they worked and shared proceeds. The village has some remains of infrastructure (e.g., warehouses) and equipment (e.g., tractors and lorries) and senior citizens (e.g., Mr. Magehema) who were trained in China and Russia. There is also a historical site used for execution of criminals referred to as the “Hanging Cliff” at Ndelenyuma village (Mbundi ward), with some artefacts of execution equipment in place. Remains of an old court building established by the Germans for criminal cases and execution area can be seen at Gumbilo. Other interesting sites include: (i) stone caves at Kiagala (at the border with Njombe DC and Nyasa DC) and (ii) Pomonda stones with remains of weapons used in tribal wars (the location is at the border with Nyasa (overlooking Liuli ward)). Details are shown in [this link here](#).

2.4.3 MBINGA TOWN COUNCIL'S TOURISM ATTRACTIONS

Natural attractions in Mbinga TC include: Mt Liumbe: highest observation point beyond Mbinga TC; forest reserve waterfalls at the junctions of Lumeme and Ruvuma rivers; Lipembe Mountain Forest Reserve full of indigenous tree varieties; landscape observation points to view topography of the district connecting to Nyasa district at Mt Mbambi (for seeing Mbinga town) and Mt Likopesi observation point (for seeing beyond the district). There are also fascinating sharp corners along the Mbinga-Nyasa road- at Kitelea area sharp corners. Canoeing along River Ruvuma and sightseeing of fisherfolk and crocodiles. There is also Lugali zoo

established by Lt General (retired) - with a collection of wild animals: lions, leopards, buffalos, crocodiles, birds, monkeys, and birds. It may require extra investment by interested parties to rejuvenate it. Mbinga District council has similar attractions to those in Mbinga TC but in addition they that (i) Mbuji stone in Mbunji ward, which is known for being ever warm even during extreme cold season. It is used for traditional worship rituals and nobody is allowed to climb it before seeking permission from traditional leaders. It is believed a visiting European (Mzungu) ignored the cultural rituals and so he fell to death. The stone can also be used as an observation point to see places as far as Songea town; (ii) Caves in Litembo and Amani Makoro wards, which have some historically significant position and served as a hiding place during wars; and (iii) the ever-running River Bishop in Luanda ward, which is famous for its clear water that never changes colour even when there is heavy rain in with mud. It is said that when a heavy truck crosses the river, the water is rarely disturbed and remains clear as if nothing has happened. Other attractions include natural coal and its mines in Luanda ward, view of Mt. Livingstone ranges, and an observation point of Lake Nyasa at Mkoha village in Langilo ward. Details are shown in [this link here](#).

Famous dances in Mbinga DC and Mbinga TC include: “kioda”, “kindeku”, “mganda”, “mhambo”, “mkeng’endo” (resemble disco system where suitors compete for brides); while traditional dishes unique to the area is “chenele meal” (made from roots dug from the ground). The irrigation farming system, which uses natural gravity to transport water to their farms is regarded as a tradition of the Matengo. The running water appears to climb the mountains on its own (by gravity force) through the contour structures expertly done using skills passed on from one generation to another. The Matengo pits and “ngoro” farming system along the feet of Mt. Livingstone ranges is also taken as part of their culture. People from other countries visit to learn. The people of Mbinga believe that the way they undertake coffee farming, coffee berries preparation and tasting of coffees, which is accompanied by a special ceremony is part of some interesting cultural heritage. This is because although they historically learned from the Wachagga, they have developed a different way of farming and taking care of the crop. Consequently, their coffee has a unique aroma known internationally. The people in the two councils are also famous for their pottery; weavings, carvings and the way the Matengo build their traditional houses (soft grass full suit huts). Details are shown in [this link here](#).

Interesting historical sites in Mbinga TC include (i) Ngoni Migration Route from South Africa into Tanzania: Nkosi Mbonani death place at Maweso village; (ii) Religious Historical Sites (traditional, Christian and Muslim) such as the Mahanje first settlements of missionaries (Christians); (iii) Coffee farming history: copied from Moshi during a meeting with Chagga chiefs-- and started at Liyanganga and went to Litembo. Other interesting sites include: Historical buildings; burial sites for chiefs, such as Chief Makita grave at Myangayanga area; Documentation of source of names for different places and locations; Tribal wars between Ngoni and Matengo: frequent fights until made friendship. There are also some historical sites in Mbinga DC, which include: (i) Litembo graves: where fallen Ngoni soldiers were buried after a fierce fight with the Matengo. It was also a hiding place during Majimaji war; (ii) Luanda underground fires: where natives discovered and reported to the government on the presence of mysterious underground fire. It was later realized it was underground burning coal and urgent plans to harvest the coal were initiated to save it from extinction by the fire; and, (iii) Mt Livingstone ranges: where people practice ngoro farming; a system not used in other districts sharing the mountain ranges. Other interesting sites include: Luanda Hills, which was a hideout of the Ngoni during wars; and the Mbuji stone, regarded as sacred and one has to observe some rituals before climbing to the top, which offers an interesting observation point. It is said that one European ignored the protocol and fell to death. Details are shown in [this link here](#).

2.4.4 NYASA DISTRICT COUNCIL’S TOURISM ATTRACTIONS

Nyasa DC would wish to brand itself as the host of (i) Lake Nyasa, which encompasses a combination of tourist attractions such as its lake shores with very clean beach sands, clean natural water, protruding stones, caves, ornamental fish for aquarium; (ii) Liparamba Game Reserve in Liparamba ward with a special species of huge elephants and white lions (migrate between Tanzania and Mozambique), a species of trees that turn into rock when felled down (a species also found in Namtumbo DC); and some water falls. There is a wildlife office on site; and, (iii) Lake islands inside Lake Nyasa: Mbamba island (host to birds and indigenous trees) and Lundo Island (isolation site for people with leprosy who were buried in mud in belief that once muds dry the disease disappears for good and cannot come back to haunt his/her family). There are also several additional attractions such as Mt. Livingstone ranges; Buruma Corner Rift Valley Observation points in between Mbinga and Mbamba bay where a full view of Nyasa district and the lake can be seen; stone caves at Kiagala (border

with Njombe and Nyasa-Mbamba bay); Pomonda stones in Liuli ward with remains of weapons used for fighting; and Ruhuhu river which is a breeding ground for mbelele fish species. Details are shown in [this link here](#).

In Nyasa district, their unique traditional dance is “Mganda”, shared with the Manda and Matengo tribes. Among the traditions of the Nyasa include traditional weapons and polygamous families. Traditional food stuffs among the Nyasa people include “chikande” meal made from tree roots and “likungu” made from lake flies also known as “makatungu”. In Tunduru DC and Namtumbo DC, traditional dances that are popular include “magoha”, “lipuga”, “madogoli” and “lizombe”. “Madogoli” dance is played without any instruments but clapping and chanting. Details are shown in [this link here](#).

In Nyasa DC, there are interesting historical sites related to (i) burial site at Ndengere where chiefs were buried accompanied by a living person to escort him. The site is already preserved by government as a historical site with some buildings and an office for tour guides; (ii) Nyasa islands with special historical value: Kiagala Island where people with leprosy were isolated; and (iii) Exploration route by Dr Livingstone from Malawi across the Mt Livingstone ranges. Other sites include: Pomonda cave as a military hideout. Dr David Livingstone left his signature on the sides of the cave; and, religious historical sites: (a) Liuli church (b) Lituhi RC church- oldest church- built on top of a hill and was used as a shelter for people from the valley that flooded after Malawi government blocked Shire river during border conflict with Tanzania.

There are also remains of buildings believed to have been the first Customs office at Mbamba Bay built by Nyasaland colonial administrators; Undu Mountain Boundary Mark: Beacon installed by colonial administrators as a boundary mark with Mozambique; Leopard stone on top of Mbamba Hill (it is believed that a leopard climbed on top of the stone while chasing a monkey but got stuck there as it couldn’t descent on its own and so it starved to death); Lituhi Tree used by Mwalimu Nyerere for resting during independence campaigns; and Luhekei river which has gradually expanded and widened thus changing its original shape. Details are shown in [this link here](#).

2.4.5 NAMTUMBO DISTRICT COUNCIL’S TOURISM ATTRACTIONS

Natural attractions in Namtumbo DC include (i) the newly established Nyerere National Park in which there are Ndirima Water Falls and Kipereka Dam, linking it with tours to Niasa Wildlife Corridor (Tunduru/Namtumbo hosts largest share). Tourists can also be taken for visits to (ii) WMA such as those at Lusewa and Magazini (miombo wood land); (iii) Mbarang’andu valley- magnificent view and full of flora and fauna. The valley has some natural forests and small lakes with interesting sighting of a bird which builds a huge nest assisted by other smaller birds; and a species of lizard that glides in the air after climbing on top of trees using extended membrane on the sides of its abdomen between the front and rear legs. Other attractions include: Linole and Chatanila Caves; Virgin Maria Mountain- with some natural formation depicting a woman holding a baby. The mountain is also historically remembered to have designated sites for execution of criminals at Kitanda. There is also Mkongo hill and a stone used for traditional sacrifice rituals; and the Large Cross (msalaba mkuu) and Msindo village used a pilgrimage (hijja) place by the people of faith. Details are shown in [this link here](#).

2.4.6 TUNDURU DISTRICT COUNCIL’S TOURISM ATTRACTIONS

Attractions in Tunduru DC are similar to those in Namtumbo in that it can take tourists to Nyerere National Park and WMAs such as Nalika and Chingoli. However, it also hosts Mwambesi Nature Reserve, which has the big five mammals found in Nyerere National Park. Stakeholders identified the historical icons such as the house that was used for meetings between Hon. Samora Machel of Mozambique and Mwalimu Julius Nyerere during the liberation struggles of South African countries. Namtumbo DC has also some interesting sites that include (i) Freedom Struggle Monument/Tower at the House where Mwalimu Julius Nyerere used to stay during his visits to the district during Tanganyika’s freedom campaigns (ii) Linole Cave, which also hosts an ancient mosque inside the cave. The cave was also a hiding place during Majimaji war; and, (iii) History of Wandendeule and Wayao and their Chiefs such as Chief Mwinyi Kwizombe. Other sites are: Birth place of Hon. Rashid Kawawa at Matepwende in Lisimonji ward; and, religious historical sites such as the coming of Islam, its disappearance after Germans and British role, and its revival after independence. Details are shown in [this link here](#).

2.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

During stakeholder consultations it was feared that lack of mention of Ruvuma region as one of the preferred tourist destinations in the country's tourism policy is among the reasons for the delayed development of the region's tourism industry. Underdeveloped infrastructure is another main reason. This is because although the district headquarters are currently connected by tarmac roads, the state of rural roads to reach some of the natural attractions is still not good enough. There is also concern that the government has not invested enough to raise awareness of the region's attractions. Some of the districts also lack decent accommodation and vehicles for transporting tourists. It is also felt that there is no preparedness among local entrepreneurs to invest in facilities in readiness to receive and serve tourists. This regarded as a mindset change requirement, which the government could solve in collaboration with private sector umbrella organizations. Tour operators complain that current packages in southern zone are not very attractive to tourists because Selous has the same animals like the northern zone. High density vegetation is also mentioned as a challenge as it prevents visibility of the animals in the bush. Although there are already some campaigns to promote tourism in the region, such as the Nyasa Festival, there is still very low response by Tanzanians as part of domestic tourists. A summary of the perceived challenges is listed in Table 3.

Table 3 Perceived Challenges Experienced by Businesses in the Tourism Industry

List of Challenges	Ruvuma RS	Songea MC	Songea DC	Madaba DC	Mbinga TC	Mbinga DC	Nyasa DC	Tunduru DC	Namtumbo DC
Infrastructure rural roads	V		V				V		
Government has not invested enough to raise awareness of the attractions	V	V	V	V			V		
Facilities for accommodating and transporting tourists	V		V				V		
Mindset change among entrepreneurs on readiness to receive and serve tourists	V								
Tourism strategy did not include southern zone as tourist destination-- not in policy -- even now --just mentioned in the	V	V	V	V	V	V	V	V	V
Tour operators complain that current packages in southern zone is not very attractive to tourists because Selous has the same animals like northern but also visibility not very friendly	V								
Domestic tourism is not well grown compared to the northern	V		V						
Tourism staff lacking- language, guidance, etc.	V								
Some neglected infrastructure such as Lunecha, Lupila, Mahenge, Malinyi, Londo (road) and airports (Liuli naval base by the Germans)	V	V							
Lowly motivated citizens on importance of tourism		v							
Lack of special incentives and support for locals		v							
Changes in priorities after planning-- resources taken to other activities		v							
Neglected by earlier leaders who forgot about Ruvuma			V						
Selfishness and jealousy by Ngoni tribe ("umwenye")			V						
Remoteness from epi-centres of tourist arrivals			V						
Dispersed attractions rendering cost of local travel to see all the attractions in the region at the same time			V						
Lack of safe public transport system			V						
Untrained personnel for guiding tourists			V						
Leaders lack willingness to actively create awareness through various media channels				V					
Lack of convening packages such as cultural and sports events					V	V	V		

2.6 INTERVENTIONS PROPOSED BY THE REGIONAL SECRETARIAT AND LOCAL GOVERNMENT AUTHORITIES

During stakeholder consultations some specific areas of interventions that are critically needed in order to promote and encourage the growth of tourism industry were mentioned as shown in table 4.

Table 4 Proposed Interventions Needed to Encourage the Growth of Tourism Industry in the LGAs

Strategic interventions to be made by Regional secretariat and each LGA	Regional Secretariat	Songea MC	Songea DC	Madaba DC	Mbinga TC	Mbinga DC	Nyasa	Tunduru DC	Namtumbo DC
Establish Regional Multi-stakeholder Tourism Platform to steer the growth of tourism in Ruvuma region	V								
Formulate Policy and strategy to guide the industry's growth in the region	V	V	V	V	V	V	V	V	V
Develop institutional framework for collecting relevant data on tourism in the region and LGAs	V	V	V	V	V	V	V	V	V
Cultivate tourism customers at young age	V	V	V	V	V	V	V	V	V
Create awareness among adults and advertise attractions	V	V	V	V	V	V	V	V	V
Improve transport infrastructure in rural areas			V	V		V	V	V	V
Provide adequate support to tourism officers/ experts working with LGAs (to be better supported by the Ministry of NR)		V	V	V	V	V	V	V	V
Build regional capacity to mainstream tourism in the regional plans?	V								
Improve disbursement of funds for plans and budgets meant for tourism development. Include simplified process for sharing revenue collected on behalf of LGAs and communities such as WMAs-- takes too long to get their share of tourism income	V						V	V	V
Introduce innovations that will make LGAs see a direct beneficial link to revenue generated from tourism so that they can use for tangible projects in the districts and communities	V	V	V	V	V	V	V	V	V
Adopt livelihoods and production strategies that are ecologically friendly in the WMAs		V	V	V	V	V	V	V	V
Ensure adequate conservation status to critical wildlife areas/eco-tourism rich areas		V	V	V	V	V	V	V	V
Ensure adequate conservation status to critical wildlife areas		V	V	V	V	V	V	V	V
Use collaborative approaches with other institutions including starting an Information Centre and established Nyasa Day							V		
Improve the hosting of Nyasa Festival, which started in 2016 in order to have more national and international impact. It should now work better given the improved airport and completed tarmac road from Songea to Mbamba Bay.	V						V		

3 THE PROPOSED STRATEGIC PLAN

3.1 VISION AND MISSION FOR TOURISM IN RUVUMA REGION AND STRATEGIC AREAS

Vision

A sustainable tourism industry promoted and developed for the social, business and economic benefits of residents of Ruvuma region, utilizing the rich natural, cultural and historical endowments.

Mission

To link tourism, conservation and communities for responsible tourism development through awareness creation, networking and promotion of best practices in responsible tourism operations

Overall Goal

Ruvuma’s tourism strategic goal is to promote responsible tourism practices that will conserve Ruvuma’s natural environment and improves livelihoods of associated communities. The overall goal will be enhanced by the implementation of eight (8) strategic goals (SG) divided into three main pillars as shown in Figure 3.1:

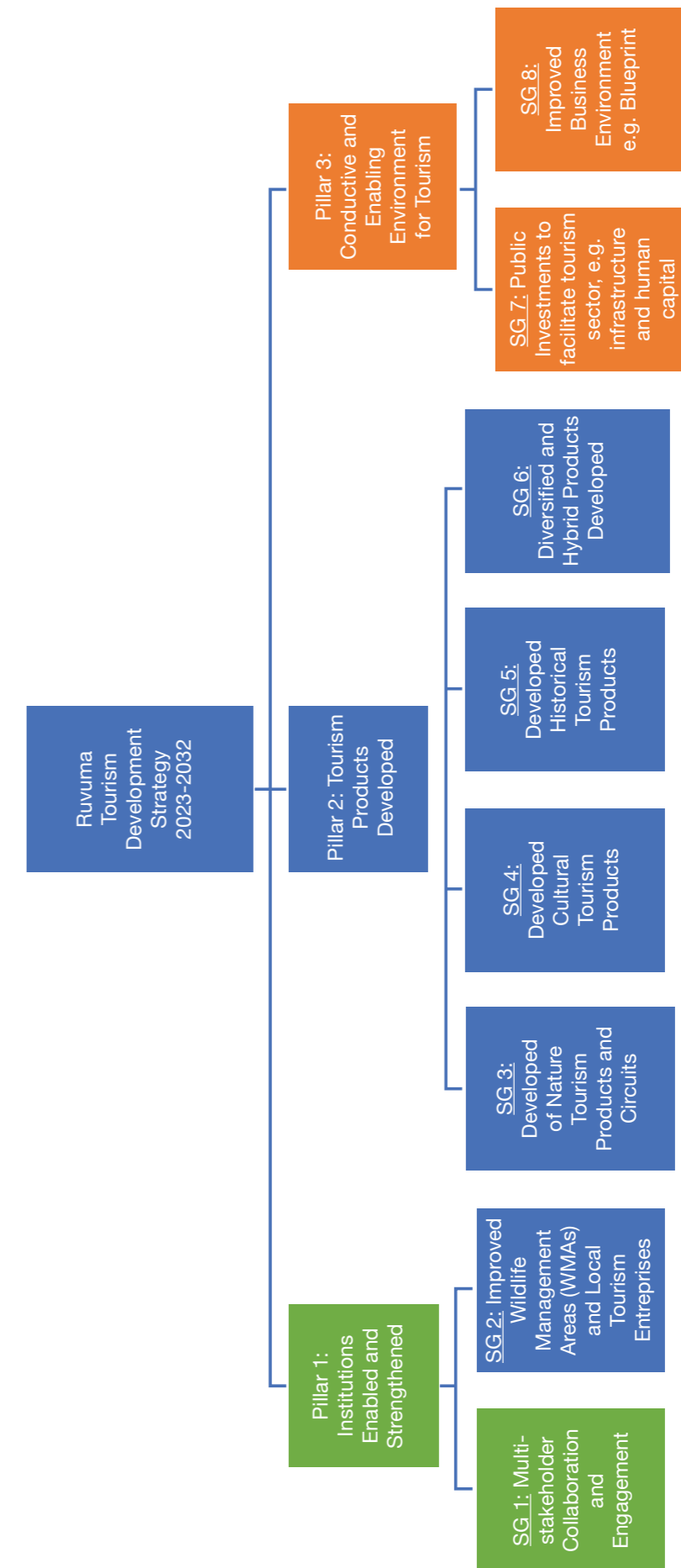
Strategic Goals

Pillar 1: Key Institutions Responsible for Tourism Development Enabled and Strengthened, which will be built through two strategic interventions to be undertaken through activities meant to achieve Strategic Goal 1- Multi-stakeholder Collaboration and engagement for tourism development developed, and, Strategic Goal 2 - Improve Wildlife Management Areas (WMAs) and Local Tourism Enterprises.

Pillar 2: Tourism Products Developed from natural, historical and cultural attractions. This pillar is supported by interventions related to four strategic goals, namely, Strategic Goal 3: Development of Products on Natural Attractions: Wildlife, Forests, Lakes, Landscapes; Strategic Goal 4: Development of Cultural Tourism Products; Strategic Goal 5: Development of Historical Tourism Products; and, Strategic Goal 6: Development of Diversified and Hybrid Products and Tourism Circuits.

Pillar 3: Conducive and enabling environment for tourism development, which will be supported by interventions related to Strategic Goal 7- public investments to facilitate tourism sector development (e.g. transport and communication infrastructure and human capital capacity development); and , Strategic Goal 8: Improved business environment, which includes the implementation of blue print and other policies/laws that will be required to enable the development and proper functioning of the tourism sector in the region.

Figure 1- Key Pillars and Intervention Areas for Tourism Sector Development in Ruvuma Region



3.2 SPECIFIC INTERVENTIONS

This section presents the specific interventions for each strategic goal under 3.1.2 above and are presented in a tabular form in Table 5.

3.2.1 SG 1: Multi-stakeholder Collaboration and engagement for tourism development developed

(a) Strategic Intervention 1: Establish and strengthen Multi-Stakeholders' Tourism platform⁹ to steer the growth of tourism in the Ruvuma region

- At the National level there are public and private institutions responsible for guiding and supporting the tourism industry. However, the above situation analysis has identified the absence of effective Platform for Tourism Stakeholders in the Ruvuma region that is needed to accelerate growth of the sector. It is therefore important to establish and strengthen a stakeholder platform for tourism in the Region. The Platform should bring together stakeholders from tourism crosscutting sectors (natural resources, agriculture, land, education, water, legal), since they all have a role to play in the growth of the industry.
- At the centre of such a platform should be a Regional Tourism Facilitation Committee (RTFC), whose main objective of bringing together all players who deal with tourists from their point of entry to the point of exit; RTFC membership should comprise: Regional Secretariat (Wildlife Department, etc.), representatives of specialized agencies such as Tanzania National Parks Authority (TANAPA), Tanzania Wildlife Authority (TAWA), Tanzania Wildlife Research Institute (TAWIRI), Tourism Confederation of Tanzania (TCT), Tanzania Tourist Board (TTB), Hotel Association of Tanzania (HAT), Tanzania Association of Tour Operators (TATO), Tanzania Association of Cultural Tourism Operators (TACTO), and Tourism & Hospitality Professionals Association of Tanzania (THPAT).
- Among the initial activities in developing a regional stakeholder platform will include: (i) Initiating meetings to let regional and district level operators understand and appreciate the need to have such platforms; (ii) Support the establishment of Local Chapters of national associations such as HAT, TATO, TACTO and THPAT and; (iii) Support to ensure that they have land to establish their offices
- Given that the government is the overall in charge of policy, strategy and implementation, the Regional Facilitation Committee should be chaired by the Regional Administrative Secretary (RAS), with the secretariat provided by the Wildlife Department. This structure mirrors that at the national level chaired by the Permanent Secretary, Ministry of Natural Resources and Tourism (MNRT). The combination of public and private sectors is the best institutional framework for overseeing the advocacy and implementation of the strategic plan; the strength comes from complementary roles played by these institutions. On one side the government is responsible for providing some conducive atmosphere, including providing policy guidance, developing business environment and building infrastructure. On the other side the private sector is expected to take advantage of such a situation to invest in the various aspects of the tourism sector. Development partners are equally important for their advisory role and financial support.
- National level policies recognized that funding for the operations of the stakeholder platforms should ideally be raised by all key stakeholders who, in any case are going to be beneficiaries; to be led by the government, the stakeholders expected to contribute to financial resources are the government itself, private sector umbrella organizations in the tourism industry, development partners in the tourism industry and international organizations with interest in tourism related research on conservation etc.

⁹ Multi Stakeholder Platform is made up of the different stakeholders coming together for the same intention to address tourism management and growth in the region's tourism is a crosscutting sector and must therefore include key sectors (agriculture, water, land, infrastructure, natural resources etc)

(b) Strategic Intervention 2: Develop institutional framework for collecting relevant data on tourism in Ruvuma region

The steering committee for tourism development should institutionalize collection of needed tourism data in order to inform future planning and marketing. Both the public and private sectors should be involved in generating the required data. The best way to institutionalize this is to expand the existing data collection mechanisms to enable collection of such data within and outside national parks. Stakeholders outside national parks will include hotels and guest houses who will keep records of intention of visitors spending nights at their facilities.

3.2.2 SG 2: Improve Wildlife Management Areas (WMAs) and Local Tourism Enterprises

(a) Strategic Intervention 1: Enhance the Commitment by Communities to effectively fight illegal hunting:

- Addressing the Region's illegal hunting requires clear understanding of the drivers and effects of illegal hunting. It is known for example, that among the drivers of illegal hunting include poverty/lack of alternative livelihoods, cultural and custom related rituals, immorality and corruption, and the high opportunity cost of conservation among others. In this regard, it's crucial to involve local communities living at the buffer zones of national parks and game reserves.

(b) Strategic Intervention 2: Involve communities and community-based organizations in the sustainable management of resources

- The government and NGOs will (i) motivate the formation of CBOs to play a central role engaging communities to voluntarily participate in devising approaches for sustainable management of natural resources; (ii) provide some capacity building trainings to empower communities and provide them with greater incentive to manage and utilize their natural resources in a sustainable way. Caution will be taken to avoid past mistakes whereby the emphasis was on technical or legal conservation matters only, which was associated with enforcement of unpopular conservation measures such as engaging communities to provide labour for conservation measures, triggering non-compliance and further degradation and depletion of natural resources.
- The participatory approach is expected to empower local people voluntarily mobilize labour for conservation, rehabilitation and development of land, water and forest resources (reducing the burden on rural women). Communities can also volunteer to build infrastructure, while CBOs can be responsible to provide fertilizer and improved seeds, assist extension and research experts in incorporating indigenous knowledge and practice into technical messages, bring accountability to extension, research and local government officials, create awareness about family planning, and generate positive synergy to address the "vicious cycle" noted earlier.

(c) Strategic Intervention 3: Ensure adequate and active participation of local communities in natural resources management

- It is important that conservation matters are highly appreciation by local people who trust and collaborate with the authorities without any elements of hostility and resentment. Ruvuma region has already some initiatives to involve local people in wildlife management and natural resource conservation in general. However, more efforts are needed to ensure that communities appreciate the benefits of the involvement. This will involve stepping up some genuine participation and involvement of local people in designing, planning, decision-making, implementation, benefit-sharing, monitoring, and evaluation of the programs targets them is minimal. Some of the communities who have been involved in wildlife management have developed some skepticism due to delayed personal or community gains as earlier promised. This situation requires the government, its agencies, and donors to work together in proving to the people that, unlike in the

past, the future holds better results due to some efforts to address the weaknesses such as lack of interest by investors in the gazetted WMAs.

- Sensitization will be required to change people's mindset and instill a sense of belonging and as important partners rather than potential enemies of conservation. Another important area requiring inputs from local people is in land-use planning using participatory processes in reaching consensus about the appropriate uses including tourism attractions. There should be consensus on exclusive application of resources that are compatible with conservation goals and set aside as critical wildlife areas such as migratory corridors, calving, and dispersal grounds.
- On benefit-sharing, new modalities will be applied to ensure equitable distribution, sustainability, and adequate benefits that can offset the conservation-induced costs and outweigh the returns generated by ecologically destructive land uses. Compensation policy will be applied as one of the regulatory tools against land uses and behaviors undermining conservation goals. Fair compensation shall be given for the direct costs caused by wildlife and lost opportunities from alternative uses of the land. One way of realizing effective participation is by adopting co-management approaches, a popular paradigm in natural resources management in Africa.
- The approach allows for the sharing of power, responsibilities, rights, and duties between the government and local resource users. Co-management approaches have immense potential in unraveling the conservation challenges facing the national parks, including the newly created Julius Nyerere National Park. The co-management approaches are premised on the reality that local communities have a long history of association with resources and a high degree of dependence on them, and are assumed to have acquired the ability to manage resources sustainably.

(d) Strategic Intervention 4: Support establishment and enhancement of Community enterprises tourism products that match market demands and thus generate access to source markets

- A community tourism program for product development and market access, centred on the buffer zones around each of the primary tourism attractions in Ruvuma region, would help stimulate greater engagement by local people in the tourism value chain. Community enterprises in the region need support in establishing and enhancing tourism products that match market demands and thus generate access to source markets.

(e) Strategic Intervention 5: Create awareness on the part of communities about the rationale and legal aspects of conservation:

- Logically, people are likely to collaborate in management of resources if they know the reasons for doing so and are aware of the legal aspects governing the resources in question.

(f) Strategic Intervention 6: Promote traditional institutions: types, performance, reasons for poor performance, and suggested interventions.

The presence of local-level institutions that can regulate access and use-rights to resources in time and place is essential in enhancing co-management arrangements. Through these institutions, specific habitats (sacred groves) and wildlife species (totemic species) are accorded protection. Strong religious beliefs and social conventions are used to enforce rules and regulations enacted to ensure their effective protection.

3.2.3 SG 3: Development of Products and Tourism Circuits on Natural Attractions: Wildlife, Forests, Lakes, Landscapes

(a) Specific Intervention 1: Building a Ruvuma region's image through defining a brand identity for Region's Tourism

- Tourism communication involves selected, coherent and clear information, which is offered to persuade tourists to choosing one place instead of another. This communication should be structured such that it provides the right information without distortion to avoid regrets if someone chooses to visit attractions in Ruvuma region over other destinations in the country. This conviction should persist in three stages, namely, before, during and after visiting the destination.
- A necessary step to design tourism development strategies is assessing the Region's image and how it compares to its northern and southern competitors' image. The ability of tour operators, private stakeholders, in collaboration with governmental structures, to interact with each other for creating an authentic one brand has not only economic benefits, but at the same time facilitates the process of building the Region's image and a better reposition in the consumer's mind.
- Suggested Brand for Regions' **Tourism industry:** *Ruvuma Regions' Tourism industry is strongly diversified and includes nature and wildlife, eco-tourism, a diversity of fauna, flora and many natural features, and large in-tact wilderness areas, alongside a rich cultural history, wide, open scenery, sandy beaches along the shores of Lake Nyasa, water sports and diving in Lake Nyasa, cultural and archaeological/ historical tourism, National parks, Game reserves and community-managed Wildlife management areas (WMAs).* The most plausible themes that can be used to brand the region are "Lake Nyasa" and "Ruvuma river", which are unique to the region.
- Once the brand is validated by all key stakeholders, all should be involved in using it to advertise through traditional media channels, social media like Face book, twitter posts and Instagram, high-profile documentary on richness of Ruvuma tourism, monthly travel-related articles or news programs international market and other marketing strategies but in doing so make sure that the marketed content provides valuable information for targeted tourism audience.

(b) Strategic Intervention 2: Promote domestic market for tourism

- There is no data on the numbers of Tanzania's who have visited Tourist attractions in Ruvuma region. What is known for sure is that the contribution of domestic tourism to Tanzania's economy is almost negligible (WTTC, 2016)¹⁰. Very few Tanzanians participate in domestic tourism for no apparent reasons. According to OECD (2016)¹¹, just about 1% of Tanzanians against the projected population of nearly 50 million (NBS, 20016)¹² visited tourist attractions. This inadequate visitation of Tanzanians to the local tourist attractions is a major problem in is a major setback by considering that most countries, which perform, better in tourism sector mostly rely on domestic tourism.
- The government in collaboration with the private sector shall launch a series of programmes targeting the domestic market such as cultural festivals, regional exhibitions and media advertising through the Safari Channel, events sponsorships and integrated marketing campaign including Media advertising.
- Stakeholders to be involved: Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

(c) Specific Intervention 3: Develop short-term stakeholders' collaborative action to create awareness campaigns, which link conservation and tourism particularly for national parks, game reserves and beaches.

- Eco-tourism, which is a strategy for promoting tourism while also addressing environmental conservation is becoming popular in the industry. Many enterprises are embracing eco-tourism which encompasses eco-lodges, the branded private/community group ranches tourism and

¹⁰ World Travel and Tourism Council, (2016). Travel and Tourism Economic Impact. London: The Harlequin Building.

¹¹ OECD, (2016). OECD Tourism Trends and Policies. Paris: OECD Publishing.

¹² URT, (2008). Tanzania Tourism Sector Survey Reports. National Bureau of Statistics. Dar es Salaam, Tanzania.

nature trails among others. So far, the strategy appears to have enticed any tourism clients with majority showing preferences to eco-tourism products compared to other environmentally-less sensitive products. The strategy will then make a major contribution in promoting environmental sustainability while also promoting tourism sustainability at the long-term.

- The region's steering committee, with the support from MNRT, should coordinate efforts by other stakeholders in promoting eco-tourism through the following activities:
 - Identifying and mapping potential eco-tourism development sites.
 - Creating awareness of value of eco-tourism to the industry players.
 - Developing standards for eco-tourism establishments.
 - Facilitating access to eco-tourism development incentives
 - Marketing eco-tourism facilities
- Stakeholders to be involved: Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

(d) Specific Intervention 4: Link local and international customers to the destination through a travel industry program.

- The travel services sector is made up of a complex web of relationships between a variety of suppliers, tourism products, and destination marketing organizations, tour operators, and travel agents, among many others. Along with promotion and marketing strategies, the Ruvuma region tourism industry should establish stronger connections to international and domestic travel industry partners from both local and international service providers. Such strong links will enable the Ruvuma region circuit to be featured more prominently in the provision of tourism services thus increase the number of visitors and tourism sales. A number of measures should be taken in order to establish such links.
- In view of the fact that both local and international tour operators need access to high-quality content on the Ruvuma to be able to sell it will be absolutely necessary to develop an online platform through which tour operators can quickly and easily learn about the destination and access materials that will help them sell it.
- Stakeholders to be involved: Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

3.2.4 SG 4: Development of Cultural Tourism Products

(a) Strategic Intervention 1: Facilitate formation of arts and cultural groups and enterprises

- Communities in the region have no adequate experience in the formation and management of enterprises dealing providing cultural entertainment to tourists or offering tour guiding services to different sites that showcase cultural inheritance of different tribes of the region. This means some of the groups and enterprises will be district-based and some with regional coverage in their scope of services to tourists. The Community Department will work closely with the Wildlife Department in mapping out youth and other people who can be nurtured to establish cultural groups.

(b) Strategic Intervention 2: Improve infrastructure, particularly rural roads

- Some of the cultural sites, especially those linked to earlier generations and tribal migration and wars will require some special interventions to improve rural roads and bridges in order to simply access by tourists.

(c) Strategic Intervention 3: Improve communication

- Communication is regarded as an important tool because it provides an avenue for community-based cultural groups to share common problems as well as means to solving them as well as enabling community members to easily communicate with foreign tourists. Communication companies will be encouraged to expand their telephone infrastructure to some of the remote villages that are rich in cultural sites.

(d) Strategic Intervention 4: Improve benefit sharing mechanisms among key stakeholders

- There has been resource ownership conflict among resource stakeholders, contributing to weak benefit sharing mechanisms. There is need to put in place local communities' proper and effective strategies to capture tourism benefits. In order to optimize revenues for sharing there will also be need to resolve and enforce proper utilization of existing natural resources according to designated uses and diversify sources of tourism attractions and services to be sold to tourists.

(e) Strategic Intervention 5: Develop skills training programmes

- There is lack of appropriate knowledge and skills on how to operate community cultural groups; training is needed in areas such as product development, marketing, customer care, environmental protection and tour guiding.
- Stakeholders to be involved: Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

3.2.5 SG 5: Development of Historical Tourism Products

(a) Strategic Intervention 1: Identify, demarcate and protect historical sites and evidence

- There are some historical sites in the districts that need to be fenced off to protect them from human activity interference; and some artifacts that have to be properly preserved and housed or packaged.

(b) Strategic Intervention 2: Improve infrastructure, particularly rural roads

- There is need to improve access through rural roads to many of the important historical sites. That will make it easy for tourist to reach such areas. In some districts such as Namtumbo and Nyasa, there will be need to rehabilitate or activate the use of some airports for small aircrafts.

(c) Strategic Intervention 3: Improve communication

- Communication is regarded as an important tool because it provides an avenue for community-based cultural groups to share common problems as well as means to solving them as well as enabling community members to easily communicate with foreign tourists.

(d) Strategic Intervention 4: Improve benefit sharing mechanisms among key stakeholders

There has been resource ownership conflict among resource stakeholders, contributing to weak benefit sharing mechanisms. There is need to put in place local communities' proper and effective strategies to capture tourism benefits.

(e) Strategic Intervention 5: Develop skills training programmes

There is lack of appropriate knowledge and skills on how to identify and protect historical sites by communities or some local enterprises. Training is needed in areas such as presentation of historical cases, social marketing, customer care, environmental protection and tour guiding.

- **Stakeholders to be involved:** Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

3.2.6 SG 6: Development of Diversified and Hybrid Quality Products and Tourism Circuits

This strategic goal is meant to take advantage and build a strong synergic combination of the attractions inherent in natural resources endowments (see SG 2 and SG 3) such as the Julius Nyerere National Park (JNNP), Liparamba Game Reserve (LGR), Ifinga controlled area, Selous Niassa Wildlife Corridor (SNWC), Mwambesi Nature reserve, Ruhudzi nature reserve and Lipembe Mountain forest, Lake Nyasa, River Ruvuma, with water falls in areas such as Mgombezi and Masimahuhu and ecological attractions (topographical features of mountains and valleys presented by Mt. Livingstone Ranges (MLR), Mt Liumbe, Mt Mbamba, Matogoro hills, and many more others. These attractions could be combined by designing tour circuits that take visitors to see historical and cultural sites (as already presented in SG 4 and SG 5 above) with other social and economic undertakings of the people of Ruvuma region. These could include activities related to agricultural value chains (from land preparation such as matengo pits, crop harvesting and crop processing), mining activities (e.g., coal excavation and making coal briquettes by women groups), social activities such as marriage engagements and wedding ceremonies and primary schooling.

(a) Specific Intervention 1: Develop various combinations of hybrid packages most ideal for branding the region in general

The hybrid packages should be based on key attractions that are used to brand Ruvuma region such as JNNP, WMAs, LGR, SNWC, Lake Nyasa, River Ruvuma and Mt. Livingstone Ranges (MLR) (including mountain biking), which could be combined to include tours to matengo pits and coffee curing and coffee brewing, Lake Nyasa (including water sports and fishing).

Stakeholders to be involved: The packages should ideally be developed by tourism companies (that is, TAWA, TATO, HAT, THPAT, TACTO) in collaboration with relevant government and its agencies (that is, LGAs, RTFC, and TTB).

(b) Specific Intervention 2: Develop various combinations of hybrid packages most ideal for each of the Local Government Authorities

The hybrid packages should be based on key attractions in each of the LGAs that could be linked to hybrid packages developed for the region in general. Each of the regions should identify complementing natural resource attractions to be marketed as complementary to JNNP, Lake Nyasa, and River Ruvuma, for example. Interesting social and economic undertakings in each of the LGAs include gathering of assortments of forest products suitable as traditional medicines, traditional weddings, making of local brews, weaving of baskets and setting up traps for vermin.

Stakeholders to be involved: The packages should ideally be developed by tourism companies (that is, TAWA, TATO, HAT, THPAT, TACTO) in collaboration with relevant government and its agencies (that is, LGAs, RTFC, and TTB).

3.2.7 SG.7: Public Investments to Facilitate Tourism

There will be need to Improve Soft and Physical Infrastructure to Facilitate Tourism: - The Travel and Tourism Competitiveness Index 2015 has divided infrastructure index into three categories; air transport infrastructure, ground and port infrastructure and tourist service infrastructure. Infrastructure covers direct

international flights to the country and to the region, good tarmac roads, quality tour operators and guides and quality accommodation (MNRT, 2002)¹³. Any deficiency in these services is bound to have negative effects on both attracting more tourist arrivals and on their per capita spending. The need to improve infrastructural services is more adverse in rural areas.

Strategic Intervention 1: Invest in improving road networks, communication and water supply

- There are good road connections between Songea and all of the district towns in the region. The region is also well connected to immediate major towns in other regions such as Njombe, Mtwara and Lindi by road, and Dar-es-salaam and Iringa by regular passenger flights. However, all TARURA is meant to take care of roads not handled by TANROADS. The government, through RUWASA, should also extend water supply to tourist attractions. There is also need for private sector operators to expand their geographical coverage of mobile phone services.

Strategic Intervention 2: Investments to increase the number of active airstrips for smaller planes

- The improvement of Songea Airport will allow larger crafts to bring tourists from other part of Tanzania. However, for tourists with limited time to visits the region's attractions extra flights using smaller crafts to access remote parts of the region are needed. This means smaller airstrips to handle smaller planes will be needed within the newly established JNNP, within the WMAs in Tunduru and Namtumbo districts and in Nyasa district. Some of the airstrips need rehabilitation after years of abandonment.

Strategic Intervention 3: Promote investments in quality but low budget hotels, lodges and tourist camps giving priority to areas close to attractions

- The accommodation facilities should be managed by qualified staff together with skilled service providers' such facilities should be encouraged to play the role of advertising the Region's tourism attractions.

Strategic Intervention 4: Develop human capital for provision of quality tourism services and management of natural resources

- Interviewed stakeholders identified some shortfalls with respect to standards of customer services and quality of tour and safari guides; tourists complained about the low quality of such services. The same observations were made by Tanzania Tourism Sector Survey (TSS, 2012¹⁴), which essentially repeated what was also observed in the 2002 Tourism Master Plan.
 - **Stakeholders to be involved:** Ministry for Works and Transport, Ministry for Energy, Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

3.2.8 SG 8: Improved Business Environment

The need to improve business environment is mostly centered on improving policies and legislations related to business registration and tax obligations. One of the areas that affect Tanzania's competitiveness is the imposition of value added tax on tourism services. More than 330 TATO members believe that VAT changes in 2017, for example, increased the country's cost of tourism packages by 7 percent compared to neighboring countries. Tour operators in the country are subjected to 32 different taxes, of which 12 are related to business registration and 11 types of duty for each tourist vehicle per annum.

¹³ URT, MNRT, 2002. Tourism Master Plan

¹⁴ NBS 2012, The Tanzania Tourism Sector Survey

Tourism is a crosscutting sector that requires the involvement of various stakeholders, from both public and private sectors. Unlike many other economic sectors, the tourism sector involves various different stakeholders made up of various industries including accommodation, tour operators, mountain climbing, travel agents and car hire firms. However, as the Blueprint has shown the sector is facing numerous challenges, including inadequate infrastructure, poor product development and management, poor destination marketing, outdated legal and regulatory frameworks, insufficient institutional and technical capabilities as well as both quantitative and qualitative skills mismatch. In addition, the sector requires considerable investment in public infrastructure and services such as airports, roads, electricity, water and telecommunications. The public-private partnerships between tourism stakeholders have not been fully utilized and this tends to severely affect tourism development in the Region.

The following are suggested interventions:

Strategic Intervention 1: Advocate for, and domesticate the, effective implementation of Blue print recommendations

- As already indicated the Ruvuma region tourism circuit is endowed with a variety of tourist attractions such as nature and wildlife, eco-tourism, a diversity of fauna, flora and many natural features, and large intact wilderness areas, alongside a rich cultural history, wide, open scenery, sandy beaches along the shores of Lake Nyasa, water sports and diving in Lake Nyasa, cultural and archaeological/ historical tourism, National parks, Game reserves and community-managed Wildlife management areas (WMAs).
- The specific tourism issues addressed by the Blueprint include laws and regulations, administration of Tanzania Tourism Licensing Board, Registration requirements, concerns over Tourism Development Levy, diversity of and inspections and LGA payments and requirements. Concern has been expressed that there is inadequate synergy and coordination of policy implementation across related sectors especially in the areas of land, infrastructures, transport, agriculture, trade, education, safety and security, labour, livestock, energy, water and environment as well as fragmented institutional chain of command in managing the tourism sector.
- Stakeholders to be involved: President’s Office-Investments, Tanzania Investment Centre, Tanzania Private Sector Foundation, Local Government Authorities (LGAs), RTFC, TAWA, TATO, HAT, THPAT, TACTO and Ministry responsible for Sports and Culture (MSC).

Table 5 Matrix of Strategic Interventions and Timeframe

S.N	Objective	Strategies	Key interventions/activities	Time
1	Enhance Collaboration among stakeholders in Ruvuma region in efforts to develop the sector	1. Establish and strengthen Multi-Stakeholders’ Tourism platform for Ruvuma region 2. Develop institutional framework for collecting relevant data on tourism in Ruvuma region	<ul style="list-style-type: none"> • Database of tourism stakeholders in Ruvuma region developed • The Platform constitution prepared and registered • Meetings of the Platform members conducted • National associations such as HAT, TATO, TACTO and THPAT establish regional/district officers as local chapters • Develop/design or adopt data collection system for monitoring tourism related activities in the region • Prepare and enforce regulations at LGAs level to compel tourism stakeholders to collect and report on tourism data 	2023 2023 2023 2024 2024 2024
2	Improve the Involvement of Communities and Tourism Enterprises in Wildlife Management and Natural Resources Conservation	1. Enhance the Commitment by Communities to effectively fight illegal hunting 2. Involve communities and community-based organizations in the sustainable management of resources.	<ul style="list-style-type: none"> • Undertake studies to understand barriers to address drivers of illegal hunting and illegal occupation/clearing of forests • Prepare action plans to address drivers based on economic conditions • Prepare action plans to address drivers based on undesirable social and cultural conditions • Facilitate the formation of CBOs and in new areas • Evaluate/assess the performance of existing CBOs with a view to address challenges and limitations in attaining their goals • Provide capacity building/development to existing and new CBOs 	2023 2023 2023 2023 2023-2027 2023
		3. Ensure adequate and active participation of local communities in natural resources management (NRM) 4. Support establishment and enhancement of Community enterprises tourism products that match market demand and therefore easily access markets for their products 5. Create awareness on the part of communities about the rationale and legal aspects of conservation 6. Promote traditional institutions to play a more effective role in conservation programmes	<ul style="list-style-type: none"> • Undertake study to understand reasons for low participation of communities in NRM • Provide capacity building/development to existing and new CBOs • Undertake a quick scan to establish potential products and services that are popular with tourists that can be provided by local enterprises • Facilitate the creation of local enterprises and provide some training on entrepreneurship skills • Link the enterprises with providers of financial resources • Implement awareness creation programmes among communities • Undertake a study to understand the types of traditional institutions, performance, reasons for poor performance, and suggested interventions • Recommend improved approached in the co-management of natural resources involving traditional institutions 	2023-2027 2023 2023-2027 2023-2027 2023-2027 2023-2027 2023 2024

3.3 BROADER/GENERIC STRATEGIC INTERVENTION AREAS

The Ruvuma 2020-2030 strategic plan has a focus on achieving measurable results, while linking tourism, conservation and communities for sustainable tourism development through awareness creation, networking and promotion of best practices in responsible tourism operations. Ruvuma region aims to achieve this through standards and best practices enhancement, information sharing, leadership development, research and advocacy as well as tourism enterprise development.

As a global sector, tourism has become an extremely competitive and dynamic sector that requires common strategies to ensure the Region's tourism products develops and eventually maintains its competitive edge. It is therefore essential for Ruvuma region to provide positive visitor experiences but also provide good value for money. The tourist experience embraces a number of interrelated elements including people, place, accessibility, facilities/services, and value for money and security. Although the weighting of importance of each variable will vary, it is vital that the tourism experience meets customer expectations. The region will have to compete with our tourist destinations in Tanzania and neighboring countries in terms of diversity and quality of tourism products. Brand marketing and recognition will entail the need to create a distinctive Ruvuma region tourism brand/identity such as *"Amazingly Diversified Wilderness and Eco-Tourism"* in Ruvuma.

The following general interventions are anticipated:

- a) **Policy and strategic interventions:** The revised tourism policy and strategy should specifically include statements and plans to open up tourism opportunities in Ruvuma region linked to the Julius Nyerere National Park (JNNP), Selous-Niassa Wildlife Corridor, Lake Nyasa and its Islands, Mt. Livingstone Ranges, River Ruvuma attractions, community linked Wildlife Management Areas, and attractions related to cultural and historical heritage of the many indigenous tribes of Ruvuma. The interventions, already in the plans, include that of opening the southern gate for entry to JNNP so that tourists can have the option to access the park from the side of Ruvuma region.
- b) **Infrastructural services:** It is appreciated that now there is an improved airport that can handle medium-size aero planes, all the district towns are connected by tarmac roads, they are powered by electricity from the national main-grid through Njombe and Makambako and there is a wide network mobile telephone and internet network. These services are good for business development. However, there is still more needed to ensure last mile connectivity to penetrate remote areas where some of the attractions are located. The rural roads should not necessarily be tarmac but simply well maintained for passing all over the year. The government will have to invest in the revival of small airports/landing strips in Nyasa and Namtumbo DCs to simplifying access to areas with attractions located too far from reliable road networks.
- c) **Hospitality, Social services and Amenities:** The private sector needs some encouragement through special incentives to invest in hotels, lodges, vehicles, boats, helicopters and smaller plans to hasten access to remote parts of national parks that are not easy to be reached by roads.
- d) **Market Development and Awareness Creation:** In addition to national level tourism campaigns carried by TANAPA or TTB, each LGA should have its own strategy for tourism market development.
- e) **Institutional collaboration:** It will be important for district-based institutions, both private and public, to forge a close working relationship with national level institutions as part of a strategy to jointly develop the sector. Among the areas that require extra efforts is to perfect the way WMAs operate and dealing with all known challenges.
- f) **Product Diversity:** Currently, the Ruvuma region's tourism continues is based on a narrow product range that includes historical, wildlife, hunting and photographic. The rich and diversified indigenous cultural products remain unexplored for tourism purposes; the opportunities for business and conferencing product, beach and historical tourism, sports products among a host of others that are spread across the Ruvuma region.

- g) **Product Quality:** There will be some deliberate efforts to improve the quality of some fewer known attractions such as Lake Nyasa beaches and its small islands, which have not been developed before due poor infrastructure networks, mainly roads, air strips, and advertisement

3.4 PROPOSED INCENTIVES THE REGION CAN OFFER TO ATTRACT TOURISM INVESTMENTS

During brainstorming sessions with stakeholders it was suggested that LGAs should take advantage of the Nyasa Day Festival to learn from prospective investors of the types of incentives they would wish to get for them to come and start tourism-related businesses in the region. It was agreed that each LGA should develop a tentative list of incentives likely to be approved the Full Councils of their respective municipality, town and district councils.

Stakeholders suggested that LGAs could come with incentive packages that relate to (i) free, discounted land prices or deferred payment of invoices for land plots to establish tourism businesses; (ii) reduced or tax holiday for the initial years of business operations; (iii) partnership with councils to offer some vouchers for free or discounted entry fees to some attractions owned or managed by the councils; and, (iv) free or discounted souvenirs representing the council for tourists to take away with them.

However, for the industry to grow in the region there will be need to pay special attention to interventions proposed in table 6, among others the government might see appropriate. At the top of the list include (a) updating the country's tourism Policy and strategic development to include the Southern Circuit including Ruvuma Region; (b) cultivate future customers at young age starting with schools by establishing nature and tourism clubs/associations; (c) create awareness among adults through advertisement of regional attractions so as to create a large base of domestic tourists; (d) keep on efforts by TARURA to improve transport infrastructure in rural areas, targeting those that serve the tourism industry; (e) the Ministry of Natural Resources to enhance its support to tourism officers/experts working with LGAs; and, (f) Introduce innovations that will make LGAs see a direct beneficial link to revenue generated from tourism so that they can use for tangible projects in the districts and communities.

Table 6 Proposed Interventions Needed to Encourage the Growth of Tourism Industry in the LGAs

Issues to be Done differently by the Councils?	Regional Secretariat	Songea MC	Songea DC	Madaba DC	Mbinga TC	Mbinga DC	Nyasa	Tunduru DC	Namtumbo DC
1. Policy and strategy	V	V	V	V	V	V	V	V	V
2. Cultivate customers at young age	V	V	V	V	V	V	V	V	V
3. Create awareness among adults and advertise attractions	V	V	V	V	V	V	V	V	V
4. Improve transport infrastructure in rural areas			V	V		V	V	V	V
5. Provide adequate support to tourism officers/experts working with LGAs (to be better supported by the Ministry of NR)		V	V	V	V	V	V	V	V
Build regional capacity to mainstream tourism in the regional plans?	V								

Issues to be Done differently by the Councils?	Regional Secretariat	Songea MC	Songea DC	Madaba DC	Mbinga TC	Mbinga DC	Nyasa	Tunduru DC	Namtumbo DC
Improve disbursement of funds for plans and budgets meant for tourism development. Include simplified process for sharing revenue collected on behalf of LGAs and communities such as WMAs- - takes too long to get their share of tourism income	V						V	V	V
Introduce innovations that will make LGAs see a direct beneficial link to revenue generated from tourism so that they can use for tangible projects in the districts and communities	V	V	V	V	V	V	V	V	V
Use collaborative approaches with other institutions including starting an Information Centre and established Nyasa Day							V		
Improve the hosting of Nyasa Festival, which started in 2016 in order to have more national and international impact. It should now work better given the improved airport and completed tarmacked road from Songea to Mbamba Bay.	V						V		

4 IMPLEMENTATION FRAMEWORK

4.1 INSTITUTIONAL FRAMEWORK

As per the Governments' Local Economic Development (LED) Approach¹⁵, the Ruvuma region Secretariat and Local Government Authorities (LGAs), working in tandem with the Ministry of Natural Resources and Tourism (MNRT) will be responsible for the overall tourism sector development in the region in relation to policy development, marketing and promotion, and, protection of the environment and natural resources in a sustainable manner.

The first two roles shown above is wholly responsibility of MNRT. With respect to role number three above, the Ruvuma Secretariat should work in tandem with the third role of the Ministry of Tourism to:

- Create awareness and sharing information relevant to the growth and development of tourism business and individual member interests
- Contribute to industry knowledge and learning through research and organization capacity development
- Ensure that tourism organizations maintain environmentally friendly standards and industry best practices
- Support Community Enterprise Development to enable communities access direct benefits from the tourism products in their environs
- Empower young professionals joining the tourism industry with leadership skills through the mentorship approach.

While at the National level there are public and private institutions responsible for guiding and supporting the tourism industry. However, the above situation analysis has identified the absence of effective Platform for Tourism Stakeholders in Ruvuma region to contribute low growth of the sector. It is therefore important to establish and strengthen a stakeholder platform for tourism in the in the region. At the centre of such a platform should be a steering committee that will play managerial and secretarial roles; the steering committee should be composed of Regional Secretariat, Ministry of Natural Resources and Tourism (MNRT) and its agencies like TANAPA and Tanzania Wildlife Authority (TAWA) private sector stakeholders to be represented by their umbrella organization such as Tourism Confederation of Tanzania (TCT), Tourism and Hospitality Professionals Association of Tanzania (THPAT), Tanzania Association of Travel Agents (TASOTA) and Tanzania Association of Cultural Tourism Operators (TACTO) as well as a representative of the development partners.

4.1.1 Role of the Ruvuma Regional Secretariat

As per the Governments' Local Economic Development (LED) Approach¹⁶, the Ruvuma region Secretariat and Local Government Authorities (LGAs), working in tandem with the Ministry of Natural Resources and Tourism (MNRT) will be responsible for the overall tourism sector development in the region in the areas of (a) policy development, (b) marketing and Promotion; (c) Protection of the environment and natural resources in a sustainable manner. The first two roles shown above are responsibilities of MNRT. With respect to role number three above, the Ruvuma Secretariat should work in tandem with the third role of the Ministry of Tourism to:

- a) Create awareness and sharing information relevant to the growth and development of tourism business and individual member interests
- b) Contribute to industry knowledge and learning through research and organization capacity development
- c) Ensure that tourism organizations maintain environmentally friendly standards and industry best practices

¹⁵ This approach is prescribed in details in the Tanzania's Second Five Year Development (FYDP II), which is intended to promote sub-national level preparation and implementation of economic strategic plans.

¹⁶ This approach is prescribed in details in the Tanzania's Second Five Year Development (FYDP II), which is intended to promote sub-national level preparation and implementation of economic strategic plans.

- d) Support Community Enterprise Development to enable communities access direct benefits from the tourism products in their environs
- e) Empower young professionals joining the tourism industry with leadership skills through the mentorship approach

4.2 STAKEHOLDERS IMPLEMENTATION ROLES

The success of the strategy will largely depend on collective work of different institutions in the public sector and private sector as shown in Table 7.

Table 7 Responsible institutions for the different intervention areas

S.N	Objective	Strategies	Responsible Institutions
1	Tourism stakeholders in Ruvuma region collaborate and join efforts in developing the sector	3. Establish and strengthen Multi-Stakeholders' Tourism platform for Ruvuma region	<ul style="list-style-type: none"> • RTFC; TANAPA, TAWA, TTB, TATO, THPAT • RTFC, TATO TAWA • Platform Leaders • RTFC • RTFC, HAT, TATO, TACTO and THPAT
		4. Develop institutional framework for collecting relevant data on tourism in Ruvuma region	RTFC, HAT, TATO, TACTO and THPAT RTFC, HAT, TATO, TACTO and THPAT
2	Improve the Involvement of Communities and Tourism Enterprises in Wildlife Management and Natural Resources Conservation	7. Enhance the Commitment by Communities to effectively fight illegal hunting	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs
		8. Involve communities and community-based organizations in the sustainable management of resources.	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs
		9. Ensure adequate and active participation of local communities in natural resources management (NRM)	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs
		10. Support establishment and enhancement of Community enterprises tourism products that match market demand and therefore easily access markets for their products	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs
		11. Create awareness on the part of communities about the rationale and legal aspects of conservation	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs
		12. Promote traditional institutions to play a more effective role in conservation programmes	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs

S.N	Objective	Strategies	Responsible Institutions
3	Development of Diversified Products for Multiple Natural Tourist Attractions in Ruvuma Region	8. Ensure adequate conservation status and access to critical wildlife areas ready to attract tourists	RTFC, TFS, HAT, TATO, TACTO and THPAT
		9. Ensure adequate conservation status and access to natural forestry areas ready to attract tourists	RTFC, TFS, HAT, TATO, TACTO and THPAT
		10. Ensure adequate conservation status and access to natural water bodies (lakes and rivers) ready to attract tourists	RTFC, TFS, HAT, TATO, TACTO and THPAT
		11. Ensure adequate conservation status and access for ecological attractions (topographical features of mountains and valleys)	RTFC, TFS, HAT, TATO, TACTO and THPAT
4	Undertake strategic interventions to promote cultural tourism in Ruvuma region	12. Formation of arts and cultural groups and enterprises	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
		13. Improve benefit sharing mechanisms among key stakeholders	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
		14. Enhance skills for managing arts and cultural groups	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
		5	Undertake strategic interventions to promote historical sites tourism
7. Improve infrastructure, particularly rural roads and communication	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs		
8. Improve water supply services	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs		
9. Improve benefit sharing mechanisms among key stakeholders	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs		
10. Enhance skills in managing historical sites	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs		

S.N	Objective	Strategies	Responsible Institutions
6	Improving Promotion and Marketing of Hybrid Products and Tourism Circuits	5. Develop regionally unique hybrid tourism products combining natural, historical. Cultural and socio-economic undertakings	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
		6. Promote district-specific hybrid packages based on the unique socio-economic attractions that can be linked or synergized with natural, historical and cultural attractions	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
		7. Stakeholders collaborate in marketing campaigns to promote hybrid packages that link conservation and tourism particularly for national parks, game reserves and beaches and socio-economic undertakings	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
			RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
8. Link local and international tourism agents to the destination through a travel industry program.	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs		
	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs		
7	Public investments to improve infrastructure to facilitate tourism in Ruvuma region	5. Improvements on road networks, communication, electricity and water	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
		6. Increase number of airstrips in the region to complement Songea Airport	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
			RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
		7. Promote investments in quality but low budget hotels, lodges and tourist camps giving priority to areas close to attractions	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs			
8. Develop human capital for provision of quality tourism services and management of natural resources	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs		
	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs		
8	Improve the business environment to promote the growth of tourism sector in Ruvuma region	2. Advocate for, and domesticate the, effective implementation of Blue print recommendations	RTFC, TFS, HAT, TATO, TACTO THPAT, MIT, PO-Investments, TPSF, TANROADS, TARURA, and LGAs

5 FINANCING NEEDS FOR IMPLEMENTING THE STRATEGY

5.1 BUDGET OVERVIEW

The financing needs for the implementation of the strategy, estimated to cost Tanzanian Shillings 26.62 billion or USD 9.4 million, are indicated in Chart 5.1 and Table 5.1, whereby investment in infrastructure is estimated to take about one quarter of the whole budget. Other interventions with a relatively significant share are community involvement in wildlife management (16%), development and promotion of hybrid products (13.8%) and the development of natural attractions (13.3%) as well as historical sites (13.3 %).

Chart 1 Proportional allocation of the budget among key intervention areas

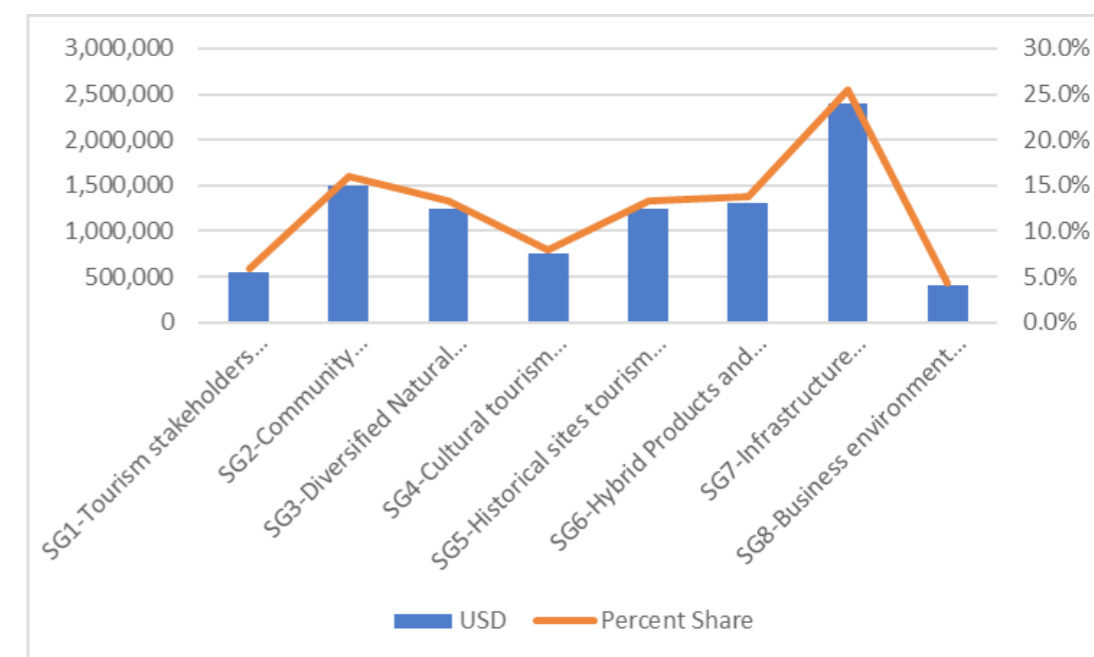


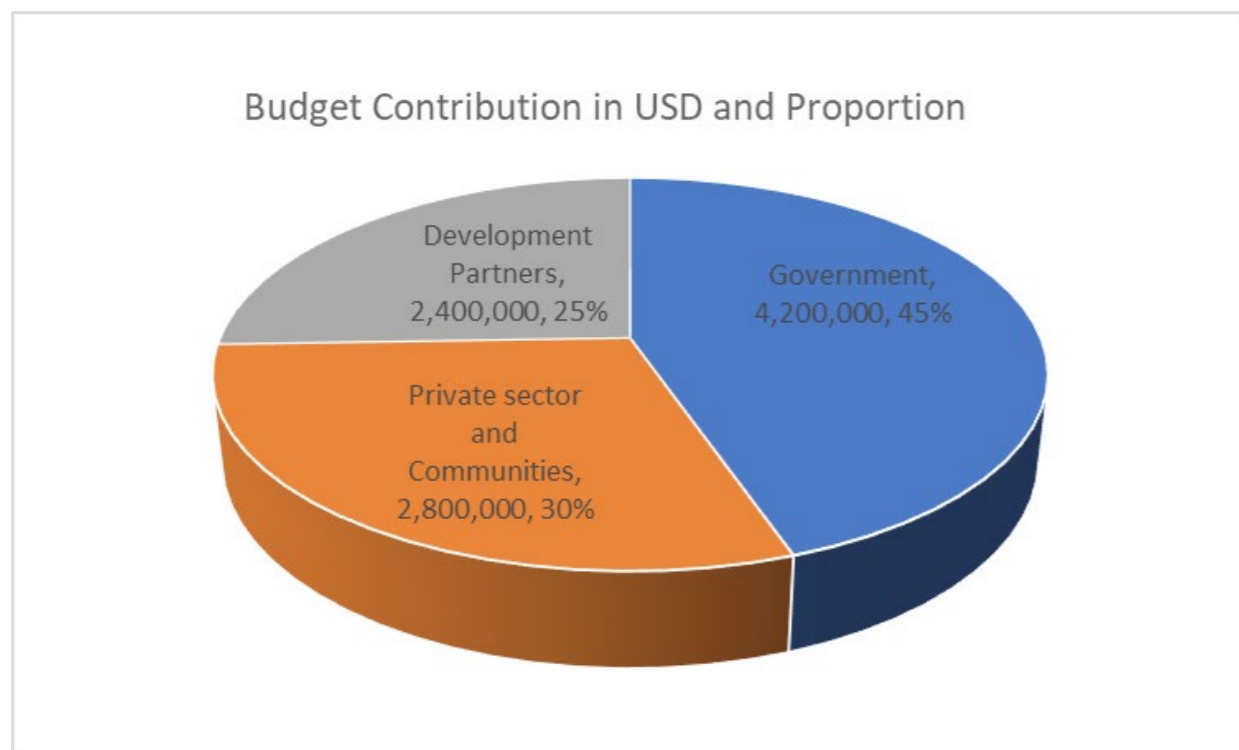
Table 8 Summary Budget for the broad strategic areas

	Strategic Areas	USD	Percent Share
SG-1	SG1-Tourism stakeholders Collaborate in Tourism Development Efforts	550,000	5.9%
SG-2	SG2-Community Involvement and Tourism Enterprises Improved	1,500,000	16.0%
SG-3	SG3-Diversified Natural Tourist Attractions Developed	1,250,000	13.3%
SG-4	SG4-Cultural tourism promoted through strategic interventions	750,000	8.0%
SG-5	SG5-Historical sites tourism promoted through strategic interventions	1,250,000	13.3%
SG-6	SG6-Hybrid Products and Tourism Circuits Improved, Promoted and Marketed	1,300,000	13.8%
SG-7	SG7-Infrastructure improved through public investments to facilitate tourism	2,400,000	25.5%
SG-8	SG8-Business environment improved to promote the growth of tourism	400,000	4.3%
		9,400,000	100.0%

The detailed budget estimated are shown in Section 5.2 below.

The share of budget allocation among government, private sector and development partners is suggested in Table 8.

Chart 2 Contribution of Government, Private Sector and Development Partners in the Budget for



5.2 DETAILED BUDGET ESTIMATES

S.N	Objective	Strategies	Resources Needed, USD						Lead Institutions
			Total	2023/24	2024/25	2025/26	2026/27	2027/28	
1	Tourism stakeholders in Ruvuma region collaborate and join efforts in developing the sector	<ol style="list-style-type: none"> 1. Establish and strengthen Multi-Stakeholders' Tourism platform for Ruvuma region 2. Develop institutional framework for collecting relevant data on tourism in Ruvuma region 	300,000	50,000	150,000	30,000	30,000	40,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS
2	Improve the Involvement of Communities and Tourism Enterprises in Wildlife Management and Natural Resources Conservation	<ol style="list-style-type: none"> 1. Enhance the Commitment by Communities to effectively fight illegal hunting 	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS
		<ol style="list-style-type: none"> 2. Involve communities and community-based organizations in the sustainable management of resources. 	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS
		<ol style="list-style-type: none"> 3. Ensure adequate and active participation of local communities in natural resources management (NRM) 	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS
		<ol style="list-style-type: none"> 4. Support establishment and enhancement of Community enterprises tourism products that match market demand and therefore easily access markets for their products 	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS
		<ol style="list-style-type: none"> 5. Create awareness on the part of communities about the rationale and legal aspects of conservation 	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS
		<ol style="list-style-type: none"> 6. Promote traditional institutions to play a more effective role in conservation programmes 	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT and LGAS

S.N	Objective	Strategies	Resources Needed, USD						Lead Institutions
			Total	2023/24	2024/25	2025/26	2026/27	2027/28	
3	Development of Diversified Products for Multiple Natural Tourist Attractions in Ruvuma Region	1. Ensure adequate conservation status and access to critical wildlife areas ready to attract tourists	500,000	50,000	150,000	100,000	100,000	100,000	RTFC, TFS, HAT, TATO, TACTO and THPAT
		2. Ensure adequate conservation status and access to natural forestry areas ready to attract tourists	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO and THPAT
		3. Ensure adequate conservation status and access to natural water bodies (lakes and rivers) ready to attract tourists	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO and THPAT
		4. Ensure adequate conservation status and access for ecological attractions (topographical features of mountains and valleys)	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO
4	Undertake strategic interventions to promote cultural tourism in Ruvuma region	1. Formation of arts and cultural groups and enterprises	250,000	25,000	125,000	50,000	25,000	25,000	THPAT, Ministry of Sports and Culture, and LGAs
		2. Improve benefit sharing mechanisms among key stakeholders	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO
		3. Enhance skills for managing arts and cultural groups	250,000	25,000	125,000	50,000	25,000	25,000	THPAT, Ministry of Sports and Culture, and LGAs

S.N	Objective	Strategies	Resources Needed, USD						Lead Institutions
			Total	2023/24	2024/25	2025/26	2026/27	2027/28	
5	Undertake strategic interventions to promote historical sites tourism	1. Ensure historical sites are properly conserved	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO
		2. Improve infrastructure, particularly rural roads and communication	250,000	25,000	125,000	50,000	25,000	25,000	THPAT, Ministry of Sports and Culture, and LGAs
		3. Improve water supply services	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO
		4. Improve benefit sharing mechanisms among key stakeholders	250,000	25,000	125,000	50,000	25,000	25,000	THPAT, Ministry of Sports and Culture, and LGAs
		5. Enhance skills in managing historical sites	250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO

S.N	Objective	Strategies	Resources Needed, USD						Lead Institutions
			Total	2023/24	2024/25	2025/26	2026/27	2027/28	
6	Improving Promotion and Marketing of Hybrid Products and Tourism Circuits	<ol style="list-style-type: none"> 1. Develop regionally unique hybrid tourism products combining natural, historical, Cultural and socio-economic undertakings 2. Promote district-specific hybrid packages based on the unique socio-economic attractions that can be linked or synergized with natural, historical and cultural attractions 3. Stakeholders collaborate in marketing campaigns to promote hybrid packages that link conservation and tourism particularly for national parks, game reserves and beaches and socio-economic undertakings 4. Link local and international tourism agents to the destination through a travel industry program. 	400,000	50,000	200,000	50,000	50,000	50,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
			250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
			250,000	25,000	125,000	50,000	25,000	25,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs
			400,000	50,000	200,000	50,000	50,000	50,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, and LGAs

S.N	Objective	Strategies	Resources Needed, USD						Lead Institutions
			Total	2023/24	2024/25	2025/26	2026/27	2027/28	
7	Public investments to improve infrastructure to facilitate tourism in Ruvuma region	<ol style="list-style-type: none"> 1. Improvements on road networks, communication, electricity and water 2. Increase number of airstrips in the region to complement Songea Airport 3. Promote investments in quality but low budget hotels, lodges and tourist camps giving priority to areas close to attractions 4. Develop human capital for provision of quality tourism services and management of natural resources 	1,000,000	50,000	300,000	250,000	250,000	150,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
			500,000	25,000	175,000	150,000	100,000	50,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
			400,000	20,000	130,000	100,000	75,000	75,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs
			500,000	25,000	175,000	150,000	100,000	50,000	RTFC, TFS, HAT, TATO, TACTO THPAT, Ministry of Sports and Culture, TANROADS, TARURA, and LGAs

S.N	Objective	Strategies	Resources Needed, USD						Lead Institutions
			Total	2023/24	2024/25	2025/26	2026/27	2027/28	
8	Improve the business environment to promote the growth of tourism sector in Ruvuma region	1. Advocate for, and domesticate the, effective implementation of Blue print recommendations	400,000	20,000	130,000	100,000	75,000	75,000	RTFC, TFS, HAT, TATO, TACTO THPAT, MIT, PO-Investments, TPSF, TANROADS, TARURA, and LGAs
		Total, US Dollars	9,400,000	840,000	4,110,000	1,980,000	1,330,000	1,140,000	
		Total TZ Billion Shillings	21.62	1.93	9.45	4.55	3.06	2.62	

5.3 MONITORING AND EVALUATION

The Monitoring and Evaluation component of the strategy will include the following:

1. Baseline Survey – The survey will be conducted to establish baseline status on Strategic Plan indicators on anticipated tourism development in the region.
2. Annual update on Indicators – On annual basis, data collection plan will be developed and used to collect, analyse and report progress on planned tourism targets in the region.
3. Monitoring visits – quarterly visits to the field will be undertaken to monitor progress of different tourist attractions, sites and projects in the region.
4. Success stories and case studies documentation – The success stories and case studies will be documented on various aspects of tourism promotion in the region. The purpose is to inform the on-going implementation and evidence for future tourism promotion.
5. Project Evaluation – Mid-term and Final evaluation of the Plan will be conducted.
6. Review meetings – Quarterly meetings will be organized for stakeholders to review progress and provide recommendations to improve performance and impact of tourism promotion strategies in the region.

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