



**UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE REGIONAL
ADMINISTRATION AND LOCAL GOVERNMENT**

NJOMBE REGIONAL TOURISM STRATEGIC PLAN 2018 – 2022

TABLE OF CONTENTS

LIST OF TABLES.....	iv
LIST OF FIGURES.....	v
LIST OF ABBREVIATIONS.....	vi
STATEMENT OF THE REGIONAL COMMISSIONER.....	vii
ACKNOWLEDGEMENTS.....	viii
EXECUTIVE SUMMARY.....	ix
1.0 INTRODUCTION.....	01
1.1 Meaning of Tourism.....	01
1.2 Overview of tourism industry in Tanzania.....	01
1.3 Tourism Components.....	02
1.3.1 Attractions:.....	02
1.3.1.1 Natural attractions:.....	02
1.3.1.2 Cultural attractions:	03
1.3.1.3 Man-made Architecture, museums, handicrafts, etc.....	03
1.3.2 Accommodation.....	03
1.3.3 Accessibility /Transportation.....	03
1.3.4 Amenities.....	03
1.3.5 Activities.....	04
1.4. Assessment of tourism Sectors	04
2.0 SITUATION ANALYSIS.....	06
2.1 Regional Profile.....	06
2.1.1 Geographical location.....	06
2.1.2 Administrative setup.....	06
2.1.3 Distribution of Land Area by District.....	06
2.1.4 Climate.....	08
2.1.5 Population Characteristics.....	09
2.1.6 The Regional Economy.....	09
2.1.7 Population and the Ethnicity.....	11
2.1.7.1 Population and Population Growth.....	11
2.1.7.2 . Ethnic Groups.....	11
2.2 Njombe Region Tourism Committee.....	12
2.3 Responsibilities of Regional Tourism Committee.....	13
2.4 Strategies in dealing with various challenges in Njombe.....	13
2.5 Committees' leadership of Regional Tourism Committee.....	14
2.6 Council's Responsibilities in developing tourism in Njombe region.....	14
2.7 Tourists attractions in Njombe.....	15
2.7 .1 Tourism Attractions in Njombe Town Council.....	15
2.7.2 Tourism attractions in Njombe District Council.....	16
2.7.3 Tourism attractions in Makete District Council.....	16
2.7.4 Tourism attractions in Wanging'ombe District Council.....	16
2.6.5 Tourism attraction in Makambako Town Council.....	17
2.7.6 Tourism attractions in Ludewa District Council.....	17
2.8 Status and Level of development of the attractions.....	18
2.9 SWOC Analysis.....	19
2.10 Infrastructure challenges.....	20
2.10.1 Accessibility/transportation.....	20
2.10.1.1 Poor road and road networks.....	20

2.10.1.2 Air transport.....	20
2.10.1.3 Water transport.....	21
2.10.1.4 Railway transport.....	21
2.10.1.5 Other transport services.....	21
2.10.2 Accommodation (hotels).....	22
2.10.3 Amenities.....	22
2.10.4 Attractions.....	22
3.0 TYPES OF TOURISM FOUND IN NJOMBE REGION.....	23
3.1. Cultural tourism.....	23
3.2. Recreation tourism.....	24
3.3. Nature based tourism/Eco-tourism.....	24
3.4. Pleasure tourism.....	24
3.5. Religious tourism / Holistic tourism.....	25
3.6. Medical or health tourism.....	25
3.7. Adventure tourism.....	25
3.8. Sports tourism.....	26
3.9 Agrotourism.....	26
4.0 KEY OBJECTIVES.....	27
4.1 Creating favourable environment for tourism.....	27
4.1.1 Policy framework to support investors and the industry.....	27
4.1.2 Improving regulatory framework.....	27
4.1.3 Development of tourism guidelines	28
4.2 Product development and support SME's sector at each district.....	28
4.2.1 Tourism products development at each district.....	28
4.2.2 Promotion of financial institutions to provide low interests loans and other financial products.....	29
4.3 Developing infrastructure to meet tourism industry requirements.....	29
4.3.1 Transportation infrastructure.....	29
4.3.2 Accommodation infrastructure.....	30
4.3.3 Communication system infrastructure.....	30
4.3.4 Utility infrastructures.....	31
4.4 Transport Solution.....	31
4.4.1 Air transport.....	31
4.4.2 Railway Transport.....	31
4.4.3 Special shuttles in town.....	32
4.4.4 Taxi services.....	32
4.5 Develop human Resource requirements for tourism industry.....	32
4.5.2 Meeting the human resources gap in related services.....	33
4.6 Develop a strong Extended Marketing Mix to attract tourists to Njombe.....	34
4.6.1 Product:.....	34
4.6.2 Price:.....	34
4.6.3 Promotion:.....	34
4.6.4 Place:.....	35
4.6.5 People.....	35
4.6.6 Physical Evidence/Layout.....	35

4.6.7 Process:.....	36
4.7 Ensuring departing tourists are happy.....	36
4.9 Improve Domestic tourism.....	37
4.10 Time line of Activities.....	38
4.10.1 Target and Indicators.....	38
5.0 STAKEHOLDER/KEY PLAYER ANALYSIS.....	46
5.1 Stakeholder Analysis.....	46
5.2 Foreseen areas of challenges in the implementation of this strategic plan and proposed mitigation measure.....	51
5.3 Tourism Investment opportunity in Njombe region.....	54
5.3.1 Community based tourism (cultural tourism programs).....	54
5.3.2 Building more accommodation facilities.....	55
5.3.3 Travel agents and car hire.....	55
5.3.4 Training institutions-language especially Language training.....	55
5.3.5 Curio shops and souvenirs activities.....	55
6.0 FUNDRAISING.....	56
7.0 BUDGET.....	58
Annex 1: Pictures showing different tourist attractions found in Njombe Region.....	69
REFERENCE:.....	73

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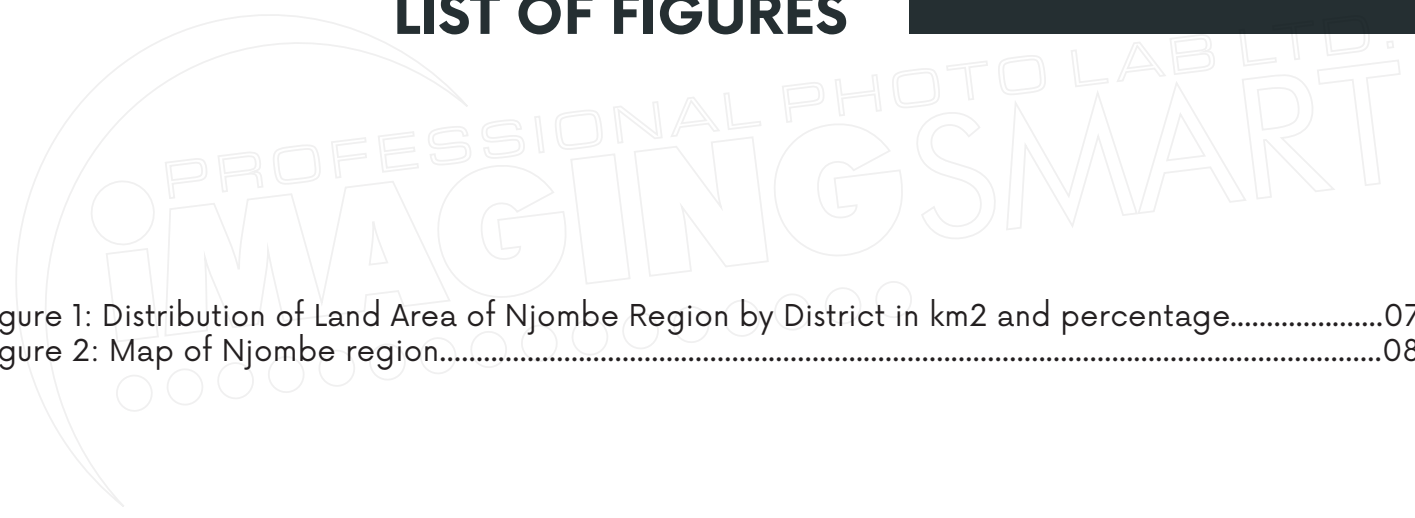
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LIST OF TABLES

Table 1: Distribution of Administrative Units by Councils 2016.....	06
Table 2: Surface area by District, Njombe Region.....	07
Table 3: Population Distribution by District, Njombe Region, 1988, 2002 and 2012 censuses.....	09
Table 4: SWOC Analysis Matrix.....	19
Table 5: Output, Target, Activity and Indicator.....	38
Table 6: Stakeholders Analysis.....	46
Table 7: Foreseen Challenges and Proposed Mitigation Measures.....	51
Table 8: The matrix for Fundraising in Njombe region.....	57

LIST OF FIGURES

Figure 1: Distribution of Land Area of Njombe Region by District in km2 and percentage.....07
Figure 2: Map of Njombe region.....08



LIST OF ABBREVIATIONS

BC	British Columbia
DC	District Council
DED	District Executive Director
DNR	District Natural Resource
NRTC	Njombe Regional Tourism Committee
NGO	Non-governmental organization
RAS	Regional Administrative Secretary
RC	Regional Commissioner
TAA	Tanzania Airport Authority
TANAPA	Tanzania National Parks
TAZARA	Tanzania Zambia Railway Authority
TFS	Tanzania Forest Service Agency
TTB	Tanzania Tourists Board
TTMP	Tanzania Tourism Master Plan
SPANEST	Strengthening Protected Areas Network in Southern Tanzania
SUV	Sport Utility Vehicle
WTO	World Tourism Organization

STATEMENT OF THE REGIONAL COMMISSIONER




I am pleased to present the first five years tourism strategic plan for the period starting from 2018-2022. The strategic plan presents the regional short and long-term directions in terms of strategies and activities and demonstrating how best the region can make use of existing potential opportunities. The plan sets goals, vision, mission and key objectives for the next five years. It is further outlining strategies and targets to achieve the objectives as well as key indicators as standard measures of performance.

The preparation of this plan has greatly benefited from the participation of different both private and public stakeholders through analyzing key and potential tourism resources available at the region and nearby popular amenities. Njombe region also puts this strategy in a line with National Tourism Policy of 1999, which seeks to promote the economy and livelihood of the people essentially contribution to poverty alleviation through encouraging the development of sustainable and quality tourism that is culturally acceptable, ecologically friendly, and economically viable. It also seeks to market Njombe region as endowed with abundant cultural and natural resources.

Njombe region puts more emphasis on the use of blessed natural resources like presence of LIGANGA and MCHUCHUMA (Iron and Coal Mineral resources) that brand Njombe as "IRON and COAL REGION" which are essential paramount in the eye of tourism development. In respect to tourism industry sustainability, also the region put a great concern on infrastructure development like improving and upgrading airports, roads and other facilities as well as diversifying tourism products to suit the need of domestic and international tourists.

On the account of the foresaid words, I am greatly indebted to the Regional Tourism Committee for their tireless efforts to prepare this Strategy. I would like to invite different stakeholders with interest to invest and develop tourism industry in the region. In the proper utilization of the resources mentioned the region welcomes people with interest in establishing accommodation facilities, tour operations, travel and tour agents, car hire, related tourism amenities like Communication system, and financial institutions.


 Hon. Christopher Ole Sendeka
 Regional Commissioner
 Njombe

ACKNOWLEDGEMENTS

Njombe Regional Tourism Committee would not have been standing strong without the generous efforts and leadership provided by the RC Hon. Christopher Ole Sendeka. The RC was always there giving social, moral and above all political support. With his directives, it was easy to work with District Councils who gave the committee full support. Along with the RC, the committee had maximum support from RAS's office and management that provided maximum support morally and technically.

We would like to thank the then Assistant Administrative Secretary, Mr. Ernest Mkongo who was the first Chairperson of RTC, and Mr. Lameck Noah who is the current chairperson of this committee. They all had been instrumental in the development of the Njombe Region Tourism Strategy. Special thanks to the vice chairperson of RTC Mr Gumbo Mvanda. He has been instrumental in the developing of the Strategic plan by contributing technically in the preparation of this strategy. Our gratitude should also go to Frank Msuya the secretary of the RTC who played a vital role in enabling the committee to accomplish this Work successfully. He personally devoted lots of his time and gave valuable ideas to ensure that the committee achieves its goals.

We would also like to give my sincere thanks to SPANEST for its technical and financial support that enabled preparation of this document. More appreciation goes to the SPANEST National Coordinator Mr Godwell Meng'ataki for his tireless support and facilitation, Mr Edmund Murashani for his supervision of this assignment and Naftal Mroki a SPANEST driver for logistic support.

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This strategy would not have been reality without the total commitment of subcommittee of NRTC which not only contributed to the development of the strategy but also worked tirelessly to make the preparation of this strategy a reality. The subcommittee members in the preparation of this work comprised of multidisciplinary expertise including Mr Lameck Noah, Gumbo Mvanda, Lusungu Mbede, Daudi Kumburu, Joshua Ivan Joel and Amiri W. Abdi.

I am indebted to express my sincere thanks and appreciation to RAS Mbeya for allowing Madam Judica H. Kibona to join the subcommittee in the preparation of this work, her contribution to the success of this work was paramount. It is my expectation that this strategy will play a pivotal role in promoting the tourism sector in our Region and thus make a positive contribution in the livelihood of the people.

Finally, I would like to thank Mr. Moses Njole of the College of African Wildlife Management, Mweka for his contribution in reviewing the draft strategic plan.

Mr Jackson L. Saitabau

Regional Administrative Secretary
Njombe region

EXECUTIVE SUMMARY

Njombe Region was officially launched on 1st March 2012 and announced in the Official Gazette No.9 under order No.72. In executing the power authenticated to the President by the Constitution of the United Republic of Tanzania Article 2(2), Njombe region was established following the President decision of dividing Iringa region into two regions of Njombe and Iringa. The splitting of Iringa region was done to improve administrative and development role of the government in responding to community needs.

The region is located in Southern Highlands Zone which comprises of Ruvuma, Iringa, Mbeya, Njombe, Songwe, Rukwa and Katavi Regions. It borders Iringa Region in the north, Morogoro Region in the east and Ruvuma region in the south. The Republic of Malawi via Lake Nyasa and part of Mbeya Region borders Njombe Region in the north-west, while in the west the borders are shared with Mbeya Region again. The region lies between latitude 08o 50' and 10o 30' south of the equator and between longitude 33o 45' and 35o 45' east of Greenwich.

Njombe Region is divided into four districts namely Njombe, Wanging'ombe, Makete and Ludewa. Also there are six Local Government Authorities namely Njombe and Makambako Town Councils, Njombe, Makete, Wanging'ombe and Ludewa District Councils. The region has 18 divisions, 107 Wards and 381 villages

Njombe Region has a great potential of becoming a major tourists destinations in the Southern Highlands of Tanzania Mainland. It has a number of features that are unknown and undeveloped. There are a number of natural, cultural and social tourist resources in the Region. A number of ideas were provided and discussed on the development of tourism in Njombe. Many of the past discussions didn't bear good fruits of pushing forward tourism agenda in Njombe, hence in 2013 the Njombe Regional Commissioner Capt (retr) Hon. Assery Msangi with the help and support from government of Tanzania and private sector implemented the establishment Regional Tourism Committee. The aim of Njombe Regional Tourism Committee was to (a) Plan and participate in Tourism promotion of Njombe and entire Southern highland regions (b) Organize tourism related activities and events at Regional and district level (c) Raise awareness on tourism silent issues in the region and raise funds (d) Advise the Regional Commissioner on Tourism related issues (e) Organize tourism stakeholders meetings and forums to deliberate and address tourism issues, challenges and way forward. (f) Provide a forum for tourism stakeholders to integrate their activities, build partnership and address common challenges and grievances (g) Plan and seek an approval of a Tourism Calendar for events planned on yearly basis.

Njombe Regional Tourism Committee prepared a plan that will help to develop the attractions and other components of tourism in the region. The Committee defined the goal of tourism in Njombe as "to expand tourism industry to become one of main contributors of economy of Njombe Region by developing good tourism products, excellent infrastructure and highly qualified human resources to manage the industry". Njombe Tourism Committee vision is: **"Njombe to be recognised as the preferred tourist and gateway destination in Tanzania"**

To ensure that the goal is reached, a number of steps have been taken. First and foremost, the Committee defined the type of tourism that will be capitalized in Njombe. Unlike the Northern Tanzania which is famous for its abundant in animal diversity, Southern Tanzania has not been blessed with such abundance; with a few exceptions in Ruaha National Park and Katavi National Park, for this reason, tourism in Njombe will be of more recreational, adventure and cultural based.

The councils are the main custodians of land, artefacts and systems within the regions, the Regional Tourism Committee works with all councils in Njombe Region to ensure that they are engaged and work toward developing a strong tourism sector. Councils were given a number of responsibilities including (i) Each Council employ tourism officer who will be responsible for coordinating all tourism activities in the council. (ii) Each district should establish tourism committee that will be responsible for supervising all tourism activities in the district. Each committee should have a proper work plan. (iii) Each district should come up with tourism development program. The program should have proper budget. (iv) Each district should establish tourist based organizations. E.g. organization of hotel owners, taxi drivers, tour guides etc. (v) Each council should have a proper list of tourist attraction and should be well documented. (vi) Each district should establish tourism circuits. There should be short circuits (like few hours) and long ones . (vii) Councils should design ways to make the attractions more viable, like good resting places, provision of good food, and proper cleanliness in the attractions etc. (viii) Councils should establish cultural tourism that will involve local food, local dances etc (ix) Councils should deal with problems of infrastructure to potential attractions. This includes the presence of good hotels and proper roads to these attractions

Regional tourism committees should come up with a budget to carry out the activities for the next five years. Most of the work and budget contribution will come from the Councils. The councils foresee that in the next 10 years, tourism in Njombe region will grow tremendously. This will result from the investment in tourism infrastructure that is currently underway.

The main challenges of Njombe Regional Tourism Committee and tourism development in general are fund raising and human resources. There is a shortage of both funds and source of funding for the various tourism developmental activities as well as human resource to design and carry out the necessary activities.

1.0 INTRODUCTION

1.1 Meaning of Tourism

Tourism is a collection of activities, services and industries that deliver a travel experience, including transportation, accommodations, eating and drinking establishments, retail shops, entertainment businesses, activity facilities and other hospitality services provided for individuals or groups traveling away from home.

In order to prevent the disaccords to define "Tourism", UNWTO defined it as indicated below; "Tourism comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes."

Tourism is currently one of the leading economic sectors in Tanzania and has unlimited potential to contribute even more to the development of the country. Blessed with unique natural and cultural attractions, Tanzania is well placed to become a leader of tourism in the region. To date, tourism industry has been relying primarily on wildlife resources as the major attraction, with up to 90 percent of all tourists taking part in wildlife safaris or hunting. Recently, the need to diversify away from wildlife tourism (as well as complement it) and develop other attractions has been recognized by both the public and private sectors. (Alcorn, J., A. Kajuni, and B. Winterbottom. 2002).

Njombe region is one of the areas that have vast, untapped potential to attract tourism investment. The opportunities and constraints to sustainable tourism development are the key focuses of this plan

1.2 Overview of tourism industry in Tanzania

Tanzania is ranked 9th in Africa in terms of international arrivals. This is remarkable given that tourism is a relatively new sector in the country. At independence, in 1961, tourist arrivals were 12,218, rising over the next decade to 200,000 in 1972. The period between 1973 and 1991 witnessed some fluctuations in tourist arrivals and hence unsteady growth in tourism revenues. Arrivals in 1992 reached about 200,000, the same level as 1972. (Masara, Y.B. 2000)

From 1995 to 1999, tourism arrivals and corresponding tourism receipts have increased with 5,150, 000 arrivals in 2000, is considered by WTO to be in the Middle East region, not Africa. Data on international tourist arrivals in Tanzania are estimates. The Ministry of Natural Resources and Tourism recognizes that tourism is a cross-cutting sector that contributes 17% of the national GDP. In 2013 the number of tourist were 1,095,885 and rose to 1,140,156 in 2014. (MNRT 2014)

Also the research done by MNRT in 2014 shows that there is a tremendous increase of income from tourism proportionally to increase in number of international tourists. Income generated from tourism was increased for 8.2 % and reach 2,006.3 millions US dollars in 2014 compared to 1,853.3 millions USD in 2013 (MNRT)

Although in previous years Tanzania had experienced international visitors who come primarily from the UK (11% of all visitors), USA (9%), Scandinavia (7%), and Germany (5%). Average length of stay in the country is estimated at 7 nights with the main purposes of visit are leisure (62%), business and conferences (27%) and others (11%). Current situation shows that the new market segment increasingly from East Asia, especially Japan and China. (URT 2014)

Tanzania also receives a large number of regional visitors, primarily from Kenya. An estimated 66 percent of all visitors come into Tanzania via Kenya. These tourists usually spend only 4 nights inside the country before returning to Kenya. The overwhelming majority of international tourists come to Tanzania for its impressive wildlife. Over 90% of visitors engage in holidays based on wildlife and nature, including photographic safaris, walking safaris, and hunting. Holidays based on marine or coastal resources are presently minimal, though a typical tourist itinerary normally includes a safari in the Northern Circuit followed by a few days of relaxation on the beach, primarily in Zanzibar. (Masara, Y.B. 2000)

However, while tourism brings a number of economic benefits, such as an increase in the sector's activities it may also have significant and adverse impacts on local residents and communities, as well as on the biophysical environment. For tourism to benefit Njombe region, Regional Tourism Committee views and plans a viable long-term managerial tool so as to create a strong industry to last in a sustainable manner

1.3 Tourism Components

According to Tanzania Tourism Master Plan (URT, 2002) all tourism activities are related to one or more of the following dimensions:

1.3.1 Attractions:

It is the attraction at a destination that stimulates an interest in visiting that Region or district or community at large, normally these attractions provide the elements that go to develop an image of the destination, the image that is used to attract the potential travelers are categorized as follows

1.3.1.1 Natural attractions:

This includes climate, national parks, game reserves, coastal areas, islands, amountains, lakes, waterfalls, etc. The assessment is that, by any standards, Tanzania exceptionally beautiful and interesting country. With its 16 national parks, 33 game reserves, 38 game controlled areas, a conservation area and marine park. Specifically in Njombe natural attractions may include water falls, game reserves, National Parks, mountain ranges and forest areas.

1.3.1.2 Cultural attractions:

It includes a way of life which is observed through a people's religion, history, government and traditions. In Tanzania there are number of cultural attractions like archaeological sites at Olduvai, historical sites at Bagamoyo, Kisiwani (Mafia) Kilwa, Rock Painting sites at Kondo and around Lake Victoria, arts and crafts. Njombe region is endowed with number of cultural attractions such as tradition, customs and rituals

1.3.1.3 Man-made Architecture, museums, handicrafts, etc.

Njombe people are warm open, friendly with a long tradition of generous hospitality and a wealth of folklore.

1.3.2 Accommodation

Njombe, like many Southern Tourism Circuit regions have no large scale tourist establishments. Nevertheless, towns of Njombe and Makambako have numerous low cost standard accommodation and catering facilities in which tasty dishes are served. One of the key components in developing tourism in Njombe region is through assessing the contribution of hotels and catering services as among the tourism components.

Accommodation may range from campgrounds, parks, motels and resorts. A food and beverage service is another part of the services that is not only providing basic sustenance for tourists but an important factor in the overall tourism experience. It should also be noted that the tourism trends in 21st century is characterized by budget type of tour that most of the tourists prefer camping type of accommodation which cut-down almost half of luxuries safaris.

1.3.3 Accessibility /Transportation

Access to tourism attractions is extremely important. Access can be by air, land or sea, but need to be safe, a good value for money, and reliable. Improving access to tourism sites in Njombe region allows more visitors to come, and also allows those visitors to go to more places. Among the common access to Njombe include roads, depending from which part of the country the guests are coming from , the railway from Dar es salaam to Zambia (TAZARA) also gives the alternative means for tourists to reach Njombe from Makambako. Improving Njombe Airport is greatly important to diversify the means of accessing Njombe region.

1.3.4 Amenities

Visiting a certain destination could not only be memorized by type of attractions but also other supporting services. They are represented by small retail businesses providing souvenirs and personal services. Shopping is an integral part of the travel experience. Tourists seek unique and novel items which represent the area and cultures they visit. Other essential amenities and infrastructure may include water and sewerage systems, communication networks, medical facilities, electricity, police and fire protection

1.3.5 Activities

Tourists need time and money to perform and enjoy from different activities. This is the critical component to tourism industry as it is important especially to the local residences and nation at large. Through visiting attractions, tourists may perform different activities like walking safaris, biking tour, city/town tour, agro-tour and even more adventurous activities like diving. Tourism activities require more than a range of natural and cultural attractions, welcoming people, a sound infrastructure along with a developed superstructure of facilities and amenities in a place. In fact tourism is a highly diverse industry that requires many different components to be in place before there is a complete product to offer in the marketplace.

The deficiency in any of the tourist components will undermine the capacity of the destination to meet the expectations of tourists.

1.4. Assessment of tourism Sectors

There are different ways to measure the size of the tourism industry, as tourism does not conform to the usual ways that industries are defined, such as manufacturing, forestry and other industries. Tourism constitutes a wide variety of sectors that provide diverse products and services to visitors. However, these businesses also provide products and services to local residents.

The tourism and hospitality industry in British Columbia (BC) employs 274,000 people on a full year equivalent basis, in diverse sectors such as transportation, travel services, recreation and entertainment, accommodation and food and beverage services. The industry represents approximately 12% of the total BC workforce. Of these 274,000 workers, approximately half (127,000) are employed directly as the result of the \$13.5 billion in tourist spending in the province each year. (Watt, L. 1994).

When describing the "tourism industry," all 274,000 workers are included because this is the number of people who need to be recruited and trained to support the businesses that serve both tourists and local residents. Economic reports may focus more on the 127,000 jobs created by direct tourism spending for different purposes. (Angela M.C et al, 2001)

The research conducted by Bashagi, and Muchapondwa, (2009) on assessment of the actions that could boost international tourism demand for Tanzania revealed that, tourist preference also has a significant impact on international tourism demand for Tanzania. The result implies a small proportion of tourists either return to the country or recommend the country to others. Since 81 percent of international arrivals to Tanzania are motivated by leisure, there is a need to improve tourism hospitality (customer service) to enhance tourist preference for the Tanzanian tourism experience. Some of the activities which could be undertaken in this regard would be training of staff in the tourism industry, the improvement of tourism infrastructure such as roads and hotels, and aggressive marketing of Tanzanian tourism products to the world.

Research conducted by Watt, L. (1994). concluded that, 'like many developing countries, infrastructure in Tanzania is fragmented and is in urgent need of rehabilitation if the country's development plans are to be achieved.

Private investment (both foreign and domestic) in tourism is directly related to the availability of adequate infrastructure (roads, water supply, telecommunications and power supply) and the involvement of the Government of Tanzania in the provision of essential public infrastructure is crucial for the expansion of the tourism industry. (Williams S., (1998:14). Therefore, it is true to say that, the provision of the basic public infrastructure not only increases the flow of visitors to the various sites, but also lowers the operational costs of the hoteliers which will ultimately further enhance the attractiveness of the sites as tourist destinations.

The researcher observed that, although tourism in Tanzania is mainly concentrated in the Northern Circuit, but also most of literatures concentrated much on one or two type of tourism infrastructure like road, accommodation, or communication and no one had said about the general role of infrastructures facilities like road/air transport, accommodation, communication as well as utility; such as water and power/electricity in tourism industry. The investigation of this study is supported by Tanzania tourism sector survey (2009).

In addition, the results of a public-private sector consensus building workshop held in Dar es salaam (2001) on the key challenges and opportunities regarding tourism revealed that, tourism infrastructure was described as embracing such things as roads, airports, railways, parking areas, water supply and power services. It was emphasized that the way people get to Tanzania and the basic utilities available to them on arrival and during their stay could significantly affect Tanzania's ability to attract tourists. The workshop ended by reaching consensus that, tourism services should include accommodation facilities, camping facilities, restaurants, fuel stations, banking facilities, and other retail businesses and services in Tanzania that take care of tourist needs.

2.0 SITUATION ANALYSIS

2.1 Regional Profile

2.1.1 Geographical location

The region is located in Southern Highlands Zone which comprises of Ruvuma, Iringa, Mbeya, Njombe and part of Morogoro Regions. It borders Iringa Region in the north, Morogoro Region in the east and Ruvuma region in the south. The Republic of Malawi via Lake Nyasa (one of the largest lakes in the world) and part of Mbeya Region borders Njombe Region in the north-west, while in the west the borders are shared with Mbeya Region again. The region lies between latitude 08o 50' and 10o 30' south of the equator and between longitude 33o 45' and 35o 45' east of Greenwich.

2.1.2 Administrative setup

Njombe Region is divided into four districts namely Njombe, Wanging'ombe, Makete and Ludewa. Also there are six local Government Authorities namely Njombe and Makambako Town Councils, Njombe, Makete, Wanging'ombe and Ludewa District Councils. The region has 18 divisions, 107 Wards and 381 villages.

Table 1: Distribution of Administrative Units by Councils 2016

District	Division	Wards	Villages	Streets
Njombe TC	2	13	44	28
Wanging'ombe DC	3	21	108	
Makete DC	6	23	93	
Njombe DC	1	12	45	
Ludewa DC	5	26	77	
Makambako TC	1	12	14	54
Total	18	107	381	82

Source:Regional Commissioner's office, Njombe 2016.

2.1.3 Distribution of Land Area by District

Njombe Region has a total surface area of 24,994 km², out of which 21,172 km² (85%) and 3,822 km² (15%) are covered by land and water respectively. Ludewa District has a largest surface area (34%), followed by Njombe District (29%), Makete District (23%) and Wanging'ombe District (14%) .

Table 2: Surface area by District, Njombe Region

Districts	Land area in km ²	Water Area km ²	Total surface Area in km ²	% over Total Surface Area
Makete	4,850	950	5,800	23
Njombe	6,780	447	7,227	29
Ludewa	6,325	2,072	8,397	34
Wanging'ombe	3,217	353	3,570	14
Total	21,172	3,822	24,994	100

Source: Regional and District Reports 2016

Note that Njombe District includes Njombe and Makambako Town Councils

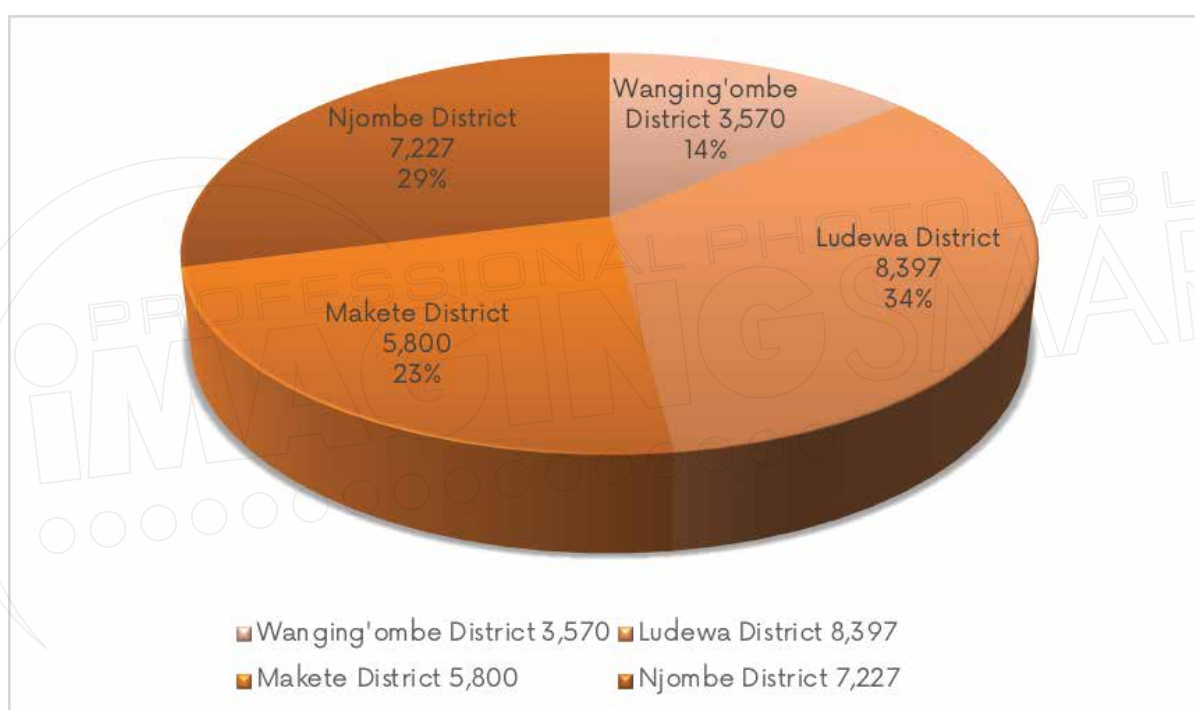


Figure 1: Distribution of Land Area of Njombe Region by District in km² and percentage

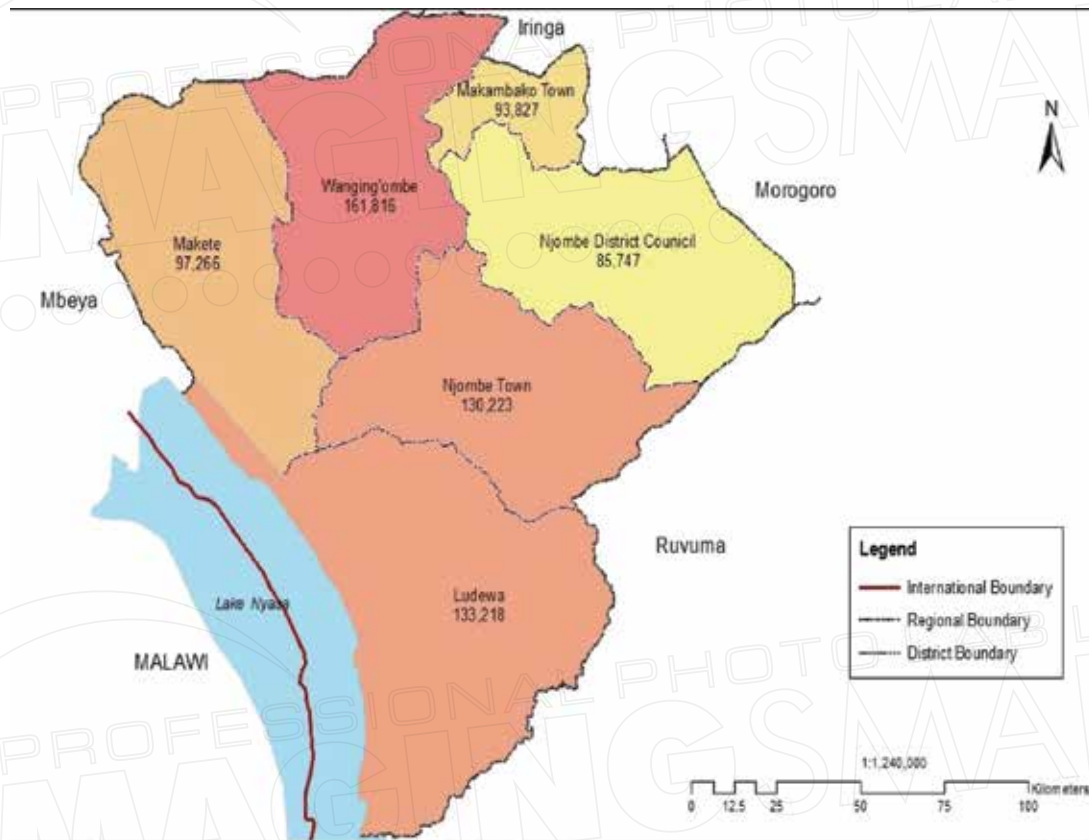


Figure 2: Map of Njombe region

2.1.4 Climate

The region's climate is influenced by a number of factors which have led into formation of three climatic zones namely, the Highlands Zone, the Midlands Zone and the Lowlands zone. The Highlands Zone lies between an altitudes of 1,600 – 2,800 meters above sea level. This area includes Wanging'ombe district, the central part of Njombe district, Ludewa and Makete districts. Temperatures are normally below 15o C with rainfall ranging between 1,000 to 1,600 mm per annum, falling in a single season from November to May, the dry and cold season occurs after the rain season, and it lasts from June to October. The Midlands Zone lies at an altitude of 1,200 to 1,600 above sea level. This zone constitutes parts of Wanging'ombe and Njombe Districts, Ludewa and Makete districts. Temperatures range from 15o C to 20o C with average rainfall of between 600 and 1,000 mm per annum. The Lowlands Zone has an altitude of 900 meters to 1,200 meters above sea level with occasional mild droughts in 4 out of 5 years, temperatures lies between 15oC and 20oC. This area includes Wanging'ombe district and Mfumbi ward in Makete district.

Njombe Region has red and yellow, well drained and highly weathered and rich clay soils in high altitude areas. The Midland areas are occupied by intermediate clay soil which is moderately drained. The region is generally dominated by Kipengere and Livingstone mountain ranges. In terms of drainage, most of the southern part of the region drains into Lake Nyasa, and which through the Shire and Zambezi rivers also drain into the Indian Ocean.

2.1.5 Population Characteristics

According to the population and housing census of 2012, the total population of Njombe region is 702,097 with the growth rate of 0.8 % per annum, based on the growth rate the region is projected to have 726,779 people by 2016. The council population increase rates data for 2002 and 2012 show a different picture whereby Njombe DC and Makete DC had negative increases.

Table 3: Population Distribution by District, Njombe Region, 1988, 2002 and 2012 censuses

District	1988	2002	2012
Njombe TC	79,789	113,969	130,223
Wanging'ombe DC	127,125	133,351	161,816
Makete DC	102,614	106,061	97,266
Njombe DC	70,210	89,433	85,474
Ludewa DC	100,216	128,520	133,218
Makambako TC	36,867	65,008	93,827
Total	516,821	636,342	702,097

Source; Compiled from 1988, 2002 and 2012 censuses

Table 3 presents population size of the districts in Njombe region. At 23 percent of the total regional population, Wanging'ombe district appears to have a larger population size in the region followed by Ludewa district with 19 percent of the total regional population size. Njombe Urban ranks third with only 18.5 percent of the total regional population, followed by Makete District with 13.9 percent.

2.1.6 The Regional Economy

Agriculture has continued to dominate the livelihood and economic activities of the people in Njombe Region, and weather condition continues to be the major determinant of agricultural

performance in the region. About 90% of the population in the region earns their living from agriculture production. Apart from agriculture, tree planting activities is taking place almost in all districts of Njombe region and play a significant contribution of the regional economy.

Njombe Region has many tourist attractions ranging from the ecological, landscape, to cultural ones. In Makete District, the establishment of Kitulo National Park and Mpanga/Kipengere Game Reserve that are famous for their unique birds and flowers are among the attractions. All the districts in the region also have attractions for tourists such as Kimani waterfalls and Lake Nyasa beaches, which can enable it to increase its income and that of its people.

Other attractions are found along Kipengere and Livingstone Mountain ranges (wildlife, natural vegetation and landscape views). There is a potential to include as part of the hospitality industry, cultural packages and historical objects such as the old German Bomas (Milo and Manda) in Ludewa District; traditional tribal headquarters and ritual sites for instance Nyumbanitu in Njombe District and the suspended pot in Makete; old missionary churches especially those build by Germans, for example Luilo, Madunda, Milo and Lugarawa in Ludewa District and Yakobi in Njombe District.

The region has nevertheless a poorly developed tourism infrastructure. The regional authority needs to pay attention and utilize the opportunities to promote investment, and attract both the tourists as well as investors.

Developed infrastructure and facilities are essential for Njombe Region given its geographical location and readiness of the regional economy. This is particularly important for economic sectors such as tourism, agriculture, mining as well as rural development. Poor quality or inadequate infrastructure have in the past impacted negatively on the competitiveness of the regional tourism sector by increasing internal transport costs and accessibility to tourism attractions/sites. The region has lost human resources and potential investors (mainly from business community) due to the poorly developed infrastructure and facilities in the region. Existence of adequate and cost-effective infrastructure will clearly, therefore, underpin the development of economic activities including Tourism Sector.

2.1.7 Population and the Ethnicity

2.1.7.1 Population and Population Growth

The first national population census in 1967 estimated the population of Njombe Region at 318,811 inhabitants. The second census in 1978 estimated a regional population to be 403,601 people, while the third census in 1988 estimated the region's population to be 516,821 inhabitants. By 2002 the population of Njombe Region had reached 653,045 inhabitants. Results from the latest 2012 population census shows that the regional population is about 702,097 inhabitants. The rate of population growth in Njombe Region has been on the decrease since 1988 as the population grew at an annual average of 2.8% between 1978 and 1988; 1.9% between 1988 and 2002, and thereafter making a drastic decline to less than 1% per annum between 2002 and 2012. The reduction of annual population growth rate is probably due to a combination of the high prevalence of HIV/AIDS as well as emigration to the neighbouring regions of Morogoro (sugarcane and paddy farming) and Mbeya (paddy farming), Dar es Salaam for commercial business activities (Kariakoo Market).

2.1.7.2 . Ethnic Groups

The Bena, Kinga and Pangwa are the main ethnic groups in Njombe Region. There is also a diversity of small ethnic groups such as the Hehe, Manda, Kisi, Wanji, Nyakyusa and Ngoni. The Bena are dominant in Njombe District, while the Kinga are in Makete. Ludewa District is mainly shared by the Pangwa, Manda and Kisi ethnic groups. The inhabitants are predominantly agriculturalists and livestock keepers (agro-pastoralists). The region has an estimated population of 726,779 people by 2016 of whom 53.1 percent are female.

2.2 Njombe Region Tourism Committee

Njombe Regional Tourism Committee was established in May 2013. Its main activity is to coordinate tourism activities in the region linking all district councils.

Goal: Expand tourism industry to become one of main contributors of economy of Njombe Region by developing good tourism products, excellent infrastructure and highly qualified human resources to manage the industry

Njombe Region has huge potential of expanding earnings from tourism. It has a long list of attractions. Some of these include; mountain and mountain ranges, lakes, caves, rivers, national parks, game reserves, waterfalls and valleys. Njombe is among the regions in Tanzania with enough cultural diversity which can contribute to the development of strong diversified tourism. The Regional Tourism Committee envisage putting all these potentials in action to ensure that communities from village level get some earning from tourism industry.

Vision: Njombe becoming the preferred tourist and gateway destination in Southern Highland of Tanzania

Through diversifying our tourist's products and targeting neighbouring regions and countries like Malawi, Zambia and Congo DRC, the Regional Tourism Committee is building up awareness and products that will attract these neighbours to experience different tourism excitement. So far, they have already started to consider Njombe as a good recreational site. The committee also plans to capture larger portion of international tourists through developing a strong cultural and leisure tourism. The vision is to turn Njombe into an enjoyable place even to tourists that visit other parts of East Africa.

Mission: To increase the economic benefit that flow from tourism in Njombe region by identifying and develop local competence and resource management skills in tourists' products and facilities

The first task of Regional Tourism Committee is to organize stakeholders in order to develop the various sites, culture and potential products that will be favored by tourists.

2.3 Responsibilities of Regional Tourism Committee

Njombe Region Tourism Committee is the leading stakeholder in the development of tourism activities in the region. The committee has a number of roles in development of tourism, including:-

- * Plan and participate in Tourism promotion of Njombe and entire Southern high land regions
- * Provide a forum for tourism stakeholders to integrate their activities, build partnership and address common challenges and grievances
- * Organize tourism related activities and events at Regional and district level
- * Raise awareness on tourism silent issues in the region and raise funds
- * Advise the Regional Commissioner on Tourism related issues
- * Organize tourism stakeholders meetings and forums to deliberate and address tourism issues, challenges and way forward.
- * Plan and seek an approval of a Tourism Calendar for events planned on yearly basis.
- * Any other Business assigned by the Regional Commissioner's Office.

It is expected that the committee will plan different events and activities that will enable it to raise its own funds to self-sustain.

The Committee chairperson will directly report and provide update of the committee activities to the Regional Commissioner and will also be invited to participate in other important regional forums such as RCC, Road Board, and Regional Business Council etc.

2.4 Strategies in dealing with various challenges in Njombe

Regional Tourism Committee will ensure the establishment of different levels of Tourist Information Centers by June 2020. . The committee will have the following strategies in dealing with various challenges:-

- * Develop internal tourism by providing Njombe people with proper information through leaflets, advertisements so that people in Njombe town will visit attractions.
- * Stakeholders will be introduced to the idea of domestic tourism. They will be asked to lead small teams of people from Njombe town and other parts of the region
- * The committee will work with park and game reserve authorities to make sure that they advertise their areas to people and deal with all the hatreds between parks and communities around them
- * Develop regional networks between public agencies, organizations and individuals for training intensive personal tourist guiding, serving of local foods outside urban areas, securing service quality and supply.

2.5 Committees' leadership of Regional Tourism Committee

Chairman - The committee will always have a chairman from the office of RAS

Vice chairman - Vice Chairman will come from private sector

Secretary - They can either be from government or private sector

Assistant Secretary - Will always be from private sector or government

Regional Tourism Coordinator - This will always come from office of RAS

2.6 Council's Responsibilities in developing tourism in Njombe region

- * Each council should employ tourism officer who will be responsible in coordinating all tourism activities in the council
- * Each district should appoint a tourism committee that will be responsible for coordinating all tourism activities in the district. Each committee should have proper work plan.
- * Each council should come up with tourism development program. The program should have proper budget.
- * Each council should establish and network tourist based organizations. e.g. organization of hotel owners, taxi drivers, tour guides etc.

- * Each council should have a proper list of tourist attractions. These should be well documented. The region should be notified of all the attractions.
- * Each council should establish tourism routes. There should be short routes (like few hours) and long ones.
- * Councils should design ways to make the attractions more viable, like good resting places, provision of good food, and proper cleanliness in the attractions etc.
- * Councils should establish cultural tourism that will involve local food, local dances etc.
- * Councils should deal with problems of infrastructure to potential attractions. This includes the presence of good hotels and proper roads to these attractions
- * Each council should organize visit by local schools ,colleges and workers to tourism attractions in its area and region as well

2.7 Tourists attractions in Njombe

Njombe Region has a number of tourists' attractions and products. The development of these products and attractions will not just simply happen, it has to be stimulated, directed and the activities of the various tourism enterprises coordinated. This means that, having appropriate institutional framework, legislation and organizational structures in place; having an attractive climate for enterprise development and investment; having a skilled labor force capable of meeting international service standards; having a destination campaign to create strong market awareness; having knowledge and understanding of the market dynamics. This is a necessary step as Council/Town Directors and District Commissioners will be required to come up with plans and funding to develop these attractions. Below are the attractions in each of the District Councils in Njombe Region:-

2.7 .1 Tourism Attractions in Njombe Town Council

- * Ruhudji water falls
- * Hagafilo river
- * Yakobi historical church
- * Natural forests- Nundu, Makowo, Njilikwa
- * Utengule historical monument- remarkable place of war between Bena and German
- * Town tour
- * Ihalula historical cave
- * Traditional practices – dances, food etc.

2.7.2 Tourism attractions in Njombe District Council

- Lupembe old Lutheran church
- Finga historical cave
- Ninga water falls
- Mwandulami traditional dispensary
- Makwengwe water falls
- Madeke organic farming
- Nyalumuli water falls
- Lyamgendela historical cave
- Iditima natural forest
- Traditional practices – dances food etc.

2.7.3 Tourism attractions in Makete District Council

- Bulongwa historical building
- Natural forest –Maguli, Madihani, Ndukunduku,
- Rungwecubus Kipunji monkey
- Madihani water falls
- Makete- Matema beach
- Luvanyina water falls
- Basketary activities in Matamba, and Ng'onde
- Makangalawe German tower
- Kimani water falls
- Traditional practices – dances food etc.
- Kitulo national park
- Mpanga Kipengere Game Reserve

2.7.4 Tourism attractions in Wanging'ombe District Council

- Nyumbanitu traditional forest and caves
- Rock resembling Africa map

- Mpanga-Kipengere game reserve
- Fulanyingi mountain peak
- Mdandu historical center
- Kidugala Lutheran missionary center
- Lihogosa wetland
- Mayiviyivi historical cave and forest
- Traditional practices – dances

2.6.5 Tourism attraction in Makambako Town Council

- Utengule historical forest and caves
- Kilimahewa natural forest
- Ukena traditional forest
- TAZARA station
- Traditional practices – dances food etc.

2.7.6 Tourism attractions in Ludewa District Council

- Lake Nyasa beaches
- Livingstone mountain ranges
- Mount livingstone peak (madunda)
- Traditional fishing
- Wildlife in Madilu, Amani, Ibuni
- Natural forest (Mdandu and milo)
- Mchuchuma coal resources
- Ketewaka and Lupali water falls
- Liganga iron resources
- Pottery activities in Makonde and Lumbila
- Traditional caves in Kilondo
- Snake lake in Lupanga
- Ornamental fish
- Traditional practices – dances (Mganda, Ngwaya, Matuli, Maharamisi, Kihoda), basketry activities in Manda

2.8 Status and Level of development of the attractions

Attractions in Njombe Region are characterized by low to no development. They face poor infrastructural development, coordination, and organisation. Apart from national park and few historical places, all other areas have not been gazetted, hence their status can be explained in terms of:

2.8.1 The attractions lack management and sustainable conservation plans, lack sign boards and direction boards.

2.8.2 Most of them have not been mapped in which case, they are both, not known by tourists and cannot be accessed easily due to poor infrastructure

2.8.4 The sustainability of these attractions are also endangered if no measures could be taken because they are slowly being destroyed either by communities around them; natural calamity, and sometimes they are destroyed by different government authorities (modernization).

2.8.5 Njombe region lacks museums. It is disgrace for an area with culture and cultural diversity like Njombe not to have museums. Regional Tourism Committee has planned to establish a number of museums in Njombe town as well as in all districts around Njombe.

2.9 SWOC Analysis

Table 4: SWOC Analysis Matrix

	Helpful To achieving the objective	Harmful to achieving the objective
	<i>Strength</i>	<i>Weakness</i>
Internal origin Attributes of the organizational	<ul style="list-style-type: none"> • Unspoiled environment and beautiful scenery • Presence of people who are ready to move forward • Local investors with enough capital to make change • Good accessibility to the region from different corners • Safe destinations • Willingness of the Regional leaders and other stakeholders • Authenticity and the 'unique African experience' • Rich in cultural diversity that can contribute to strong and diversified cultural tourism 	<ul style="list-style-type: none"> • Inadequate of skilled and qualified tourism personnel in Tourism Development • Poor service standards especially in accommodation sector • Poor infrastructure – especially roads to most of attractions • Lack of experienced tour operators in the region • Inadequate formal tourist information centers • Inaccessible tourism informations • Unreliable airports

External origin Attributes of the environment	<ul style="list-style-type: none"> • Presence of educational institutions that could help to improve human resource necessary for tourism industry • Abundance of attractions that could be developed to tourism product • Presence of different amenities like banks, internet cafes, restaurant and supermarket • Friendly terrain where transport infrastructure could be developed • Reliable electricity and abundance of water • Political stability and peace • Presence of health facilities 	<ul style="list-style-type: none"> • Increased Global and Regional Competition • Anti-Tourism attitude in some areas • Crime and Drug Use • Occurrence of natural hazards like floods • Inadequate budget and financing • Unreliable Air transportation • Unfriendly weather conditions in some areas e.g. fog which hinders air transportation
	<i>Opportunities</i>	<i>Challenges</i>

2.10 Infrastructure challenges

2.10.1 Accessibility/transportation

2.10.1.1 Poor road and road networks

Most attractions in Njombe Region are not reachable throughout the year. Despite the fact that few can easily be reached but the roads are not all weather. Njombe being a mountainous area worsen the situation.

2.10.1.2 Air transport

Currently Njombe Airport has been upgraded to allow big charter planes to land, runway are not well developed and not fenced. Ilembula and Sagalu airstrips are not well maintained to allow air

transportation despite of having a good weather condition to be used all the year round. Ilembula can be upgraded to airport so as to allow airlift and big charter planes to land throughout the year and make easy accessibility of tourists to reach Mpanga-Kipengere game reserve, Kitulo National Park and other southern circuit attractions.

2.10.1.3 Water transport

Part of Njombe region is bordered by water bodies which could allow water transportation. Lake Nyasa transportation and ports are not well developed and reliable to support tourism activities along the lake shore. Different tourist activities like boat safaris and sport fishing cannot be performed throughout. Lake Nyasa seems to have heavy tides in some periods of the year and being the roughest lake in Africa could hinder some of tourism activities despite the fact that the lake having ornamental fish.

2.10.1.4 Railway transport

The presence of TAZARA railway station in Makambako is also a means to access Njombe. The station is not well furnished with essential facilities and amenities to save for both domestic and international tourists. It also lacks information center as a point to help other transport agents so as to support tourists in accessing tourism destinations in Njombe

2.10.1.5 Other transport services

Lack of decent town shuttle

There are no shuttle buses in Njombe town. The only public mass transport mechanism in town is daladala that are not well regulated. The decent shuttle routes are found in Makambako and Njombe town trunk roads.

Lack of proper regulation enforcement in public transport

Daladalas and mini-buses that go outside town are not well regulated. They usually take more people than their actual capacity. They also lack timetable, where customers can wait for long time in bus stops.

Lack of proper safety measures

All town buses (daladalas) do not have safety belts. As for motorcycles (bodaboda) that operates in town, they don't have helmets for customers and very few that have helmets are very unhygienic where by customers exchange the helmets without any protective shield, whereby they could easily transmit fungus, bacteria, lice and other pests.

Lack of waste disposal mechanism

Many Daladalas do not have bins for waste disposal.

Lack of organised taxi

Taxi in town are not well organised. Parking centers are not labelled. Vehicles themselves are not labelled in which case, anyone can use his personal car as taxi. Drivers' customer care is very low.

2.10.2 Accommodation (hotels)

Njombe is characterized by few hotels and to date all of them have not being ranked, for which case even the few good hotels in Njombe are not known. In practice, these hotels cannot be well advertised because of having no rank that makes it very difficult for tourists to access them.

Hotel owners complain on the way it's difficult to access loans, high interest rates and also complications of getting various licenses from the government. Most of the hotels have good structural development but poor in services like interpersonal skills and customer care.

2.10.3 Amenities

Constant electricity flow is one of the biggest challenges to small scale investors in tourism sector. Most owners don't have alternaive power back up the unstable electricity. This disturbs visitors as well as owners who lose valuable goods in refregerators when power fails.

There is also shortage of safe and clean water. Sometimes unsafe water is packed and sold as if it is clean, this is a big problem especialy in urban areas. Other services like bank service, internet cafe, credit cards machines and ATM which can be used for transactions are mainly found in big towns and very few in rural areas where most attractions are found.

2.10.4 Attractions

Most of the attractions are not well accessible due to poor road network. The remoteness of the area where most of the attractions are found is also another impediment in the development of tourism in the region. Njombe tourist attractions are cultural based that need a competent person to describe and document proper and relevant informations.

3.0 TYPES OF TOURISM FOUND IN NJOMBE REGION

It is important for Njombe to select its type of tourism properly to have a big share of tourists that come to Tanzania as well as satisfying local tourists. Njombe has not been blessed by with big game animals mainly small ones as compared to Northern Tanzania. For that case, game viewing tourism will not work well. However, Njombe has a number of advantages that can help to create a strong and competitive tourism to attract a big share of both local and international tourists. The most suitable tourism activities in Njombe as follows

3.1. Cultural tourism.

We have unbeatable culture set ups that can help us lead cultural tourism sector in Tanzania. Sometimes the interest of a tourist to visit a particular place is to know its history and culture, this type of tourism is known as cultural tourism. Tourists may visit different landmarks of a particular country or they may simply opt to focus on just one area. They may also attend festivals and ceremonies in order to gain a better understanding of the people, their beliefs and practices.

Njombe is rich in culture coming from different tribes around. The most dominant tribes include, Kinga, Bena, Wanji, Pangwa, Manda, Kisi and Hehe. These tribes have slightly different culture and history which will be capitalized in the development of Tourism in Njombe. Education is the key in raising awareness to communities to ensure they understand the potentials they have in employing themselves in tourism industry and get the support they need in ensuring that projects they have in mind are implemented to boost the industry. Presence of worship forests like Nyumbanitu, Iditima, Sakaranyumo together with traditional dances and tribes dancing competition give the huge cultural experience to tourists.

3.2. Recreation tourism.

This is when people go to a place that is very different from their regular day-to-day life to relax and have fun. Beaches, theme parks and camp grounds are often the most common places opted by recreational tourists.

Njombe has potential to attract tourists from neighboring countries like Congo, Zambia and Malawi to come and spend their weekends. This can be achieved by developing good recreation centers to suit both domestic and international tourists.

Njombe has potential of getting a share of international tourists that needs recreation. These could be tourists who come directly to Njombe from abroad, or tourists that visits Northern Tanzania for game viewing and wants some change. Since our situation is very different and we have a lot of beautiful landscapes that are quiet and enjoyable like lake shores and beaches that can work well for recreational tourists.

3.3. Nature based tourism/Eco-tourism

For tourists who want to see wildlife or bask in the joy of just being in the midst of nature, nature tourism is the answer. Ecotourism and nature treks are all part of this kind of tourism. Bird watching, for example, is one of the activities that nature tourists are interested. This kind of tourism is environmentally friendly, has low social-cultural impacts, satisfying customers' needs and gives back prospects to the local communities .

Njombe has a potential of improving nature tourism if all are and planned well. This will come and capitalize on what we have. The presence of beautiful forests like Iditima, Itoni, Makowo, Madilu, Mdandu, Madihani, Ipuji, Ibumi, Milo, Mountain Livingstone ranges and other forests which are rich in biodiversity could be of great potential to attract tourist. Also in Kitulo National Park bird watching activity can be performed in some periods of the year.

3.4. Pleasure tourism

Many people today are stressed out, thus they need to go on trips that refresh their souls and spirits, and this is called pleasure tourism. It includes yoga, workshops, holiday vacations, visiting friends and relatives as well attending to different sports recreations. Travelers here target places which are known for a particular sporting facility. Njombe Region has a great potential of capitalizing in Pleasure tourism since it has people who can take good care of pleasure tourists. In additional to this, the region has potentials for different sporting events that can be shared and attract tourists especially from neighboring countries.

3.5. Religious tourism / Holistic tourism

It is another type of tourism where people go to religious locations to follow the footsteps of their founder or to attend a religious ceremony. Catholics, for example, go on pilgrimages in the Holy Land to experience the paths where Jesus walked.

Njombe is full of churches of different denominations. The mosaic of these churches especially areas where they are situated in villages which may attract tourists' attention. In addition to these, there are old churches with more than one hundred years. For example, the Lupembe old Lutheran church, Makonde and Yakobi church buildings.

3.6. Medical or health tourism

This is a relatively new type of tourist activity where the main focus of the travel is improving one's health, physical appearance or fitness. For instance, certain countries promote the expertise of their doctors and surgeons in the field of cosmetic surgery and invite foreigners to have their facelift, nose lift and other forms of cosmetic procedures to be done there.

Medical tourism also incorporates aspects of recreation tourism where the patient goes to a relaxing getaway to recover from the procedure. In Njombe region there a number of big hospitals like Ilembula, Ikonda and the regional hospital which will attract many people to come for medical treatment. The presence of Mwandulami traditional dispensary is also another segment in medical or health tourism in Njombe region.

3.7. Adventure tourism

It is another type of tourism that is catered for those who want to do more than just visit regular tourist sites. These kinds of trips involve challenging activities like rock climbing and mountain climbing, walking at the edge of the mountain range peaks in Udukya mountain in Makete, Fulanyingi mountain, Ihobwela and Ukenju, and walking around Lake Nyasa shores. The region may also capitalize in walking at iron Deposit Mountain in Liganga. It should be noted that there are no strict explanations when tourists go on their trips. These kinds of tourism often overlap so it's not unusual for travelers to experience more than one type of tourism in one vacation.

3.8. Sports tourism

Njombe region has a potential in establishing various sporting events that will attract tourists in Njombe Region. Sporting activities may include basketball, golf, marathon and football which can be capitalised in promoting local and international tourist in the region. Different sports competitions can also be developed to attract potential visitors.

3.9 Agro-tourism

Agriculture is a leading economic activity in Njombe where different crops are cultivated. For example tea farming, pineapple, avocado farms and variety of round potatoes are potentials for agro based tourism in Njombe. The distribution of agricultural activities in the region allows local people to organise safaris with tourists to learn and experience the real nature of African life through farming.

4.0 KEY OBJECTIVES

4.1 Creating favourable environment for tourism

To enable favourable environment for tourism development following aspects need to be considered

4.1.1 Policy framework to support investors and the industry

The Government should address several policy related issues that are affecting the industry such as:

- The restoration of a simple tax regime – that include giving grace period to beginners in tourism business (both local and foreign)
- Simplification of licensing procedures and make chair it to all potential local investors
- Reduction of the high electricity tariffs
- Unification of the regulatory environment and creating a single authority for tourism promotion and this should be known to all potential local investors
- Creating opportunities to promote shopping of internationally reputable branded products and entertainment,
- Simplification of the investment approval process by setting up of a "One Stop center " for tourism related investments
- Reforming the process of acquiring land for tourism development projects
- Attracting internationally reputable tourist hotels to invest in Njombe
- Environmentally friendly, clean-city concept for urban development.

Some of the issues have already been addressed but they are not known, therefore the region has a crucial role in raise awareness to local investors to enable them utilize the available conducive tourism environment created

4.1.2 Improving regulatory framework

To compete in the international arena, the service standards must match the global expectations. At the same time it is important to preserve the environment and wildlife and promote clean cities and townships. It must also be ensured that the maximum benefit of tourism is passed on to the community and economic growth is supported through domestic value creation. In view of these requirements, the existing regulations/guidelines have to be revisited and modified. Several

new regulations/guidelines have to be introduced. Tourism products for which regulations/guidelines have to be revised, taking into account the international best practices are as given below:-

- o Adventure Sports Centers
- o Apartment Hotels
- o Camping Sites
- o Guest Houses
- o Home Stay Units
- o Boutique Hotels & Villas
- o Professional Events Organizer
- o Restaurants
- o Safari Tours by Vehicles
- o Flower Gardens
- o Tourist Bungalows
- o Tourist Hotels
- o Tourist Shops
- o Travel Agencies

4.1.3 Development of tourism guidelines

For proper maintenance and consistence of tourism products provided, guidelines must be developed. The guidelines will ensure that all key players in the sector are up to the standard. Guidelines could easily be developed with close collaboration with strong tourism module. In the case of Njombe Region, the closest university with strong tourism module is Iringa University and or Open University of Tanzania. The university can be assigned to develop guidelines of tourism that will be specific to Njombe Region.

4.2 Product development and support SME's sector at each district

4.2.1 Tourism products development at each district

Njombe Region Tourism Committee envisages a developed strong tourism industry at each district. Each council will have few elaborated attractions which will be listed as regional tourism destinations. Within regional tourism destinations there will be a number of smaller attractions that will be included in the district list and products of attraction. The Regional Tourism Committee will have a role in selecting tourism products that need to be designed and developed at each council

4.2.2 Promotion of financial institutions to provide low interests loans and other financial products

Support small to medium industries that produces artifacts, food, and other products for tourists. This targets both international and local tourists.

4.3 Developing infrastructure to meet tourism industry requirements

A number of authors, including Gunn (1988) and Inskip (1991) et al, have cited the infrastructure base of a country as a potential determinant of the attractiveness of a tourism destination. Infrastructure forms an integral part of the tourism package. For instance, road infrastructure enhances accessibility of tourists to different parts of the destination while sound airways infrastructure ensures that tourists experience a comfortable transition from the plane into the borders of the destination country and vice versa. As such communication infrastructure allows quick and cheap communication between the origin and destination country as well as provides maximum information about the destination thereby reducing uncertainty, fear and asymmetric information. Other infrastructure such as waste water management and energy among others are also believed to result in more reliable services and thus enhance the attractiveness of the destination.

4.3.1 Transportation infrastructure

This encompasses roads, railway, airport/ airstrips, transport facilities (vehicles, wagons, airplane units and balloons). Easy access to tourism destinations in terms of international transport and facilities for easy movement within the destinations are generally considered to be prerequisites for the development of tourism. Transport infrastructure enables not only tourists to reach the attraction and go back to their destination, but it also helps to transport huge amounts of goods to tourist resorts, hence reduces the cost of services. The following are benefits of transportation infrastructure:-

- o It determines the length of stay of tourists in a particular area.
- o It makes availability of goods and services for tourists cheaper.

Researcher's observation on the services offered in the Northern Circuit concluded that, most services offered to tourists especially in tourist resorts are very expensive due to difficult in transporting services to resorts caused by poor roads.

Njombe Tourism destinations are characterized by poor roads and poor connections such that most of them are not easily accessible. This includes even the already branded attractions like, Mpanga -Kipengere game Reserve, Kitulo National Park and Nyumbanitu forest. Njombe tourism Committee is working with council directors who are also members of the committee to ensure that all attractions are easily accessible by loose surface road. Njombe Town Council in particular needs to expand its roads networks to reduce unnecessary queue in town.

4.3.2 Accommodation infrastructure

The accommodation infrastructure includes hotels, restaurants, and campsites. Good accommodation services to the tourists attract them to stay longer to the destination hence increase income of the hotel or campsite in the region. The low quality food, rooms, customer care and recreational facilities in hotels discourage tourists to stay and meet their expectations. This statement has been supported by the study conducted by Okello and Yerian (2009) which concluded that "tourist satisfaction for all the parks is depending on tourist attractions, accommodation facilities and tour services".

4.3.3 Communication system infrastructure

Communication networks include internet and telecommunication system. Reliable internet connections, the use of online payment as well as good telephone networks are the key issue for tourist attraction within the area. Most of international tourists pay their bills by using online methods like master cards as well as online cheque, the presence of networking system in the parks, reserves and other tourist attractions will make a tourist not to travel with money in their pockets as they do today, which is very risky to tourists.

Njombe tourism industry is striving to reach at the point where necessary communications systems are available in all attractions. Currently phone and internet can be accessed from most of the attractions. There are a few remote attractions that can not easily be accessed.

4.3.4 Utility infrastructures

This utility infrastructure includes water supply and power supply. The adequate supply of electricity as well as clean water to the tourist sites is vital for the development of tourism because most tourists expect to get all services like in their home countries, things like warm swimming pools, laundry, dry-cleaning, lighting, entertainment including videos, television, radio, night clubs and elevators requires good flow of electricity in a tourist destination. Good and pure water supply systems, that is, one of the most important requirements for the development of tourism facilities is an adequate and continuous supply of safe and clean water for drinking purposes as well as domestic and recreational use. Not only that, but also good sewage system are good attractions for tourists.

The influence of infrastructure facilities on tourism development have also been emphasized by Crouch and Ritchie (2000) whereby they pointed various factors that are suitable for tourist attraction in a specific area that, various infrastructures like shopping, food services, travel services, transportation as well as accommodation services were regarded as catalysis for tourism development

4.4 Transport Solution

4.4.1 Air transport

Njombe Region Commissioner's Office should actively put more efforts of upgrading the Ilembula airport for big planes (jets) and light aircrafts as a solution for reducing the time required by tourists to travel to different tourist destinations within southern tourism circuit. Also Njombe airport and Sagalu airstrip should be upgraded to meet the required standards like maintenance of runway and fencing.

4.4.2 Railway Transport

Njombe region should look at the possibility of using railway transport within the region. This involves promoting the use of short distance trains using TAZARA line that shuttle from Makambako to Kidatu because many tourists love to cruise in the rail line for it is safer and more secure. Makambako railway station needs to be well furnished with essential facilities and amenities to save for both domestic and international tourists. The need for tourist information center at Makambako station is also a crucial point to help other transport agents so as to support tourists in accessing tourism destinations in Njombe. Other small stations like Wanging'ombe, Kangaga, Kitandililo and Mahongole should also be maintained so as to serve for tourist purpose in the nearby destinations.

In a long run the government should look for possibility of building a new railway line to areas which have an economical and tourist potentials like Mang'ula –Madeke line.

4.4.3 Special shuttles in town

Up to the present our town shuttles are not user friendly. They are poorly managed and not properly driven. You will not expect to see people of certain status (Regional Commissioner, District Commissioners, business people etc.) in the present day town shuttle. Introducing special shuttle that takes people from Makambako to other tourist destinations will solve the problem. This should be shuttles in the present day buses services route with fewer stops and slightly higher fare, more than regular bus services. They should move timely. For sure, there will be a class of people (local and international) who will use the service regularly.

4.4.4 Taxi services

Taxi stations in town should be regulated and well-marked. Each station should have a number of taxis that are required to provide services. The cars should be well labeled by a permanent color as well as numbered. The taxi services should be regulated and improved to facilitate transport to hotels and other tourist destinations close to Njombe Town .

4.5 Develop human Resource requirements for tourism industry

Njombe region is characterized by poor service of customer care provision. Most service providers have either partial professional studies or none. Customer complaints are all over the industry. These come even from local tourists that use Njombe tourism products like hotels, transport systems and other services.

The Regional Tourism Committee has identified all challenges and complaints from different customers especially in accommodation sector. The strategy is to adopt Public Private Partnership (PPP) model to address the gaps by engaging various stakeholders. There are three categories of gaps that are to be met

4.5.1 Meeting human resources gap of the accommodation industry:

Providing necessary training for four major sectors, namely;

- a) Food and Beverages,
- b) Professional Cookery,
- c) Housekeeping and
- d) Front Office Operation.

There are several Tourism and Hotel Management schools or institutions in Njombe and the regions around that are specializes in the above mentioned courses such as National Tourism College, Vocational Educational Training Authority (VETA), Iringa University, University of Dodoma, Mzumbe University (Mbeya campus), Teofilo Kisanji University and St Augustine University Mbeya campus can take a leading role.

4.5.2 Meeting the human resources gap in related services:

Human resource gap may also be achieved by providing necessary training for tour guides, home stay hosts and other formal and informal sector service providers. MOSEMI Institute of Tourism and Hotel Management and Open University of Tanzania in Njombe town are conducting short and long term courses to meet these requirements as well.

In order to meet the human resources building requirement, Njombe Tourism Committee should also work closely with other interest groups such as;

- o Local authorities
- o local Universities
- o Industry partners
- o Education institutions
- o Potential training providers of public and private sectors and
- o NGOs and CBOs to meet the emerging demand.

4.6 Develop a strong Extended Marketing Mix to attract tourists to Njombe

4.6.1 Product:

This is the actual thing being sold to the consumer, whether it's a physical product, or an intangible service. In the case of products, this strategy also encompasses any services or benefits that might accompany it.

Njombe tourism industry is striving to come up with tourism products that are unique in Tanzanian standards. While most tourism products in Tanzania are game based, Njombe region tourists products will be diversified to encompass cultural tourism. All tourism products will be accompanied by other components of marketing mix to come up with unique brands of products. Among products that will be developed include:-

- o Cultural products that will encompass showcasing cultures of different tribes
- o Historical products,
- o Horse riding,
- o Agro tour products,
- o Traditional foods, drinks etc.

4.6.2 Price:

Pricing issues related to the product or service being provided mostly depend on profit margins, as well as the pricing of the competitors in the market that dictates what price should be charged to a product. Njombe tourism industry is competing with the well-established Northern Tanzania tourism circuits. Proper pricing strategy for each and every product is crucial to attract tourists at our circuit.

4.6.3 Promotion:

Promotion is a tool that may skyrocket the cost in comparison to the actual production costs, so great care should be taken when deciding how to communicate and sell the product to customers. In this step, cost benefit analysis should be performed to make promotional decisions. Decisions regarding promotion include what medium to be used to advertise, including Television – local and international, printing, brochures, social media, website and Njombe region tourism will be promoted along with the southern circuit tourism to achieve a broad spectrum of destination as well as greater diversity of products. Njombe Region Tourism Committee should facilitate development of promotional materials as:-

- o Symbol of Njombe Region: This will be something that will be associated with Njombe region. It will be a design of art of something like maize, avocado, hills that represent Njombe region etc. Njombe Regional Tourism Committee will propose and develop the regional symbol
- o Sign posts: A number of sign posts will be designed to advertise Njombe tourism products as well as various other products of interest
- o Njombe Television and Radios: the region should promote the establishment and strengthening of these media so as to advertise the attractions to local customers around Njombe and nearby regions

4.6.4 Place

Place deals with questions of channels used in delivering tourism products to the consumer. Transactional, functional, and logistical issues will be scrutinized and decisions made at this point should include which destination to find a particular tourism product in, and whether or not a sales force is necessary among other things. On account of the above the region should:-

- o Document all tourism products in Njombe region, and channeling the information to proper consumers
- o Open various gates to the reserve and park which largely include opening the eastern gate in Kitulo National Park via Misiwa na Ujuni villages

4.6.5 People

This extended market mix is concerned with people that are working for tourism industry. It is important to recruit and train the right people; because they will be dealing with customers and these include customer service representatives, sales people, and anyone else a consumer may deal with

4.6.6 Physical Evidence/Layout

Physical Evidence/Layout depicts how a product is presented to the customer; including its surroundings is a very important market mix. The region should ensure physical and layout of the tourist products must be welcoming and easy to access so as to promote sells.

4.6.7 Process:

Process deals with customer service, and a company's ability to offer a service, handle complaints, and foresee any issues before they actually happen. These have to clearly define efficient processes that should meet customer confidence in a company's ability to handle sell issues.

4.7 Ensuring departing tourists are happy

It is extremely important to ensure that the tourists who arrive in Njombe enjoy their visit and take back fond memories. Positive word of mouth is a very powerful promotional tool for the tourism. Njombe Tourism Committee with the assistance of the industry, Regional Commissioner's Office, Private sector and other stakeholders are to have had series of discussions to improve the tourist satisfaction level. Some of the initiatives are being implemented while others are still at different stages of discussion, these initiatives of Njombe tourism Committee include :-

- o Speaking with town planners to design hotel investment areas, where good, secure and isolated hotels will be built to meet tourists expectations
- o Speaking with hotel owners on improving products and services in their hotels to meet customer demand
- o Organizing Njombe region tourism facilitator and transporters to meet tourists expectations
- o To strengthening tourist safety by involving security departments.
- o Attempts to propose regulating the pricing structure of key attractions.
- o Initiative to promote introduction and use of an electronic payment systems.
- o Improving access and other comfort to key attractions especially roads
- o Developing Njombe Region website to become more informative and practical to tourists who are seeking hotel rooms, tour planning assistance, guides, vehicle hire and purchase of tickets to key attractions
- o Improving the cleanliness of Njombe region and other key tourist attractions by promoting voluntary participation from the industry and other stakeholders.
- o Effective use of media to create positive sentiments about tourism amongst the public so that tourists are better treated by the society.

4.9 Improve Domestic tourism

While looking to foreign tourists to generate additional foreign income to our country we cannot neglect the increasing demand from domestic tourists whose per capital income is on the rise. With the increasing demand for better quality hotel rooms and revising pricing structures in the hotel will stimulate domestic tourism. Njombe Regional Tourism Committee should look at a few alternatives to facilitate domestic tourism like:

- o Effective utilization of the guest houses for local tourists. The committee should encourage reserve owners –Kitulo National Park, Mpanga –Kipengere Game Reserve and others to build new guest houses and hotels, that will target local customers, who might not be able to compete in the current foreign owned hotels which target rich foreign customers
- o Creation of greater awareness of lesser-known attractions using different media accessible to the domestic tourists.

4.10 Time line of Activities

4.10.1 Target and Indicators

Table 5: Output, Target, Activity and Indicator

Output	Target	Activity	Indicator	Supervisor
Improved regulatory frameworks prepared	Having policies that work for people by June 2018	collection of suggestions from stakeholders that will improve policies	Published framework in place	NRTC
Njombe tourism developments guidelines in place	Development of tourism guidelines by June 2017	Meetings, workshops and seminars to produce guidelines	Tourism guidelines in use	NRTC
Improved Tourists products ensured	By the end of 2020 Njombe Towns Tour becomes a favorable tourists destinations	Development of Town Tours	Town Packs are well planned and utilized	NRTC
		Development of Museum	Number of museums developed	
		Meetings, awareness and organizational costs	Minutes of meetings in place	
	By 2020 all tourist products of Ludewa District Council are well developed	To ensure there are enough Natural Resource staff	Number of Natural Resource staffs hired	DED Ludewa DC
		To Identify all tourist attractions in Ludewa DC	Number of tourist destinations in Ludewa	
		To create Awareness to local communities	Number of people trained	
		To design rest houses and resting posts	Number of rest houses designed	
		To conduct various stakeholder meetings to improve tourism	Minutes of meetings in place	
		Develop Livingstone view points	Livingstone viewpoints developed	
		To develop land use planning of attractions and ensure that are gazetted	Number of villages with land use plan in place	
To Develop facilities for tourists	Number of facilities developed			

	To Develop tour in Mount Livingstone ranges by designing native trails, campsites, awareness to local communities,	Annual number of trails, campsites and other infrastructure developed/maintained	
	To design historical tour	Number of tours designed	
	To Develop a museum	Number of museums developed	
	To Develop tourism trails around Ludewa	Number of tourism trails developed	
	To plan resting places and rest houses	Number of rest houses and rest places	
	To design Agro tour	Number of Agro tours designed	
	To Develop Tourist Beach at Manda, Lupingu and Makonde	Number of Tourist Beaches developed	
	To ensure clear ownership of all attractions	Number of title deeds for sensitive areas	
	To conserve and management all attraction	List of conservation activities performed in the reserve	
By 2020 all tourists products in Makete District Council are well developed	To develop the Luwumbu view	Luwumbu view point developed	DED Makete DC
	To develop land use plan of attractions and ensure that are gazetted	Number of villages with land use plan in place	
	To develop a Tourism Information Center	Tourism center in place	
	To Develop Dambwe crater Lake as a tourism destination	Number of tourists visiting Dambwe lake	
	To create Tourism trails around Makete DC	Number of new trails	
	To plan resting places and rest houses	Number of rest houses and resting places	
	To train guides who can sell the products well	Number of guides trained	
	To design historical tour	Number of Historical tours designed	
	To design Agro tour	Number of Agro tours designed	

By 2020 Njombe DC are well developed	To design Agro tour	Number of Agro tours designed	District Tourism Committee	
	To Develop a museum	Number of museums developed		
	To develop local tourism products	Number of local products developed and used		
	By 2020 All tourists products in Wanging'ombe DC are well developed	To design historical tour	Number of tours designed	DED Njombe DC
		To Develop a museum	Number of museums developed	
		To conduct Cultural festival and tribe dancing competitions	Number of culture festivals and tribe dancing competitions	
		To Design and develop special areas for cultural tourism	Number of areas planned	
		To Develop a tourism information Center	Tourism center in place	
		To develop land use plans of attractions and ensure that are gazetted	Number of villages with land use plans in place	
		To Develop facilities for tourists	Number of facilities developed	
To design Agro tour		Number of tours designed		
To develop local tourism products		Number of local products developed		
To develop eco-tourism products		Number of eco-tourism products developed		
By 2020 All tourists products in Wanging'ombe DC are well developed	To plan resting places and rest houses	Number of rest houses and resting places	DED Wanging'ombe DC	
	To train guides who could sell the products	Number of guides trained		
	To Improve the Fulanyingi peak view	Fulanyingi peak view point improved		
	To design historical tour	Number of tours designed		
	To develop eco-tourism products	Number of eco-tourism products developed		

	To design historical tour	Number of tours designed	
	To Design and develop special areas for cultural tourism	Number of areas planned	
	To Develop Rock resembling Africa map attraction	Number of services developed	
		Number of eco-tourism products developed	
	To Identify all tourists attractions in Wanging'ombe DC	Number of tourist destinations in Wanging'ombe	
	To conduct Cultural festival and traditional dancing competitions	Number of culture festivals and tribe dancing competitions	
	To Design and develop special areas for cultural tourism	Number of areas planned	
By 2020 all tourists products in Njombe TC are well developed	To design historical tour	Number of tours designed	TD Njombe TC
	To develop eco-tourism products	Number of eco-tourism products developed	
	To Design and develop special areas for cultural tourism	Number of areas planned	
	To Develop a tourism information Center	Tourism center in place	
	To develop land use plans for attractions and ensure that are gazetted	Number of villages with land use plan in place	
	To conduct Cultural festival and tribe dancing competitions	Number of culture festivals and tribe dancing competitions	
	To develop agro tourism products	Number of agro tourism products developed	
	To Identify all tourists attractions in Njombe TC	Number of tourist destinations in Njombe TC	

	By 2020 all tourists products in Makambako TC are well developed	To design historical tour	Number of tours designed	TD Makambako TC
		To develop eco-tourism products	Number of eco-tourism products developed	
		To Design and develop special areas for cultural tourism	Number of areas planned	
		To Develop a tourism information Center	Tourism center in place	
		To improve Makambako TAZARA station as a destination	Improved station in place	
		To improve Ubena Traditional Forest	Improved site in place	
		To Identify all tourists attractions in Makambako TC	Number of tourist destinations in Makambako	
Financial institutions which provide low interest loans in place	By 2020 90% of SMEs tourist idea and plans qualify to be funded by banks and financial institutions	Organization meeting in NRTC, meetings with stakeholders with SME, Meetings with Banks	Number of entrepreneurs accessing bank loans	NRTC
Transport infrastructures in place	By 2020 all attractions are accessible by Sports Utility Vehicle (SUV)	To carry out roads maintenance of all roads approaching councils headquarters	Kms of road that are accessible	NRTC
		To construct Roads and paths to the attractions	Number of attractions that are accessible	
		To regulate and promote town and city transport services	Comfortable town transport are in place	
Accommodation infrastructure in place	Njombe Region have hotels that meets international standards that are graded by 2025	To prepare Land use planning for all area of private and public areas	Number of areas planned	NRTC
		To develop guidelines for constructions of hotels that will ensure good standard	Hotel contraction guidelines in place	
		To grade and upgrade the current hotels	Number of hotels graded	
		To Design areas for	Specific areas for	

		building hotels with specific preferences	building hotels provided	
		To provide building permits for hotel are given timely	Number of permits issued	
		Ensure that houses building permits are given timely	Number of new hotel permits	
Communication system infrastructure	Ensure easy accessibility to tourism facilities services by 2020	To visit and convince service providers to install communication network facilities	Number of communication network facilities installed	NRTC
Developing utility infrastructure	80% of infrastructures with Improved utilities distribution ensured by 2021	To encourage TANESCO to supply electrical infrastructure in the destination	number of new areas electrified	MRTC
		To construct Water and sewage systems	Number of new areas with water and sewage system	NRTC
Air transport	Improved Njombe airport, Sagalu and Ilembula airstrip to fit international standard by 2020	To conduct Meetings with TAA to improve airport and services at Ilembula	(1)Minutes of Meetings with TAA and MNRT by December 2018 (2)	NRTC
		Meetings with MNRT to improve services in Njombe	List of services improved (3) List of new products	NRTC
Railway Transport	Improved Railway Transport by 2025	To Plan meetings with TAZARA regularly	(1) Number of meetings done (2)	NRTC
		To conduct meetings with Ministry of Transport and Infrastructure	Number of improved products (3) number of improved services	NRTC
Special town shuttle	Safe, reliable and Comfortable town shuttles introduced by 2020	To conduct meetings with shuttle stakeholders	Number of comfortable town shuttles introduced	NRTC
Taxi services organized	Njombe region having well organized taxi services by 2020	To identify and set aside taxi stations for all taxi in Njombe region towns	All taxi and taxi stations in Njombe region towns are labeled by 2020	NRTC
		To develop regulation which provide guidelines to taxi drivers in Njombe Region Towns	Number of guidelines in place	NRTC
		To conduct regular	Number of taxi	NRTC

Human resource gap in accommodation reduced	At least 75% of service providers in Njombe Region are well trained qualified people by 2025	Checkup and screening of taxi service providers	checked and screened	
		To establish Service provision guidelines for tourist stakeholders	Service provision guideline in place	NRTC
		To encourage academic stakeholders in building of tourism training colleges	Number of new colleges introduced	NRTC
		To Improve training manual	Numbers and types of improved training manual	NRTC
Products	Njombe Region become a leading center for diversified, planned and well developed tourists products by 2025	To establish guidelines for product development	Products development guidelines in place by 2018	NRTC
		To plan for land use designs of different establishments	Number of areas planned	NRTC
		To facilitate products development, branding and marketing according to guidelines	Number of new products in the market	NRTC
		To ensure tourist products are up to standard defined in the guideline	Annual number of inspections	NRTC
Price	Work with private sector to ensure reasonable pricing observed by 2020	To conduct Regular meetings with service providers to ensure reasonable pricing of the tourist products and services	Minutes of meetings	NRTC
Promotion	Number of Business owners utilizes Njombe Regional advertisement media increased	To ensure Njombe media are utilized adverts tourists attractions	-Number of companies that have the advert in the media - Number of sessions in the radio and other media	NRTC
		To ensure there are Regular update of tourism information in the media	Number of a new and updated tourist materials	NRTC
Place	All products in Njombe Region are accessible through strong network of	To build roads, rails ways and air strips to ensure products accessibility and distribution	-Number of roads, railways and airstrips built -Number of rehabilitated gravel	NRTC

	infrastructure by 2020		roads -Distribution network coverage	
Physical Evidence	Products presentations that will meet customer satisfaction	To establish guidelines of products and services presentation to customers	Number of guidelines in place	NRTC
Process	Handle correctly all customer complaints and comments	To establish guidelines for handling and reporting customer complaints	- Guidelines for handling and reporting customer complaints are in use -Number of complaints properly addressed -Number of comments addressed	NRTC
Improve Marketing Mix	Ensure all products and service providers utilizes marketing mix	To train products and service providers on extended marketing mix	-Number of people trained on extended marketing mix	NRTC
Towns' Cleanliness	Ensure Njombe region leads in cleanliness by 2020	To prepare guidelines to improve and ensure clean environment	-Number of guidelines for cleanliness -The rank Njombe region take as the clean area	NRTC
Involving local communities in ensuring tourists are happy	Local communities are integrated in the running of economy - especially tourism sector by 2020	To train local communities on economic and conservation issues	-number of people trained - number of local new organizations involved	NRTC
		To establish guidelines that involve local communities in tourism	-Number of guidelines established	NRTC

5.0 STAKEHOLDER/KEY PLAYER ANALYSIS

5.1 Stakeholder Analysis

In this section the key stakeholders in developing sustainable tourism in Njombe Region have been identified, their roles as well as their expectations.

Table 6: Stakeholders Analysis

NO	STAKEHOLDER	ROLES PLAYED	STAKEHOLDERS' EXPECTATIONS
1.	Government	<ul style="list-style-type: none"> • Creating the context and stimulate actions to ensure that tourism is more sustainable in the future. • Decisions about wise resource use. • Provide an environment that enables and encourages private sector participation • Development decisions to ensure needs of key players are incorporated • Infrastructure provision and maintenance • Land use planning and set aside land for investment in tourism sector • Attract potential investors • Public health and safety management 	<ul style="list-style-type: none"> • Reliable technical guidance and advice • Collaboration and sustaining the partnership in the implementation of relevant policies, laws and programs
2	Private sectors	<ul style="list-style-type: none"> • Acts as a guardian of potentially endangered national and local environment, cultures and communities. • Tourism planning at sub- 	<ul style="list-style-type: none"> • Easy access to accurate tourism information • Participate in management of tourism and cultural

		regional levels should coordinate and interact with the local level.	resources
3	Travel agents	<ul style="list-style-type: none"> • Offering all services and products related to international and domestic travel • Organize all types of travel such as holiday and business travel on individual or group based • Smaller agencies situated in residential areas tend to concentrate on leisure travel • Larger agencies serving commercial areas will concentrate on business travel 	<ul style="list-style-type: none"> • Public-Private-Partnership • Clear policies and regulation in a place • Availability of well-developed infrastructure • Assurance of safe destinations
4	Tour operator	<ul style="list-style-type: none"> • Generates greater economic benefits for local people and enhances the well-being of host communities. • Makes positive contributions to the conservation of natural and cultural heritage and promotes the world's diversity. 	<ul style="list-style-type: none"> • Full Participation of local community • Developed amenities in the Destinations
5	NGO's	<ul style="list-style-type: none"> • Addressing the problems of contemporary societies. • Facilitators and mediators to ensure equity and participation in the development process. • Participate in tourism policy formulation 	<ul style="list-style-type: none"> • Full Participation of local community and government agencies • Proper policy and enforced regulations in tourism
6	Media	<ul style="list-style-type: none"> • Travel journalists, media experts on travel, popular and 	<ul style="list-style-type: none"> • Involved in promotion incentives

		<p>branded newspapers, and electronics media always highlight about the places of tourist interest.</p> <ul style="list-style-type: none"> • They contribute to 80% of tourism revenue and tourism contributes to 25% of media's revenue. • Raise awareness on environmental conservation and inform community about means to minimize the negative social impact of tourism. • Provides more enjoyable experiences for tourists through more meaningful connections with local people. • Helps to understand the local cultural, social and environmental issues. 	<p>of tourism products</p> <ul style="list-style-type: none"> • Profit realisation from tourism activities • Improved Regulations in tourism
7	Local community	<ul style="list-style-type: none"> • Policy and Decision- making • Host local tourist • Support in conserving tourism resources in the sustainable way 	<ul style="list-style-type: none"> • Improved livelihood • Cost and benefit sharing in resources management and use
8	Tanzania Tourism Board (TTB)	Promoting tourism destinations Coordinate all tourism information in the destinations	Presence of local tour operators Conserved tourism resources
9	Tanzania Forest Service agency	Establishing and managing national forest and bee reserves Enforcing natural forest and beekeeping legislation	Developed tourism activities in the destination Sharing of costs and benefits

			Collaboration in implementation of tourism projects
10	TANESCO and REA	Ensure regular electricity supply in all tourist potential destinations	Increased of revenue Improved tourism facilities
11	Transportation and Telecommunications Agencies	Make improve of other travel network like airport in Njombe and improve (TAZARA) railway from Dar es Salaam to Makambako Regular maintenance of rural roads in the local areas to enable accessibility to the cultural and historical attractions. Upgrade some rural roads bitumen	Improved infrastructure to the destinations Revenue increase Collaboration in implementation of tourism projects
12	Financial institutions	Provide soft loans with low interest rate To provide technical and financial assistance to investors in tourism	Revenue increase Financial consultations
13	Academia	Sponsorship of studies and research projects Technical support	Consultation and advisory Recruitment of new professional staff
14	Security agencies	Immigration department and security agencies should be incorporated while building capacity for local people in keeping secure environment A need to implement a security regime to assure potential tourists and their safety when travelling to and within the destinations. It is expected to become a key determinant of tourism flows over the next decade.	Absence of crimes and terrorist events (safe destination) Involved in tourism development strategies

		Ensure secured environment for tourist	
15	TANROADS	Ensure the accessibility of different destinations especially the trunk road	Support from other governmental organisations as well as the involvement of local community at the place
16	Faith based Organizations (FBOs)	<ul style="list-style-type: none"> • Holds majority of the community (Trust) • Sensitization and participation in tourism products development • Hosts a good number of historic sites, materials and their documentations 	-Involved in tourism development strategies Revenue increase
17	Political makers (Politicians)	<ul style="list-style-type: none"> • Sensitization and promotion of tourism industry and its product development • Decision makers (high influence) <p>Great community influence</p>	Policy and regulation at place
18	Youth Groups (Various)	Promotional of tourism products (Internal and external)	-Involved in tourism development strategies
19	Business Communities (Various)	Provision of services and marketing of tourism products	Revenue increase
20	Water companies	Ensure availability of clean and safe water	
21	Health	Ensure availability of health facilities in tourist destination	

5.2 Foreseen areas of challenges in the implementation of this strategic plan and proposed mitigation measure

Table 7: Foreseen Challenges and Proposed Mitigation Measures

No	Area Of Foreseen Challenges	Brief Description	Proposed Mitigation
1.	Infrastructure of roads and networking	Poor road conditions are seen as the forecasting challenge for the future tourism development. Road infrastructure in the villages and areas with major potential attractions is either lacking or not conducive to safe and efficient travelling. However, the road network is gradually being improved in Njombe but still those areas with attractive potentials are not well accessible during rainy season. Different from northern circuit where access is made possible because of country's most important wildlife and geo-physical attractions	<ul style="list-style-type: none"> • Make/ improvement of other travel networks like airport in Njombe and improve (TAZARA) railway from Dar es Salaam to Makambako • Regular maintenance of rural roads in the local areas to enable accessibility to the cultural and historical attractions
2	Security issues	<ul style="list-style-type: none"> • Increase in international insecurity due to terrorist activities will challenge the Future tourism business in the local areas if allowed to continue. • Tourism need peace and safety , the responsible institutions like Immigration department and security agencies should be 	<ul style="list-style-type: none"> • A need to implement a security regime to assure potential tourists and their safety when travelling to and within the destinations. It is expected to become a key determinant of tourism flows over the next decade. • Keeping of tourist and travelers informed especially in

		incorporated while building capacity for local people in keeping secure environment for tourists attractions in their areas	accommodation establishment
3	Quality and standard accommodation facilities	A large number of tourist in different destinations feel that the service received in accommodation establishments, restaurants, national parks and other tourist services is not to the expected standards. However, a significant number felt that, although the staff encountered were friendly and helpful, there was a general lack of training, resulting in a less than professional approach/attitude. In Njombe where tourism flows is predominant low this is also a challenge. Quality accommodation facilities are also not in equal proposition with prices charged.	<ul style="list-style-type: none"> • Value for money should also be encouraged and monitored • Training more hospitable and qualified professionals • Hotel grading and classification is also a means to improve the sector performance
4	Modernization against Conservation	Most of tourist attractions in Njombe are cultural based that range from historical buildings, traditional practices, norms and customs, caves and historical remains. As the increasing modernization practices that people still view these resources as old fashioned and outdated that will enhance demolition and modernize those resources for investment	<ul style="list-style-type: none"> • Any tourism activities that based on cultural entity should include local people from planning to execution • Social benefits of tourism activities should also be analyzed • Environmental Impact Assessment (EIA) and Cultural Heritage Impact Assessment (CHIA) should be carried on a place before

			any project undertaking in the community
5	Benefit and Cost sharing on Tourism related activities in the local areas	In most cases tourism is taking place in local area where people want to feel the sense of ownership. The direct benefit of tourism like direct employment and economic gain should be emphasized. Challenges on implementing local content policy will arise if bottom up approach will not be practiced	<ul style="list-style-type: none"> -To educate and emphasize community to uphold tourism attractions in their place - To collaborate with local people in the planning of tourism activities in their area so as to ensure they share benefit resulting from tourism
6	Source of fund for enabling ongoing capacity building programs	Capacity building for local people in developing tourism is supported by adequate fund within local government authorities. To build capacity to people is an endless program that require reliable source of fund. To enhance the local people participation in tourism investment and resources conservations mostly dependent on this aspect. Trends indicate that most of planned activities are challenged by unreliable source of fund and it indicates as a future challenging area in adopting this plan.	<ul style="list-style-type: none"> • Each council should allocate sufficient funds for such programs • Tourism budget and its allocation should be given priority as other sector within councils so as to create better grounds for use of tourism potentials in the local areas
7	Land conflicts and rapid	It is true that Njombe region is endowed with abundant tourism	<ul style="list-style-type: none"> • To develop another forms of farming tourism especially to

<p>population growth</p>	<p>resources that will foster community development if effort is not put in place these resources are endangered. Agricultural expansion has become the leading economic activity in Njombe region that results to the shrinking of tourism potentials like Madeke -Masagati wildlife corridor. In adopting this strategy for resources utilization in tourism, this will be a challenge since agriculture had made direct benefit to them against tourism because much of the land is used for cultivation of pineapples, avocado and other trees species.</p>	<p>the pineapple farmers in Madeke as another type of cultural tourism programs, since it is organic in nature that will have attractive information to visitors</p> <ul style="list-style-type: none"> • Every village should prepare land use plan so as to allocate different uses of land and set aside land for investment
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5.3 Tourism Investment opportunity in Njombe region

5.3.1 Community based tourism (cultural tourism programs)

Community Based Tourism (CBT) hold important implications for rural development and poverty alleviation, biodiversity conservation, and national economic growth. The income from tourism represents a growing source of economic diversification for rural communities and an actual or potentially important tool in poverty alleviation efforts. At the same time, the continued growth of the overall tourism industry requires product diversification in order to increase the Southern circuit's capacity and improve visitor experience. Njombe region provides important opportunities to broaden the spatial distribution of tourism, by expanding into community lands and relieving pressure on protected areas, as well as by creating new products integrating cultural and nature-based tourism.

5.3.2 Building more accommodation facilities

Though Njombe regions' districts are rural based but tremendous speed of destination growth gives clear future for tourism growth, hence more accommodation facilities need to be of more advancement by insuring that different investors are encouraged to invest in this segment. Accommodations that provide value for money are important to the satisfaction of a visitor and the overall reputation of a destination. Mechanisms to ensure quality and market pricing in hotel development should be identified and implemented.

The mix of incentives and tax burdens on the accommodation sector should be designed to promote high quality accommodation at fair prices.

5.3.3 Travel agents and car hire

This is a new position that will ensure the tourist destinations are accessed easily. Improving access to tourism sites allows more visitors to come, and also allows those visitors to go to more places. As the tourism industry grows, limits of acceptable use can be exceeded if tourists are restricted to one or two areas due to the inaccessibility of other potential tourist attractions and lack of agents who serve for this purpose. Improving this access is one area where public-private partnerships are needed and can have a great impact in a short time.

5.3.4 Training institutions-language especially Language training

Most of the colleges that offer tourism courses in Njombe have no many courses in the international languages. There is a need to invest much on languages as a tool of communication between tourist and services providers. More languages will increase multilingual professionals in the sector. Current study shows that few years to come different international investors will invest a lot in Liganga and Mchuchuma in Ludewa district an opportunity to be utilized properly by tourist service providers and youth in general.

5.3.5 Curio shops and souvenirs activities

This is also another investment opportunities in Njombe as most of the tourists need to buy some gift as the memory of their safaris in Tanzania. Tanzania being famous in Makonde carving and other tingatinga painting there is a need to diversify it by encouraging people who rely on that business to focus on it as one of the tourist products in this southern circuit.

6.0 FUNDRAISING

The regional Tourist Committee has to carry out some activities that are necessary in the development of Tourism in Njombe. They all cost some money, while the committee doesn't have reliable source of fund for this activities, these activities includes:-

- 6.1 Tourism promotion of Njombe and entire Southern highland regions
- 6.2 Organize tourism related activities and events at Regional and district level
- 6.3 Organize tourist's stakeholders meeting events into tourism functional groups and unions
- 6.4 Raise awareness on tourism silent issues to different stakeholders
- 6.5 Organize tourism stakeholders meetings and forums to deliberate and address tourism issue challenges and the way forward.
- 6.6 Provide a forum for tourism stakeholders to integrate their activities, build partnership and address common challenges and grievances complaints
- 6.7 Help in designing and developing tourist's products
- 6.8 Organize and participate in tourism exhibitions like "karibu kusini", "karibu kaskazini"

Table 8: The matrix for Fundraising in Njombe region

No:	Strategy	Mode	Justification	Supervisor
1.	<i>Regional Commissioner Visit to Attractions</i>	-Organize 4 trips annually -Business people, workers and farmers to accompany the Regional Commissioner	100,000/= per person	NRTC
2.	<i>Prepare special dinner with prominent leaders</i>	-Business people, workers and farmers will be invited in the dinner. -the guest of honor will deliver a speech on the current burning issues	120,000/= as participation fees	NRTC
3.	<i>Art Exhibition</i>	-Cultural exhibitions -Return of 10% of earnings -artistic performance and shows	Entrance fees charged at the gate	NRTC
4.	<i>Bingo</i>	-Make of bingo cards and invite various people around for a few games. -Giving Of Prizes	10,000/= Charged for each ticket	NRTC
5.	<i>Cake Sale</i>	-Buy/bake cakes and sell them at some good business	Any reasonable prices	NRTC
6.	<i>Concert</i>	Talented young men and women	Entrance tees	NRTC
7.	<i>Fashion Shows make for Fashionable Fundraising</i>	Shows of the model, fashion	Entrance tees	NRTC
8.	<i>Football Match</i>	-Regional football competition that will involve all districts	-Entrance fee -stakeholders contributions -selling of small gifts and prizes	-NRTC -DED in all councils TDs
9.	<i>Voluntary contributions</i>	Special cards will be designed	Direct contributions	NRTC and DED in all districts

7.0 BUDGET

Activities	Description	Budget 5 years				Yr1	yr2	yr3	yr4	yr5	
		Cost e	Qty	Time	Amount						
To conduct meetings which reviews implementation and challenges arising in tourism industry	Meetings/workshops	7,000,000	2	3	42,000,000						
Tourism products developed	Developing Trails for town tour and other areas of interest	4,000,000	4	1	16,000,000						
	Meetings, awareness and organizational costs	2,000,000	4	1	8,000,000						
	Development of Museum	6,000,000	1	3	18,000,000						
	To Develop tour in Mount Livingstone ranges										
	Designing nature trails,		20,000,000	3	1	60,000,000					
	Campsites facilities		25,000,000	1	1	25,000,000					
	Awareness to local community		8,000,000	1	1	8,000,000					
	Designing rest houses and resting		18,000,000	1	1	18,000,000					

Activities	Description	Budget 5 years				Yr1	yr2	yr3	yr4	yr5	
		Cost @	Qty	Time	Amount						
To conduct meetings which reviews implementation and challenges arising in tourism industry	Meetings/workshops	7,000,000	2	3	42,000,000						
Tourism products developed	Developing Trails for town tour and other areas of interest	4,000,000	4	1	16,000,000						
	Meetings, awareness and organizational costs	2,000,000	4	1	8,000,000						
	Development of Museum	6,000,000	1	3	18,000,000						
	To Develop tour in Mount Livingstone ranges										
	Designing nature trails,	20,000,000	3	1	60,000,000						
	Campsites facilities	25,000,000	1	1	25,000,000						
	Awareness to local community	8,000,000	1	1	8,000,000						
	Designing rest houses and resting posts	18,000,000	1	1	18,000,000						

Designing meetings costs	8,000,000	2	1	16,000,000				
Land use planning and gazettelement of the Fulanyingi in Wanging'ombe district view point	30,000,000	1	1	30,000,000				
A rock resembling African map at Igodivaa Village								
Developing facilities for tourists - like WC bathrooms	20,000,000	1	1	20,000,000				
Awareness for local communities	3,000,000	1	1	3,000,000				
Ninga Makwengwe, and Nyalumuli water falls in Njombe DC								
For awareness Raising	12,000,000	1	1	12,000,000				
To facilitate tourism infrastructure in place	20,000,000	1	1	20,000,000				
Cultural festivals	10,000,000	1	1	10,000,000				
To Develop Dambwe crater Lake as a tourism destination in Makete								
For designing trails,	12,000,000	1	1	12,000,000				

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Tourism facilities like WC bathrooms	20,000,000	1	1	20,000,000					
Awareness to local communities, vehicle uses, meetings	10,000,000	1	1	10,000,000					
Developing the rift valley view in Ludewa and Makete	12,000,000	2	1	24,000,000					
Fuel meetings and land use planning	12,000,000	6	1	72,000,000					
Tourism information Center adopting a rooms and populating them with information in Makete, Ludewa and Njombe	15,000,000	3	1	45,000,000					
									132,000,000
Tourism trails	12,000,000	1	1	12,000,000					
Planning resting places and rest houses	50,000,000	1	1	50,000,000					
Training Tour guides	2,000,000	6	2	24,000,000					
Designing historical tour by conducting meetings and hiring expert designer for the tour:	2,000,000	6	1	12,000,000					
Awareness raising to local communities	15,000,000	1	1	15,000,000					

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Developing beach tourism				
Meetings with local communities, Awareness rising	10,000,000	1	1	10,000,000
cleaning the beaches and ensuring they can be accessed	5,000,000	1	1	5,000,000
Cultural festival	2,000,000	1	1	2,000,000
Improving historical tour at Finga, Utengule and Kilondo in Njombe, Makambako and Ludewa respectively				
Organizing the area to meet tourists demand and conservation activities around the caves	3,000,000	3	1	9,000,000
Awareness raising	1,000,000	3	1	3,000,000
Cultural heritage and old Buildings in Mdandu, Yakobi and Lupembe				
Awareness raising	4,000,000	1	1	4,000,000

Organizing meetings with respective organizations	10,000,000	1	1	10,000,000					
Arranging small archives	5,000,000	3	1	15,000,000					
Conservation activities	5,000,000	3	1	15,000,000					
Developing regional Museum Building and populating resources									
Cultural resources sensitization and collection	4,000,000	1	1	4,000,000					
Hiring expert	300,000	12	4	14,400,000					
Building	1,000,000	12	4	48,000,000					
Developing Liganga and Mchuchuma as tourist destination									
Awareness raising	2,000,000	1	1	2,000,000					
Facilitating tourism facilities in place	5,000,000	1	1	5,000,000					
Establishing small archive	10,000,000	1	1	10,000,000					
Organizing workshops and meetings	8,000,000	1	1	8,000,000					

	Developing new tourism product as train and railway walk via TAZARA									
	Organizing meeting with respective organization	2,000,000	1	1	2,000,000					
	Facilitating the operation of railway stations	3,000,000	3	1	9,000,000					
	Establishing tourist information center	10,000,000	1	1	10,000,000					
	Community awareness	2,000,000	1	1	2,000,000					
	Eco-tourism and awareness raising around Kitulo national park and Mpanga Kipengere game reserve									
	Awareness raising	5,000,000	1	2	10,000,000					
	Conservation activities	10,000,000	1	1	10,000,000					
	Opening new entrance to gate the park	2,000,000	2	1	4,000,000					
Promote financial institutions to provide low interest loans	Organizational meeting in NRTC, meetings with stakeholders with SME, Meetings with Banks	2,000,000	2	2	8,000,000					
Transport infrastructures	Njombe Town Council	50,000,000	50	1	250,000,000					
	Njombe District Council	50,000,000	40	1	200,000,000					

	Makete Council	District	50,000,000	50	1	250,000,000					
	Wanging'ombe District Council		50,000,000	40	1	200,000,000					
	Ludewa Council	District	50,000,000	50	1	250,000,000					
	Makambako Council	Town	50,000,000	30	1	150,000,000					
Accommodation infrastructure	Organizational meetings with private sector and District Council Land use Planners.		8,000,000	2	2	32,000,000					
	Workshop seminars	and	4,000,000	2	2	16,000,000					
	Investment forum		5,000,000	1	1	5,000,000					
Communication system infrastructure	Meeting with different service providers		6,000,000	1	1	6,000,000					
	Follow up and monitoring		5,000,000	2	5	50,000,000					
Developing utility infrastructure	All council		30,000,000	6	1	180,000,000					
Air transport	Planning and follow up meetings		2,000,000	1	1	2,000,000					
Railway Special	Transport, town	Planning meetings	2,000,000	1	1	2,000,000					

shuttle, improving the Njombe airport facilities											
Special town shuttle	Planning meetings	2,000,000	1	1	2,000,000						
Taxi services	Planning meetings	2,000,000	1	1	2,000,000						
Meeting the human resource gap in accommodation	Planning meetings	2,000,000	1	1	2,000,000						
	Planning meetings	2,000,000	1	1	2,000,000						
	Planning meetings	2,000,000	1	1	2,000,000						
Meeting Human Resource Gap in Service	Planning meetings	2,000,000	1	1	2,000,000						
	Planning meetings	2,000,000	1	1	2,000,000						
Product	Preparing product information and leaflet materials	2,000,000	1	1	2,000,000						
Price	Planning meetings	2,000,000	1	1	2,000,000						
Promotion	Preparing documentary and promotional materials	4,000,000	1	1	4,000,000						
Place	Planning meetings	2,000,000	1	1	2,000,000						
People	Planning meetings and community sensitization	2,000,000	1	1	2,000,000						
Physical Evidence	Planning meetings	2,000,000	1	1	2,000,000						
Process	Reports, follow ups and monitoring	5,000,000	1	1	5,000,000						
Njombe Region Website	Advertisement of all attraction in Njombe Region through the website linking district councils. Updating the website regularly.	45,000,000			45,000,000.						
Attraction/Njombe	NRTC involve	3,500,000	1	1	3,500,000						

region Cleanliness	cleaning and greening Njombe Region									
Involving local communities in ensuring tourists are happy	Out rich program and sensitization	4,000,000	1	1	4,000,000					
Plan and participate in Tourism promotion of Njombe and entire Southern highland regions	-Attending world tourism day	2,000,000	1	5	10,000,000					
	Organizing workshop and forum for tourism	6,000,000	2	5	60,000,000					
	Initiating and facilitate different competitions for tourism (Utalii cup, regional essay competition)	4,000,000	2	5	40,000,000					
Organize tourism related activities and events at Regional and district level	Regular follow ups and awareness raising	10,000,000	1	5	50,000,000					
Raise awareness on tourism silent issues in the region and raise funds	Fundraising campaign	2,000,000	2	5	20,000,000					
Advise the Regional Commissioner on Tourism related issues	Arranging meetings and follow ups	3,000,000	1	5	15,000,000					

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Organize tourism stakeholders meetings and forums to deliberate and address tourism issues challenges and the way forward.	Quarterly meeting	3,000,000	4	5	60,000,000					
Provide a forum for tourism stakeholders to integrate their activities, build partnership and address common challenges and grievances		3,000,000	1	1	3,000,000					
3.8.7. Plan and seek an approval of a Tourism Calendar for events planned on yearly basis.		3,500,000	1	1	3,500,000					
3.8.8. Any other Business assigned by the Regional Commissioner Office.		2,000,000	1		2,000,000					
	TOTAL				2,897,400,000					

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Annex 1: Pictures showing different tourist attractions found in Njombe Region



Figure No 3. Kitulo National Park



Figure No 4. Kimani waterfalls



Figure No 5. Lake Nyasa Beach



Figure No 6. Livingstone mountain ranges



Figure 7: Nyumbanitu stone caves



Figure No 8: Tea Estates



Figure No 10: Kidugala Lutheran Church



Figure No 11: Iditima Forest reserve

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