Elin Abrahamsson and Lina Jacobsson
Sustainable Tourism Development 180 hp
Supervisor: Göran Sahlén
Examiner: Kristina Thorell

Eco-tourism on Zanzibar
Thank you,

We want to thank Sida for the Minor Field Study-scholarship that made this field study possible. A thank you to our supervisor in Sweden, Göran Sahlén, Section of Economy and Technology on Halmstad University, for all the guidance and the comments he’s been giving us on our thesis, to make the best out of our project. We want to give a special thank you to the hotel managers and Tim Woolven at Zanrec that so kindly participated in our interviews.

Without you we wouldn’t be able to fulfill this thesis.

Lina and Elin
Sammanfattning

Executive summary

Background

The goal with this thesis is to see how sustainable tourism are today on Zanzibar. The questions that we will answer are;

- How do hotel managers perceive that the tourist destination Zanzibar will develop in the future?
- The hotel managers’ attitude towards sustainable tourism and how is it reflected in their work?
- How is the response from the locals about the increased tourism on the destination?
- What are the biggest issues on Zanzibar for the tourism industry and the locals regarding sustainable tourism development?

Materials and methods

We have done a Minor Field Study on Zanzibar, sponsored by Sida. The method we have used is qualitative interviews. These took place at eight different hotels with the hotel managers. The subject was eco-tourism on Zanzibar. To compile the result we have categorized the answers to see pattern among the answers.

Result

Half of the hotel managers don’t know the meaning of the term “sustainable tourism”. According to the hotel managers there are both positive and negative effects of tourism. The biggest negative effects on Zanzibar are garbage management and cultural losses. Approximately 75% of the hotel managers said that corruption in the government is a major issue. Some of the positive effects are increased knowledge through interactions between tourists and locals, and economic growth. Among the eight hotels the majority of the staff is from Tanzania. On three of the hotels the majority of the staff is from the mainland while on the other five the majority is from Zanzibar. The majority of the hotel managers thinks that an environmental profile is very important but only 25% of them are active in giving information to the guests. The result on the question “how can Zanzibar become sustainable and what is important to preserve?” shows that the locals should get employment and education. The hotel managers also say that the garbage management should be improved and the environment and the culture should be preserved. Another issue mentioned was that the government should be
a part of the development but project from outside is still very important. There are a lot of issues on Zanzibar when managing a hotel, corruption is the biggest one. Some other issues mentioned are electricity and water, the climate and it’s uncertain to run and plan a business. According to 87.5% of the hotel managers Zanzibar is in the development stage in the Tourism Area Life Cycle (TALC).

Local students from Jambiani Tourism Training Institute thinks that the tourism is very important for Zanzibar and that it has a lot of positive impact for the development. One negative thing is the cultural loss that’s happening because of the tourism influences. According to the students education still needs to be improved on the island.

**Discussion and conclusions**

Today Zanzibar is in the development stage and the tourism is in focus while the local population is neglected. There is a chance that Zanzibar won’t develop in a sustainable way because it’s not a priority for the locals. If the development will decline or rejuvenation will be shown when Zanzibar enter the stagnation phase in the TALC. Sustainable tourism is, for us, a very important subject but on Zanzibar they maybe have other, bigger issues that have to priorities first. To develop in a sustainable way you need to plan but from the interviews we got the picture that the Zanzibarians have a very short term thinking which can be a result of their heritage. The tourism has caused cultural loss and a big garbage management problem. The Zanzibarians don’t know how to handle waste because they are not used to waste that are not degradable. Even if the tourism brings both positive and negative consequences, it’s still a very important income for the locals and they have realized that they are today depending on it. For the hotels it’s very hard to work sustainable and they always have to make a profit because in the end it’s a business.

**Recommendations**

Our recommendation to work more sustainable in the hotel industry on Zanzibar are for example to use alternative power during the power breaks such as solar and biogas. We also recommend reusing materials instead of throw it away. Instead of fulfilling the tourists’ demand we think it’s important to see what Zanzibar can offer within the island’s caring capacity. It’s hard to work sustainable on Zanzibar because of many obstacles but you can always do something.
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1 Introduction

1.1 Knowledge Background

1.1.1 Definition of sustainable tourism

To be able to achieve sustainable tourism and apply it in practise you need to understand the term and know the definition. There are a lot of different definitions but we have chosen to use this one in our essay;

“Development that meets the needs of current generations without compromising the ability of future generations to meet their own needs” (WCED, 1987)

For us the environmental, the social and the economic development should be in focus when talking about sustainable tourism.¹ It’s an ongoing process and to see that the development is going in the right direction you need to use measurement. An important aspect for success is that all stakeholders and important leaders participate in the development towards sustainability. Sustainable tourism should also include satisfied guests and inspire other actors on the market to become more sustainable.²

1.1.2 Background of sustainable tourism

The writer and environmental scientists, Lester Brown, founded the term “sustainable tourism” 1981.¹ In 1987 the World commission on Environment and Development had a conference where world leaders agreed that sustainable development needs to have an important part in the governments, organizations and private institutions decision making. From the time after this conference, sustainable tourism included social, economic and environmental aspects. At Rio Earth Summit, 1992, the impacts from the tourism on the environment and their social impacts were acknowledged as a global issue.³

Tourism is an industry that continues to rapidly expand and at the same time it has a big impact on industries besides the tourism sector.³ On Zanzibar, tourism contributes to approximately 80% of Gross Domestic Product (GDP) even if tourism only is worth around

¹ FN, FN & hållbar utveckling, Rio +20, 2012
² Graci S, Dodds R, Sustainable Tourism in Island Destinations, 2010
20% of GDP. It has been proved that tourism is a tool for economic growth but in many cases it has negative impacts on the environment and the social society. Because of the many negative impacts that tourism have, such as overuse of resources and culture losses, the footprints on the environment have become a global issue. The economic benefits that tourism brings can be used for conservation and protection of resources and can therefore be a part of the sustainable development.4

1.1.3 Challenges to sustainable tourism development

Graci and Dodds mentions challenges to achieve sustainable tourism, they say it’s important to understand the challenges by finding out what hinders tourism from being sustainable. The hotel managers’ attitudes can be one obstacle. Higher in the hierarchy the government has an important role, in many cases there is a lack in planning and controls of development and the government put the economic growth in priority before sustainable development. Corruption is another challenge that sustainable tourism can face and it’s common with bribes to go around the laws. If there is no environmental awareness, limit of resources or a week infrastructure it will be hard to accomplice sustainable tourism. The concept sustainable tourism is well known but it can be difficult to transform it into actions, to make it easier it’s good with best-practice examples and manuals, lack of measurements can be another obstacle. The tourism industry is very resource-intensive and many islands have had a decline of tourists because of overdevelopment.4 To avoid this, the destination needs to plan for the tourism so it can develop sustainable, it’s very important to know how the carrying capacity will be affected by growth.5 On Zanzibar the government applied for investors before they had made a plan of the land use. Another important thing when planning is that the locals are a part of it otherwise you can’t make it sustainable, a top-down point of view is not going to be successful. A problem could be that the locals have no interest in participate because they don’t have any education concerning the issue or they don’t think about the day after tomorrow so for them it’s not an issue. Islands as tourism destinations are increasing but they are more vulnerable than the mainland due to their limited resources.4 If the population increases, which is a common consequence of increased tourism on islands, the pressure on the resources can be tremendous.6 When tourism is rapidly developed there are often cultural

4 Graci S, Dodds R, Sustainable Tourism in Island Destinations, 2010
5 Naturvårdsverket, NUTEK, Ekologiskt hållbar tillväxt, 1999
loses because in many cases the policy wants a short term profit and the environment and culture are being neglected. So the big challenge is to make the tourism industry profitable without stress or exploit the culture and the environment.\(^7\)

To benefit the locals to develop their capacity; increase their income, their basic knowledge and their standard of life, it’s important to hire them in the tourism industry.\(^8\) An increased tourism stream will also give more opportunities for the locals to become entrepreneurs.

Foreign-owned business doesn’t need to be negative, in many cases they can be a driven force towards sustainability because when they live at the destination they feel they have a relationship to it.\(^7\) A foreign owned business can cause a leakage,\(^9\) another negative impact are that the locals can’t control the development because they are dependent on their money.\(^7\)

### 1.1.4 A good example; how to work sustainable in the Zanzibar archipelago

Chumbe Island is a private natural reserve and an award-winning eco-tourism destination, just outside the coast of Stone Town.\(^10\) It’s the country’s first marine park and was presented to the government as a tourism development because the government didn’t have any interest in conservation of the marine. To be able to become a sustainable tourism destination they have made a long term plan of the development, educated the locals and collaborate with different partners. In the coastal areas of Tanzania many locals lives on fishing and therefore it’s very important to protect the marine. In areas around Zanzibar there have been overfishing and with the Chumbe Island Marine Park the areas can be reinstated again. Chumbe Island natural reserve is an innovative, practical initiative in the progress of sustainable development on Zanzibar. These kinds of initiatives are very important to move forward. Here are some implementations that can be used to move forward in the sustainable development of a destination:

- Collaboration – all stakeholders should be involved
- Policy development – make the community committed and avoid leakage
- Give the locals opportunities to a personal development - let them be entrepreneurs and decision-makers in the tourism industry

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\(^7\) Graci S, Dodds R, *Sustainable Tourism in Island Destinations*, 2010
\(^10\) Chumbe Island, 2013-05-16
• Good leadership
• Introduce an eco-tax\textsuperscript{11}

1.1.5 Background Zanzibar

Zanzibar is situated outside the coast of East Africa, in the Indian Ocean and it’s a part of Tanzania. The Zanzibar archipelago has several smaller islands and two main islands. The biggest island is called Unguja and it’s the island that most people refer to when they talk about Zanzibar. The other, slightly smaller island is named Pemba. Together Unguja and Pemba have the same size as the Swedish biggest island Gotland. Unguja has an area of 1 666 km\textsuperscript{2} and Pemba has 988 km\textsuperscript{2}.\textsuperscript{12} Zanzibar has approximately one million citizens and the majority (approximately 700 000, census year 2002) lives on Unguja.\textsuperscript{13} The biggest city on Zanzibar is located on Unguja and its named Zanzibar Town. The main language is Kiswahili but English and Arabic are also used on a daily basis. Zanzibar has two rain seasons, one shorter and one longer period. The short rain season is normally during November until December and the long rain season is during March until May.\textsuperscript{14} Tanzania is a very poor country in the developing world and it’s dependent on aid from other countries.\textsuperscript{15} In the late 1990s Tanzania became Africas third country on the Highly Indebted Poor Countries list. This gave them debt relief in the hope to reduce their poverty.\textsuperscript{16} The economic situation in Tanzania is getting better and stronger but still more than 50\% of the population is living in poverty.\textsuperscript{17} Most of the Zanzibarians came from the mainland Tanzania but there are also quite big groups with Arabic and Indian heritage. Approximately 97\% of the Zanzibarians are Muslims and this religion has it heritage from the Oman Empire. The Islamic believes are very important in the Zanzibarian community and it mixes together with the African traditions.\textsuperscript{13}

1.1.6 Unguja

The environment and vegetation on Unguja was mostly tropical forest but today, as a result of the human impact, you can only find this on some small areas on the island. The forest is very

\textsuperscript{11} Graci S, Dodds R, Sustainable Tourism in Island Destinations, 2010
\textsuperscript{12} Kalin K-S, Skoog J, Assessment of the waste management system on Zanzibar, 2012
\textsuperscript{13} Fagerholm N, Community inhabitants ’ values and benefits in dynamic tropical forest landscapes, 2012
\textsuperscript{14} Expert Africa, Zanzibar information, 2013-04-28
\textsuperscript{15} Regeringsbeslut 2006/10:30876, Samarbetstrategi för utvecklingssamarbetet med Tanzania
\textsuperscript{16} United Republic of Tanzania, Poverty Human Development Report, 2013-05-01
\textsuperscript{17} Sida, Kamp mot fattigdom och korruption, 2013-05-02
important on Zanzibar and especially on Unguja where endemic and red listed species live, like the Red Colobus monkey and the Jozani frog.  

1.1.7 Tourism and economy

The biggest source of income for Zanzibar has been the agriculture and the archipelago is one of the biggest clove producers in the world. Coconut, cinnamon, vanilla and chilies are also important for export. For almost 2000 years spices have been an important product of trade for China, African and Arabic countries and therefore Zanzibar is sometimes called Spice Islands. The agriculture is very important for the population and the majority of them are working with farming and they have always been farming, because of the rich soil and pleasant climate. Today the tourism industry generates a big income for the island with approximately 20% of the islands GDP, but the agriculture is still very important for export. Tourism is a very new source of income for the islands and especially Unguja and it was first in the 1980´s that the initiatives for this sector opened up. The archipelago has been a very important destination for tradesmen for decades not only with spices but also with slaves.

1.1.8 The World Heritage and the colonial era

Year 2000 the old part of Zanzibar Town, called Stone Town, became a world heritage on UNESCO´s world heritage list. The reason why the town became a world heritage was because of its valuable history and virtually intact buildings and landscape. It reflects the culture of Africa but also from the Arab regions, India and from Europe. Vasco da Gama from Portugal was the first European to arrive on Zanzibar in 1499. This resulted in the occupation of the island by the Portuguese year 1503. Slaves became a big trade for Zanzibar when the Portuguese came to the island. The slaves had different tasks and many of the female slaves for example became concubines. If a slave were loyal to their master they had the possibility to advance in their rank, some even became “free” persons. The “best” slaves came from Zanzibar but some bought slaves from the mainland Tanzania or

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18 Fargerholm N, *Community inhabitants’ values and benefits in dynamic tropical forest landscapes*, 2012
20 Zanzinet, *Major economic sectors*, 2013-05-02

13
from other countries. These slaves were called “raw” slaves and they had the lowest rank. They could even be bought by other Zanzibarian slaves.  

1698 the Arabs and the Oman Empire gained the control over Zanzibar. They had a big influence on the culture and on the islands environment. Before the Arabs there weren’t so many natural resources on Zanzibar so they started to plant clove trees. These trees became, and still are, an important income for Zanzibar. During the Oman Empire Zanzibar also became an important trade market for slaves and for ivory. In 1890 Germany and Great Britain made a trade and Zanzibar became a British colony. The island still kept its Arabic structure though it was British. The Oman Empire, led by Sultan Barghash (1870-1888), made Zanzibar very modern with their urban townscape. They built, for example, the House of Wonders, that’s now on UNESCOS World heritage list.

During the period 1890 until 1963 Zanzibar was under British protectorate and the poor inhabitants, mostly Africans and Arabs were moved out from the center of the town. The reason why they were moved was because the British settlers needed the space. It was when Zanzibar was under the British protectorate that the slave trade ended. They remained the power for almost two centuries.

In 1963 Zanzibar became independent under an Arabic government with Sultan Jamshid ibn Abdullah as the leader. 1964 a big revolt took place by the Africans, led by John Okello which gave a result of Zanzibar becoming a republic. The same year as the revolt, Tanganyika (former Tanzania) agreed to become, the independent state Tanzania together with Zanzibar. Zanzibar has its own government but some parts are still taking care of in the government on the mainland, Tanzania. Today Ali Mohamed Shein is the President of Zanzibar and has been the leader since 2010.

1.1.9 Cultural clashes

The definition of culture is a mutual way of living where persons within the same culture share a similar point of view, the agreements of what is right or wrong. Everybody is born into a culture but it can be affected of outer factors and it will change over time. We send

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22 Cunningham Bissell W, Urban design, chaos and colonial power in Zanzibar, 2011  
23 Revolutionary Government of Zanzibar, Historical Background of Zanzibar, 2013-05-05  
24 UNESCO, Stone Town of Zanzibar, 2013-05-04  
26 Vander Beisen I, Social and intercultural relations in nineteenth-century Zanzibar, 2009
out a lot of codes which are not verbal, for example distance to another person, touching, clothing and gestures. In the Zanzibarians’ culture relatives and close friends are very important and put first.

“For example you can’t motivate the people here with money like back home and I didn’t understand why until I read this book, because here the money goes to the whole family. This is good because there is no social system but they are not motivated to work harder to get more money. So now I can motivate them through for example give them a new roof.” - Alex

In the tourism industry there can be ethnic dilemmas due to cultural clashes. For the locals some things are important but the tourism industry wants to priority the opposite, who has the right to decide? An example can be conflicts between livelihoods and protection.

1.1.10 Garbage management

A big problem for Zanzibar as a tourism destination is the littering and pollution as a consequence of waste disposal. Around 650 tons of garbage are disposed every day on Zanzibar and the municipally are only able to take care of 30%. Today there are no controlled landfills that are used as dumping sites on the island. The consequences for the uncontrolled dumping are for example; flooding, spread of diseases and pollution of the environment. The biodiversity are threatened by the lack of proper garbage solution. In the work towards sustainability the population needs to have awareness and knowledge about waste management. With an increased local population and number of tourism the environment will suffer from higher pressure. 2011 a new regulation was established under the Environmental Management for Sustainable Development Act. The purpose of this was to ban the plastic bags from Zanzibar.

Zanrec is a recycling company that’s stationed in Stone Town (figure 1). The founders are two Swedish guys Fredrik Alfredsson and Erik Gulbrandsen. They came up with the business idea for Zanrec when they were spending a lot of time on Zanzibar, doing a Master project on a seaweed center. Waste was, and still is, a big problem on the island so they

27 Herlitz G, Kulturgrammatik, 2007
29 Graci S, Dodds R, Sustainable Tourism in Island Destinations, 2010
31 Zanrec, A systematic solid waste collection system, 2013-05-07
wanted to make a business out of it.\textsuperscript{32} This was to generate money to the community, make it better for the locals and for the environment. This is also Zanrec’s vision.\textsuperscript{33} To be able to establish this company they are supported by SIDA and private investors. Zanrec is a private business but they are collaborating with the Zanzibarian government, who supports them with land, visas, legislations and education. Even if the founders are from Sweden, it’s a Zanzibarian company and will eventually be run more locally. Today Zanrec is collecting plastic bottles and metals from hotels in Zanzibar Town and on the south east coast of Zanzibar. They are not able to recycle the material on Zanzibar today so the collected materials are sold to a company in Dar es Salaam. If Zanrec could do the whole chain of the recycling it could generate in an economic profit for Zanzibar. This is something they want to achieve in the future. They also want to collect glass and degradable waste. The reason why they don’t do it today is because they can’t take the responsibility that the waste will be handled in a sustainable way. Zanrec today is not making a profit and the hotels only need to pay a symbolic fee of 50 000tsh (~200sek) every month.\textsuperscript{32}

The main customers are the hotels and they really see the need for a company like Zanrec, because the tourism industry is affected negatively by a deficient garbage system. When the hotels become costumers, Zanrec provides with education for the staff about waste management and recycling. Before the tourism industry had its big breakthrough on Zanzibar there was for example no plastic, it was only degradable waste. Today it’s a totally different situation with a lot hazardous waste. This is one of the reasons why the response about Zanrec has been positive, but the government is working in a slow pace with their collaboration. Tim reminds us that the government has a lot of issues that they also have to put their focus on, for example education.\textsuperscript{32}

1.1.11 Stage of the life cycle

Butler (1980) made a tourism area life cycle (TALC) that can be applied when talking about a destinations development.

\textsuperscript{32} Tim Woolven, Zanrec, interviewed 2013-03-14
\textsuperscript{33} Zanrec, A systematic solid waste collection system, 2013-05-07
In the first stage, *exploration*, the destination is being explored by a small number of visitors and the destination is still unknown for the masses. People visit this place because of its authenticities. In the next stage the number of guest will increase and come more regular. The destination will provide with facilities for the visitors and the government have to start including tourism in their decisions. Still the tourists have a close contact with the local population. Then the destination enters the *development stage* where things changing rapidly with the tourists in focus. All changes are not approved by the local people. After a while the destination will reach *consolidation*, this is when the visitors in total are more than the inhabitants. In this stage they majority of the destinations economy are related to the tourism industry. When the maximum number of visitors has been reach the destination enters the *stagnation stage*, this is when the caring capacity is reached. The destination is no longer authentic and has lost the image of being a popular spot for holiday. As in the stagnation stage some changes are needed to survive as a tourist destination, the changes can take different directions, decline or rejuvenation.\(^{34}\)

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\(^{34}\)Butler R.W, *The concept of a tourist area cycle of evolution*, 1980
1.2 Purpose and goals

The purpose of the study is to describe how hotel managers perceive the current circumstances to work for sustainable tourism. Our main goal with the project was to chart how sustainable tourism are today on Zanzibar. We put up this goal because we want to see that the local people and the environment are benefited by tourism in the future. One minor goal during the process was to inform the hotel managers about the importance of sustainable tourism. This by raised the question about sustainable tourism and to send out our finished thesis to hotel managers. This was also an opportunity for us as students to gain deeper knowledge of the tourism industry, experiences and to widen our perspectives for the future.

In order to fulfil the purpose of the study four research questions have been formulated:

- How do hotel managers perceive that the tourist destination Zanzibar will develop in the future?
- How are the hotel managers’ attitude towards sustainable tourism and how is it reflected in their work?
- How is the response from the locals about the increased tourism on the destination?
- What are the biggest issues on Zanzibar for sustainable tourism development according to the hotel managers and the locals?
2 Materials and methods

From now on in this thesis Unguja is now referred to as Zanzibar.

2.1 Before departure

We are studying sustainable tourism development on Halmstad University and that’s why eco-tourism on Zanzibar was an interesting subject for us. We chose Zanzibar, Tanzania because it’s a development country and the island is a popular tourism destination. We applied for the MFS scholarship from Sida and received it in April 2012. We had already decided to limit our research to the hotel sector. In the selection of the hotels we chose eight different hotels to interview. The reason why we did eight interviews was because of the time schedule that we had and less interviews than that wouldn’t give us a reliable result. We wanted to have profound interviews and therefore we made sure that we had good time margins. To get the most reliable answers we wanted to interview the managers of the hotels. This because we thought they should have the knowledge about the hotel and their work for sustainable development. We chose the hotels from what locations they have and to find them we used Trip Advisor. On Trip Advisor we randomly chose 19 hotels on the destinations to send requests to, this to be sure that we would receive at least eight answers. We had no impact on who was going to answer and participate in the interview. We knew that it could emerge difficulties if the hotels didn’t want to participate in the study. With this in mind we needed to be flexible when we chose hotels to investigate. To get a clear picture of the different tourist destinations we chose two hotels in Stone Town, because this is the biggest city on the island, two hotels in Nungwi, because it’s a big tourist destination and then we had four interviews on south east coast in three different villages. Two of them were in Jambiani, one in Paje and the last one in Bwejuu. When the hotels responded and wanted to participate in the interview we sent them our questioners to let them be able to prepare for our visit. Before our departure we sent reminders to the hotels. When we wrote the questions we wanted to make it possible for supplementary questions and discussions. By doing the interviews at the destination rather than through email or telephone we were able to get the deep answers that we asked for, at the same time let the hotel managers feel more secure. To make this easier we bought a recorder to be able to store the data.
2.2 On Zanzibar

Our field study period was from the 1st of February until the 15th of April 2013. We have used a qualitative method in the collection of the data. Our thesis is based on qualitative interviews. When we arrived to Zanzibar it took time for us to acclimate to the new culture, to a new atmosphere and to get settled in our apartment in Jambiani. The first step for us was to make appointments with the hotels and practical issues such as local telephone cards and internet. Even though we had contacted hotels we still had to ask two new hotels, when we were at the location. We used Lonely Planet guide to locate one hotel that we could interview. The other one we chose because we needed one more hotel on that location. We came unannounced to see if they had the opportunity to participate. All the hotels were very easy to co-operate with when it came to make the appointments. We made sure that the manager approved of be recorded and we also asked if they wanted be anonymous in the thesis. If they didn’t approve to be recorded we always brought materials to be able to take notes instead. The first appointment we had was in Stone Town. To get there we had to take the local transport, called dalla-dalla, from Jambiani. It took approximately two hours one way and it was a big cultural difference from what we are used to. When we arrived in Stone Town the interview was cancelled and this was our first setback. The only thing for us to do was to get on the dalla-dalla for another two hours back to Jambiani. After this everything went as planned and we had all the interviews during the first half of our stay. The interviews took place at the hotels in Stone Town, Nungwi, Jambiani, Paje and Bwejuu, from the 13th of February until the 30th of March. We chose to leave the hotels anonymous because the names are irrelevant for this thesis. The interviews were between 35-90 minutes long depending on supplementary questions. After the interviews we transcribed them by listening to the recorded data and digitalized them. For us it was very important to give a good first impression by respecting the culture of Zanzibar. We did this by covering up our shoulders and knees because the majority of the Zanzibarians are Muslims.

2.3 Compiling of data

When we compiled the data we discussed the answers, the attitudes towards sustainability and the conditions for the different hotels. To make it easier for us to see a connection between the answers on the different interviews and be able to categorize them, we transcribed the interviews. When we categorized the answers from the interviews we also searched for quotes

35 Trost J, Kvalitativa intervjuer, 2010
within the category. We did this to give some interesting examples from the hotel managers’ point of view regarding the sustainable situation on Zanzibar. We used these main categories:

- Background of the hotel and the hotel manager.
- Knowledge about sustainable tourism and practical work towards it.
- Issues in the tourism industry.
- How can Zanzibar become sustainable and what is important to preserve?
- Life cycle for Zanzibar as a tourism destination

### 2.4 Students

During our stay in Jambiani we came in contact with the Canadian NGO, Hands Across Borders Society. One of the founders of the organization had started a tourism and hospitality education, Jambiani Tourism Training Institute. Their aim with this school is to increase the opportunities for the villagers on the south east coast of Zanzibar. Every year the school arrange a test were the students are thought to answer the questions from a sustainable tourism perspective. We became really interested in hearing the students’ point of view of the tourism industry on Zanzibar. After talking to the founder, we were approved to ask the students some questions about their opinions. We had five questions that we read out loud and they answered in written. They were 14 but only 12 of them answered all the questions. They were allowed to give more than one answer at each question. The appointment took approximately 60 minutes and when we received the results we categorized the answers to enable further analysis.

### 2.5 Interview with Zanrec

We noticed that the garbage collection on Zanzibar was deficient. After meeting another Minor Field Study scholar by coincidence, who was stationed at Zanrec. We organized an interview with the company through her to get more information about their work on Zanzibar. The interview took place on a local lunch restaurant with Tim who did a lot of the field work for the company. We used the recorder to store the data and transcribed it afterwards.
3 Results

3.1 Interviews with the hotel managers

3.1.1 Ownership

All hotels are owned by Zanzibarians but in practise the situation is different. One hotel is owned by an investor group where only one out of ten persons is from Tanzania. Two hotels are family business. Among the eight hotels, four of the owners are just involved when it comes to very important decisions, three owners are not active in the hotel and at one hotel, which is owned by a family and some of the family members are still an important part of the business. The managers can own the lease even if they aren’t local. Three out of eight hotels had local managers.

”The land here belongs to the roots here, to government of Zanzibar. So I have a land lee for the land for 99 years.” – Klaus, about not being able to own land if you aren’t local.

“He’s on paper I’m the manager but actually I’m the owner and he’s the assistant manager (...)completely out of the business because we have a rental contract for 16 years with them so we rent basically the ground of them” – Melanie, you can be the owner in practice but not on paper.

3.1.2 First thoughts about the hotels

Three hotels started as private houses, two of them felt forced to make it a business because of the laws that the government put up;

”The government of Zanzibar changed the law that all properties, not properties, all land on this coastal airstrip of Nungwi had to become hotels or used by tourists so first the house became a guest house and then they upgraded their law that there had to be a minimum of a 10 room resort.” – Nikki

Another reason was that it is very uncertain to invest the money in a private house. Two of the hotels started as family business and two didn’t have any other intensions than to make it a business. One hotel was built to give a short term economic profit.
3.1.3 Knowledge about sustainable tourism

Four of the managers were aware of the meaning of the term “sustainable tourism” while four don’t know what the term means. Even if they don’t understand the term they might do a lot unconsciously, and two of them do. Three of the ones that know about the term also have a personal interest in the subject (Figure 3).

![Pie chart showing knowledge about sustainable tourism](image)

*Figure 3: Four of the managers are aware of the term “sustainable tourism” while four of them don’t know the meaning.*

3.1.4 Garbage management

The tourism industry brings a lot of garbage that needs to be taken care of. On two of the hotels it was uncertain how they handled the garbage. Four hotels have hired Zanrec (Zanrec was not active in Nungwi when the interviews took place). Three of the hotels that use Zanrec also have their own compost and one of them gave some of the food waste to the cows and burnt the paper. One other hotel also had compost, and on that hotel they also reuse for example plastic bottles and glass jars, so half of the hotels had compost. All hotels have the local “taka-taka” (dumping ground) but five of the managers had an opinion that they couldn’t trust them;

“*Look at the takka-takka, everybody dump everything in the takka-takka, its flies and the cows going eat the plastic and you see how they die.*” – Dina

“I make sure my takka-takka gets away, wherever they take it, I pay them to take it away from me.” – Dina

“They mix everything wheatear it is plastic or biodegradable, it’s all mixed.” – Ulrica
“Answer: (…) we got a place in the bush were we can put the garbage.

Question: And then they burn it?

Answer: Phu, I guess so…

Question: Do you recycle?

Answer: Where should I recycle, “samahani” (excuse me in kiswahili)???

– Interview with Klaus

“(…)the rest a car comes and takes it. I don’t know where… but I can’t take it myself so I don’t know what else I should do? Okay I pay them the full price to go to town but one time they take it the whole way and the second time they put it out halfway, but what should I do? If someone catches them, they barge. That’s how it is.” – Alex

“(…) we get a truck that picks it up, to be really honest I have no idea where they put it.” – Melanie

” Everything that was waste was degradable. Mango seeds, fish skins so you throw it down and the ants carried it off.” – Nikki, the locals are not used to hazard waste

3.1.5 Issues caused by the tourism

We got a wide range of answers at the question about issues caused by tourism. The issues that were mentioned at the interviews were; cultural loses, overuse of the resources, increased prices, sacrifices for the locals, lack of respect towards the locals from the tourists, littering, criminality, diseases and that the development is going at a faster pace. The issue that was most frequent among the answers was the cultural losses. But there was also positive consequences caused by the tourism mentioned;

“(…) most of them have been so good educated in school that tourism is going to be their survival and I think that’s way people are so friendly because without tourism there is no survival for them.” – Dina

“The people are getting skilled, a lot of trainees come here and get skilled and then get jobs because of that.” – Nikki
“Some they say;
- They come to examinant our lives here, they came to destroy our moral educate.

This is what they are saying;
- Just see what they wear when they are walking down town, what about our daughter what she is going to imitate from them. Like the cultural heritage is being destroyed.” – Issa, about what other people say about the tourism impact.

Cultural clashes can occur due to different point of views between the tourists and the locals. The most common is dress-code, six out of eight hotel managers mentioned this. Two of the managers mentioned that food could cause cultural clashes;

“Yes, at the breakfast they ask where the bacon is, and I say no, there is no today or ever! People don’t understand that because people think breakfast-bacon but no bacon - Muslim” – Dina

“Yeah, we have it in the kitchen, some of them don’t want to touch pork meat. During Ramadan you have some rules to follow, these we tell the guests and usually they understand it. We try to make the staff happy and that is also a work motivation.” – Alex

Two of the managers felt that the Zanzibarians thought that white people were the same as rich people;

“We are rich, unbelievable rich. If I tell a masai what I earn in Germany which was okay but not much, he will think I’m Bill Gates.” – Alex

Another issue is the island-mind, the laidback feeling and the slow pace, which can annoy people from other cultures. The “island mind” was mentioned at the majority of the interviews. Other cultural clashes mentioned were different priorities, family values and religious tensions.

3.1.6 Issues caused by the government
Six managers said that corruption is a big problem that the government causes, corruption will also bring bribes, high taxes and it makes the government untrustworthy. Two of them also said that the government has a short term thinking and only think of themselves, they want an economic profit;

"Everything is possible! But they are only looking for the money in their pockets NOW, they don’t think about the future." – Klaus

“Everything belongs to the government so if they like (this hotel) there is nothing to do, they come and they pay you out. They own the land but the building, they bring someone who is an “expert” and they say here is 5000 take it or go to court...” – Alex

Four of the managers thought that the garbage management was an issue for the government to handle, but was now neglected by it. Three mentioned lack of education as a problem caused by the government. The government put the tourists first, before the local population, three managers answered that the government had wrong priorities. One of the local managers said that he couldn’t see any issues caused by the government.

3.1.7 Employees

The majority of the staff on the eight hotels was from Tanzania. On five of the hotels the majority of the staff was from Zanzibar while on the other three hotels the majority of the staff was from mainland Tanzania. One hotel has all the higher positions covered by “wazungu” (white persons). All of the hotels, except one, had contracts through the government. Three managers mentioned that they had trainees.

“The mainlanders get better jobs because they are better educated and more trustworthy. It’s not because that people here don’t want it but they have an island culture and they have no work ethics.” – Melanie

“Because some hotels only want to hire people from the mainland because they say; Zanzibarian girls are so lazy, and they are, I admit it.” – Issa
3.1.8 Interest in increasing the hotel

Four of the eight hotels managers wanted to increase the size of their hotel but one of them doesn’t think it’s possible. Three of the hotels that are positive to the increasing business will be able to do the rebuilding but don’t need to rush it. The four hotels that don’t want to increase their size mean that with the expansion of the hotel, higher costs will come.

3.1.9 Competitive businesses

Four out of eight hotels feel no concurrence from other hotels/ businesses in their area. The last four hotels think that there are some concurrences but they think it’s necessary with some competition to make their hotel better.

”No, I always say it’s like shoe stores, if you go to the mall there are all these shoe stores around each other but the one doesn’t bother the other one.” – Dina

3.1.10 How many think that the Zanzibarians have short term thinking?

Four of the eight hotel managers think that the Zanzibarians have short term thinking both when it comes to work and their lifestyle. The last four hotel managers don’t mention this in their interview.

“The people here don’t think long-term. They are thinking from 12 up to midday.” – Alex

3.1.11 Helpful groups coming to Zanzibar

Three out of eight hotel managers think that there are negative and positive sides to everything. They don’t feel that there are just one group that brings all good to Zanzibar without bringing something negative with it.

“It depends how you see it. Tourism is the major income on Zanzibar but they are also the ones that make it worse in other ways, they bring crimes, diseases like HIV, it’s always a good and a bad side.” – Alex
Two hotel managers can’t see any positive with the groups that are coming to Zanzibar. One hotel out of the eight we questioned thinks that the NGOs’ are doing a great job for the locals. Another hotel thinks that the most helpful group is the tourism. The last hotel out of eight thinks that the investors are very helpful (Figure 4).

![Figure 4: Three of eight hotels think that there are negative and positive sides to everything. Two hotels can’t see any positive groups at all, only negative. One hotel thinks that NGOs are very good groups for Zanzibar. One other hotel thinks that tourism is the most helpful group and the last hotel out of eight thinks that the investors are the group with most positive impact on Zanzibar.](image)

3.1.12 Information about the sustainable situation on Zanzibar to the guests

Two of eight hotel managers inform everyone and do it a lot because it’s in their interest. Two other hotels informed their guests when the problem occurred. One hotel manager believed that the guests already have the knowledge and focus instead on informing the locals about sustainability. Another hotel manager informed the guests on a blackboard in the hotel lobby. The last hotel out of eight doesn’t have any information to the guests.

3.1.13 How important is an environmental profile?

The majority of the hotel managers think that it was very important with an environmental profile for their hotel and for themselves. Two hotel managers think it was important as well with an environmental profile but the profit for the business was more important. One hotel manager didn’t know what environmental profile meant.
3.1.14 How can Zanzibar become sustainable and what is important to preserve?

The result in the question of how to make Zanzibar more sustainable the majority of the managers answered that the locals need to get a chance to employment and that the garbage management system needs to be improved. The majority also thinks that the environment and the culture are the main things to preserve on Zanzibar. A minority of the hotel managers think it’s important to preserve the historical sites for future generations and for the tourists.

“I think, just to put your foot down and say there is no work for the people from Tanzania (mainland) - control at the airport and at the port. Because these people have came to steal and rob here. What they do is that they first comes to the village and take the locals´ house and then their wives and then their jobs. And then the local is outcast. And that’s when all the big fights start.” – Dina, the importance of giving the locals a chance.

“I think the one thing that is really, really missing is the garbage collecting, there is no system, there is nothing.” – Klaus, about the garbage management system.

” Historical sites, that’s the most important thing. Because everyone who is coming here wants to see the historical sites so the only thing that needs to be preserved is the popular things.” – Issa

Another answer from the majority of hotel managers: the government have to take more responsibility for the environment and work harder to make Zanzibar sustainable. Four hotel managers think that Zanzibar is depending on help from outside and also in big need of different projects to increase the work towards sustainability.

“Yeah for sure. Because all the ones with bad things are coming so also the once with good things should come.” – Alex, if Zanzibar needs to get help from outside, in the question how to make Zanzibar sustainable.

Three hotel managers think that the education of the locals needs to be improved. One hotel manager also thinks it’s important to use as much solar energy as possible, reuse of materials and decrease the electricity use. For one hotel manager it felt like an impossible mission to make Zanzibar sustainable. One hotel manager wants to keep the tourism as a source of
income and thinks that’s important. For another hotel manager sustainability comes by paying all the taxes to the government. At one hotel they used salt water to flush the toilets and in the showers (Figure 5).

![Figure 5: Five of the hotel managers answered that the environment and the culture are the most important things to preserve on Zanzibar. Two hotel managers think that the historical sites are important, for both future generation and for tourism, to preserve.](image)

### 3.1.15 Problems with managing a hotel

Seven hotel managers out of eight answered that the biggest problem with managing a hotel on Zanzibar is the corruption. The bad quality of the products on Zanzibar is something that four hotel managers think is a big problem for their business. Four out of eight hotel managers have difficulties with the lack of electricity and water. The demands from the guests and what’s actually possible to achieve are two different things, this creates a problem for four of the hotel managers. The climate is also a problem because of the high humidity for four of the eight hotel managers. Four hotel managers think it’s very unstable to have a business on Zanzibar because of the government has the power to, for example, take the land. To manage a hotel on Zanzibar is very expensive and this is mentioned as a problem for four managers. It’s hard to plan how to develop the business because it’s an uncertain industry; two out of eight hotel managers think this is a problem. For one hotel manager there have been some problems with cultural clashes, for example different point of views and dress-codes, and the long time it took to start up the hotel. A problem for another hotel manager is that Tanzania is a developing country, it hasn’t gone through the industrial development yet so a lot of mistakes happen, this cost time and money but it’s something that the Zanzibarians have to go through to develop. For one hotel manager there’s no problem at all with running a hotel on Zanzibar.
“You’ve seen the roads. There is no water, there is no waste management and the power is a joke.” – Nikki, problems on managing a hotel on Zanzibar

“a lot of guests asking for swimming pool and then a lot of them decline because we don’t have a swimming pool. Okay and then we tell them we have the beach next door, which is two minuets walking distance and then some of them agree and go to the beach for a swim.” – Ulrica, demands from the guests at the hotel

“You can’t come here with an idea from Europe and think it will work here, you have to do it right, take it to their level.” – Alex

“It’s very difficult to plan your life further than one year in Africa I really don’t know.” – Melanie

” It’s very, very hard because actually even by the time 13 years ago the minimum for investment were two million dollars. BUT, there was no infrastructure here, we didn’t even have a telephone, we didn’t have a road, we didn’t have anything.” – Klaus, about it’s very expensive to invest in a hotel

3.1.16 Engagement in the society and local refund

Five out of eight hotel managers only have contact through their employees or through their projects about what’s going on in the community. The other three hotel managers have daily contact with the locals. Four hotel managers don’t have any projects of their own within the community. One of those hotels doesn’t have any faith for the existing projects but might join the projects just to do something. The other four remaining hotels are co-operating with local projects on different levels. One of the hotels is involved in many projects and is also working together with different NGOs’. The majority of hotels co-operated with other hotels to increase the security on the beaches. We thus got a very broad result on the question about the local refund but everyone is doing something to benefit the community.

3.1.17 Life cycle for Zanzibar as a destination
Seven hotel managers believe that Zanzibar is in the development stage and the tourism industry will increase in the near future. One manager point of view differs and has noticed a decreasing amount of tourists the last years. Tim from Zanrec thinks that the development of Zanzibar still has the potential to make the island a sustainable destination but it’s a lot of work to get there. “(...) Zanzibar still hasn’t gone beyond the point that there is no return of acid pollution, environmental pollution but I think it’s getting there.” – Tim.

3.2 Students in Jambiani

On the question about what the students think is important to preserve on Zanzibar the result was preservation of the environment and the culture but also health and security (figure 6). The majority had more than one answer to the question but the most common answers were to protect the coral reefs and their culture.

![Figure 6](image)

Figure 6: what the students think are the most important things to preserve on Zanzibar. We got most answers about preserving the coral reefs and the culture.

We received more positive answers than negative regarding the question about tourism impact on Zanzibar. The result from the question shows that the tourism is a good thing for the development of Zanzibar and especially for the local economy (figure 7A). Other answers that we received were employments, it creates new friendships, the infrastructure is being improved and you gain a lot of knowledge. On the negative side the local students feel that
their culture is being neglected and that the tourism brings more criminality, diseases and higher prices (figure 7B).

Figure 7A; what the students think is positive with the tourism on Zanzibar. The majority of them answers that it’s good for the economy.

Figure 7B; The students view on the negative impact from the tourism is the lack of respect for their culture.

The result on the question why the students are studying at JTTI showed that tourism is the main industry on the island. Through this education, they answered that they will gain knowledge and improve their lives. Some of them are studying this because of their interest in the tourism subject.

All of the students see a lot of issues on the island that has to be improved. They think that the education is the main issue but their answers gave more results such as higher security and
controls at the borders, preservation of environment and culture, improvement of infrastructure and make it better for the tourism (figure 8).

![Bar chart](image_url)

**Figure 8:** the education is the main issue that has to be improved on Zanzibar according to the students but they have also mentioned other issues.

On the question of what is their biggest dream we got a wide result but the focus of the answers was mainly on the tourism industry. To have an own business or a career in the tourism industry, get a diploma from JTTI, become a captain on a ship, work as a radio/ TV broadcaster, own a school and marry a “tourism wife”, this was the answers we received.
4 Discussion and conclusions

Many of the managers on the hotels that we interviewed didn’t recognize the term; “sustainable tourism”. For us this term is very well-known but we realized that this was not the case on Zanzibar. At first we thought that it was a question about generation or origin but even some managers from western countries hadn’t heard about it. Some of their actions are still sustainable even if they are not aware of it. Even if some of hotel managers have a personal interest in the subject it has to be a request from the tourists to push, for example hotels, to work sustainable. We think that to make people demand sustainability on hotels the tourists need to get information about the sustainable situation. The hotel managers can be the one who inform the guests. Because islands have limited resources it’s a big risk that they are overused when the number of tourists increases. We therefore think it’s more important to look at Zanzibar’s caring capacity instead of fulfilling the tourists’ demand. Many of the hotels are depending on their generators because of the frequent power breaks but we’re asking ourselves if there is a more sustainable way for example solar or biogas?

Zanzibar has a lot of challenges to achieve sustainable tourism development and this could be because the government, the hotel managers or any other persons in the tourism industry doesn’t understand the challenges or just chose to neglect them. We believe that the tourism industry understands the challenges but in the end it’s the government that has to make a change. A corrupt government with an economic profit in mind will not make the destination sustainable. The corruption within the government is something that can be seen in the good example of Chumbe Island. The government didn’t have any interest in preservation of the environment but they thought tourism development would bring an economic profit. Zanzibar is depending on aid and we think that this can be noticed in their mentality and their laid back appearance. They are used to get help from outside and it can therefore be hard for them to manage the problems on their own but it can also be a comfortable choice. The government is a big part of this because of corruption, their work and choices will be reflected in the locals’ actions.

The majority of the hotels were managed by international persons. This could have negative consequences for example leakage of money. If the government would encourage other

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37 Graci S, Dodds R, *Sustainable Tourism in Island Destinations*, 2010
investors instead of only the tourism industry it could eliminate the leakage. Today it’s not possible to only have a private house but maybe the government should encourage this because then the investors will have a personal relationship to Zanzibar. One issue with hiring staff from the mainland is that the locals never get the opportunity to develop and to increase their knowledge through practical experiences.

The security on the beaches is very important to keep the tourists coming to the destination. To do this some of the hotels collaborate with others. This is something that we think is very important because one of the negative impacts from tourism is higher criminality. Therefore the tourism industry should take their responsibility.

Two cultural clashes that we have experienced are eye contact and their avoidance of the answer “No”. For us in Sweden it’s very impolite not to have eye contact and smile when you have a conversation. In Tanzania on the other hand you should, as a female, avoid this when you speak to an elder or a man to show respect. When you, for example, ask for the direction they will give you an answer even if they don’t know the way because it’s impolite to answer “No”.

The Zanzibarians have very short term thinking and this could be caused by their heritage because they have never been forced to plan in advance. The world heritage site the House of Wonders is falling apart, we think it’s a result of short term thinking and difficulties to prioritize it because of costs. If the Zanzibarians proceed with their short term thinking and lack of environmental and cultural awareness will destroy the paradise picture of Zanzibar. Instead of white sand dunes and turquoise water the tourists will associate Zanzibar with a polluted environment.

“(…) it’s about thinking of the day after tomorrow. The day after tomorrow doesn’t exist. It’s about what you can earn today. Other countries are used to have to do something today to make it easier one month later or one year later. But here they never had to think like that, they are not used to think about the day after tomorrow.” – Alex

38 Kalin K-S, Skoog J, Assessment of the waste management system on Zanzibar, 2012
“You know, you in Sweden, you don’t have any food during the winter time, you are use to look how you can survive during the winter, they don’t have to take care, they aren’t use to it.”

– Klaus

We think it’s very sad when the tourism is more important than the locals; one example is that the locals got a limited access to the beaches in some areas on Zanzibar. The tourism industry contributes to the main income on Zanzibar but it can quickly disappear so it’s important to have another source of income but this could be difficult because the tourism industry occupies a lot of the natural resources. What will happen with the hotels, locals and the island if the tourism declines? We think that Zanzibar has a limit for its tourism development and especially in Stone Town. If the tourism industry increases the already crowded city will meet even bigger obstacles to become a more sustainable city. One example of this is that today there is no space for composting in Stone Town.40 We still don’t think that Zanzibar is out of reach when it comes to sustainability because the island hasn’t entered the stagnation phase in TALC yet. They entered the involvement stage when the government started to invest in the tourism industry during the 1980s’. Today Zanzibar is in the development stage and the tourism is in focus while the local population is neglected. There is a chance that Zanzibar won’t develop sustainable because for the locals it’s not a priority. This will be shown when they enter the stagnation phase, the tourism can either decline or rejuvenation. It might be a bigger chance that the tourism on Zanzibar will decline due to the many challenges. If the tourism will decline it will affect the national economy, the local population and the environment.41 Sustainable tourism is, for us, a very important subject but they have maybe other, bigger issues they have to priorities first.

The tourism industry is the biggest reason for the unmanageable volume of waste.40 We think that Zanrec is a very good company created from a good initiative and every little step in the right direction is important. It’s still a lot of work to be done on Zanzibar in the question of waste management. Sometimes they need to take a short cut that’s not so sustainable for example burning sanitary waste to avoid health Hazards because lack of dumping sites. In the western world we’ve been educated for decades how to handle waste, we take a working waste system for granted. One example was when we had the interview with Tim on Zanrec

and we asked why the government hadn’t built a real dumping site. With this we actually meant a complete recycling and waste center. Tim who’s informed in the subject disagreed and said; “I don’t think the first thing is building a dumping site. If you build a dumping site it’s only going to fill up with stuff that could be recycled.” – Tim. Another problem that occurred was that for us it’s wrong to throw the garbage on the street instead of in a garbage bin. This became an issue for us when we realized that the island almost had no garbage bins. It’s been hard for us to ignore our heritage and to see the island from the Zanzibarians’ perspective. The reason why the population can’t see the differences between degradable waste and hazardous waste could be because they mostly had degradable waste before the tourism.

The JTTI runs internationally and therefore the students get their view from the teachers’ perspective. The results on our questionnaires can therefore not be seen as a general point of view from the locals about the tourism industry. Despite this we think that it’s a good start for a more sustainable industry in the future. We think education is a key factor in the work towards sustainability. The students understand that the tourism industry is very important for the island and to be able to maintain this, Zanzibar need to preserve the environment and the culture. For the students the coral reefs were very important to preserve. The reefs are a very important economic source but it has been negatively affected by human and natural impacts. To maintain this source the coral reefs needs to be protected both for the tourism industry and the local livelihood.42

We noticed that the two biggest issues on Zanzibar for the sustainable tourism development are the cultural losses and the lack of garbage management. This is negative for the tourism industry but it’s also caused by it. We think it’s very important to preserve the culture because it represents an era that’s been very important for the Zanzibarian people. The garbage management should be a high priority on Zanzibar because it’s not only affecting the tourism industry but also the health of the local population and the valuable environment. Our main goal with the project was to chart how sustainable tourism are today on Zanzibar. The conclusion we have drawn about accomplish sustainable tourism on Zanzibar is that it’s very difficult due to the many challenges. The Zanzibarians need to face these challenges if the island should remain a popular tourism destination. Regarding all the challenges, we still

42 Lange G-M, Jiddawi N, Economic value of marine ecosystem services in Zanzibar, 2009
think that Zanzibar is a beautiful island with a lot of potential to become a sustainable destination. We hope they will meet the challenges and develop towards sustainability and we would love to go back to see how the future has turned out for Zanzibar.
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Interview questions for the hotel managers

1. How would you explain sustainable tourism?

Background

1. When did this business start? Are you the founder?
2. Ownership? International management?
3. Employees’ hierarchy?
4. How has the business changed since the beginning? What were your goals and vision from the start and are they the same today?
5. How will your business develop in the future?
6. Numbers of visitors? Seasonal or all year round?
7. Do you want to increase the numbers of guests and if that’s the case how are you planning to do that? If you are satisfied with the number of guests how will the development look like? Have you noticed if the number of guests on your hotel has changed the last two years?

Organisation

1. How many employees do you have? Local staff or international?
2. What kind of labor contracts do they have?
3. Full time/part time? Different tasks?
4. Do you have any co-operations with any other actors? Local guides, other hotels in the surrounding, local products (food and handcrafts etc) or any local projects? Please name up to 5.
5. Is there any competitive business to yours? If yes, is the pressure positive or negative and how is it affecting you?
6. What is your budget per year? (approximate)
7. How do you divide the expenditure? For example how many percent goes to sustainable work, employees and rebuilding.

Sustainable work

1. What do you think is important to preserve on Zanzibar? And why?
2. What do you do today to prevent negative effects on the island? For example recycling, diminish water loss and reuse.
3. Have you seen any negative impacts from the tourists?
4. Is there any laws or restrictions that benefit/disadvantage your business? If that’s the case, how?
5. On a scale from 1-10, how important is your environmental profile? (If any)
6. Are your guests asking the hotel to be eco-friendly?
7. Do you think your guests have any interest to participate in any social or environmental projects on Zanzibar?
8. Do you see any reasons to inform your guests about the sustainable situation on Zanzibar? If yes, in what way? If no, why?
9. Do you receive any response from the locals about the tourism and their effects?
10. What are the comings and goings in the community?
11. What are things that people are talking about in your community at the moment?
12. Who are the most helpful groups or people who come into this community?

Interview questions for the JTTI students

1. What do you want to preserve on Zanzibar?
2. Have you seen any impact from the tourists, positive or negative?
3. Why have you chosen this education?
4. What do you think needs to be improved on Zanzibar and why?
5. What is your biggest dream?

Interview questions for Zanrec

1. How did they come up with the idea of Zanrec?
2. When did Zanrec started?
3. Are you here indefinitely or are you going to hand over the business to locals?
4. What is your academic background and previous experiences?
5. Do you have support from the government on Zanzibar?
6. How have you managed to finance the start up of Zanrec?
7. How have you created the business network?
8. How is it going with your goals for the first three years?
9. From whom comes the garbage waste that you collect?
10. What does it cost for the hotels to hire you?
11. How do you want to spread the knowledge to the local population?
12. When you are selling the waste to another part, do you take responsibility for the whole chain?
13. What kind of response have you received?
14. What is your timeframe for a complete waste and recycling system?
15. What is the next step for Zanrec?
16. How do you think Zanzibar will develop?