

**UNITED REPUBLIC OF TANZANIA**  
**MINISTRY OF NATURAL RESOURCES**  
**AND TOURISM**



**INVESTMENT GUIDELINES**

**AUGUST, 2017**

# FOREWORD

Tanzania is a country that has abundant natural, cultural and historic resources which are attractive and unique. Tanzania's natural beauty and sheer density of plant and wildlife species make it one among the top tourist destinations in the world. A quarter of the total area of the country is protected, providing habitat for a variety of species of flora and fauna. A fifth of Africa's large mammals which are found within its borders include lions, hippos, elephants, leopards, and buffalos.

Other natural, cultural and historical resources which include Mafia Island, Olduvai Gorge with Maasai, Makonde culture and arts are also found in Tanzania. The country is also endowed with natural and plantation forests and areas for forest plantation establishments.

Development of the Natural Resources sector is experiencing challenges such as low level of technology, inadequate skills and capital. It is the hope of the Ministry that, collaborating with different stakeholders will assist to address challenges in this sector. The Ministry on its part will continue to work towards creating a conducive environment for investment in the protected areas. As one of the strategies to achieving that, the Ministry has prepared investment guideline to guide investments in protected areas.

In the above scenario, it is clearly seen that there is reciprocal gain for those who will decide to invest in our protected areas. Investment opportunities available include construction of different types of accommodation and entertainment facilities such as lodges, tented camps, hotels; leasing of historical buildings; plantation establishment and beekeeping activities. Other investment ventures include trophy hunting, transport, canopy walkway, cable cars, balloon safaris and mobile catering facilities.

It is my expectations that this guideline will provide an insight to all investors on how to invest in our unique protected areas. May I take this opportunity to welcome all interested investors to explore investment opportunities in protected areas found in Tanzania.

**Hon. Dr. Hamis A. Kingwalla (MP)**  
**Minister**

## **STATEMENT FROM THE PERMANENT SECRETARY**

Tanzania is endowed with various natural and cultural resources that form a mainstay of tourist attractions; including wildlife, natural forests, beaches, mountains, rivers, lakes, historical sites and the people with diverse culture, history and artistic talents. These attributes put Tanzania on the world map as one of the leading nations in that aspect.

The Ministry of Natural Resources and Tourism has the responsibility of conserving and overseeing sustainable use of natural and cultural resources which includes wildlife, forest, cultural heritage sites, tourism development and beekeeping activities. Tanzania has protected areas covering 25.4% of the total land surface; of which 6% is Tanzania National Parks Authority (TANAPA) with 16 National Parks, 0.88% is Ngorongoro Conservation Area Authority (NCAA), Tanzania Wildlife Authority (TAWA) 12.98% which covers 28 Game Reserve (GRs) and 5.54% covers 44 Game Controlled Areas (GCA).

In collaboration with its Agencies, Authority and Research Institutes, the Ministry is overseeing conservation and development of the sector. These institutions include: Tanzania National Parks (TANAPA), Ngorongoro Conservation Area Authority (NCAA), Tanzania Wildlife Authority (TAWA), Tanzania Forest Service Agency (TFS), Tanzania Tree Seed Agency (TTSA), Tanzania Wildlife Research Institute (TAWIRI), Tanzania Forest Research Institute (TAFORI), National Museum of Tanzania (NMT) and Tanzania Tourism Board (TTB).

The Government of Tanzania is determined to maintain its natural and cultural resource values that are part of the public resources, which through investments, higher revenues are accrued. Investment in the protected areas continues to play a significant role in economic development as a source of foreign exchange and generate employment directly and indirectly for both formal and informal sectors.

It is my hope that, this investment guideline will guide business operations done within the protected areas. It is anticipated that all those wishing to invest in protected areas will abide to these guidelines and all relevant Laws and Regulations of the government of Tanzania.

**Maj. Gen. Gaudence Milanzi**  
**Permanent Secretary**

## EXECUTIVE SUMMARY

Investment guideline for protected areas under the Ministry of Natural Resources and Tourism focuses on planned investment opportunities in the protected areas for conservation and perpetual benefit of national and international community without impairing the resources. This guideline is inline with national policies and strategies supporting conservation of natural, cultural resources and tourism development in Tanzania.

This investment guideline contains steps and procedures which interested investors are required to follow in order to meet conditions to invest in protected areas under the Ministry of Natural Resources and Tourism. The guideline helps all interested investors to understand various investment procedures. Thus, the implementation of this guideline will significantly contribute in stimulating national economic growth and revenue generation to both private and public sectors.

To implement this guideline, all stakeholders are required to cooperate in the management of natural, cultural resources and development of responsible tourism. This will facilitate achievement of balance between preservation and sustainable use of natural and cultural resources for the benefit of both local and regional populations as well as the international visitors.

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## ABBREVIATIONS/ACRONOMYS

BP	Business Plan
CEO	Chief Executive Officer
DoA	Division of Antiquities
DT	Division of Tourism
EIA	Environmental Impact Assessment
FPP	Final Project Proposal
IP	Interested Party
IPP	Initial Project Proposal
MNRT	Ministry of Natural Resources and Tourism
NCAA	Ngorongoro Conservation Area Authority
PA	Protected Area
TANAPA	Tanzania National Parks
TAWA	Tanzania Wildlife Management Authority
TFS	Tanzania Forest Service Agency

# DEFINITION OF TERMS

**Business Plan:** Is a written document describing the nature of the business, products or services to be offered, capital investment, debt to equity ratio, project payback period, cash flow, market viability of the investment, cost/benefit analysis, taxes and fees to be paid, projected time frame for developer to recover costs, competitive advantages including competencies, risk management, assumptions and mitigation measures

**Chief Executive Officer :** Is a head of respective institution. It may also refer to Director, Director General, Conservator or Chief Executive.

**Concession Agreement:** is a written agreement between a respective institution and investor, specifying the rights and obligation of both parties with a specified time frame. It might also be called a concession agreement, lease agreement or service contract or other names.

**Concession fee:** Is a payment paid by investor to get the right to use land or other property for a specified purpose granted by a respective institution.

**Concession:** Is the right to use land or other property for a specified purpose granted by a respective institution.

**Final Project Proposal:** Is formal final document with all the necessary details required for a specific project of an investor submitted to the respective institution

**Initial Project Proposal:** Is a formal initial document required by a Respective Institution that provide details about an investment which the interested party is willing to invest in a protect area.

**Interested Party:** A person, group of people, organization or company intending to invest in a protected area

**Investor:** Is a person, group of people, organization or company willing to conduct business or conservation operation with respective institution.

**Management plan:** Is a document which provides a logical and practical management roadmap that prescribes specific activities and processes to be undertaken within a given time frame needed to deliver predetermined management objectives, which contribute to a shared Protected area's vision or purpose.

**Multiple Initial Project Proposal evaluation:** Is an assessment done to more than one application on a single investment site.

**Permit:** Is a temporary form of permission giving the recipient approval to do lawful activity within the protected area.

**Protected area:** is an area of land/water body especially dedicated to the protection and maintenance of biodiversity and/or cultural significance and of natural and associated cultural resources and managed through respective institutions

**Respective institution:** Is a legally established Division /Authority/Agency mandated to administer all activities within a protected area. In this guideline respective institution refers to TANAPA, NCAA, TAWA, TFS, TTSA, TAWIRI, TAFORI, NMT, TTB or Department of Antiquities.

**Single Initial Project Proposal evaluation:** Is an assessment done to a single application on a single investment site

**Technical team:** Is a multidisciplinary team of experts appointed by CEO of a respective institution to evaluate proposal submitted by investors and provide recommendation on approval, rejection or improvement of submitted proposal.



# INTRODUCTION

This document provides a step-by-step procedure for seeking approval to invest in facilities or activities within any protected area under the Ministry of Natural Resources and Tourism. The “Interested Party” (IP) must comply with steps 1-13 in Procedural Requirements of this document. The IP must first prepare Initial Project Proposal (IPP) by complying with this guideline.

Any company, agency, development, organization, developer, private individual or their representative(s) who then receives approval from respective institution to proceed with a Final Project Proposal must comply with Step 9 of this guideline.

Following the completion and approval of a Final Project Proposal/EIA, the investor will sign concession agreement with respective institution.

Any stipulations required by respective institution’s Management and all mitigation measures in the EIA report will be included in the concession agreement, and serve as a basic for the monitoring and auditing of the project/development. Any breach of these terms and conditions can result in significant fines, project shutdown, and cancellation of the concession agreement.

## **PROCEDURAL REQUIREMENTS**

## **RELEVANT POLICIES, LAWS AND REGULATIONS**

All development/activity requests will have to be in compliance with the National Parks Act, CAP. 282 of Revised Editions of 2002 (hereafter referred to as the Act), Wildlife Conservation Act No. 05 of 2009, Ngorongoro Conservation Act CAP. 284 of revised Edition 2002, Forest Act No. 14 of 2002 revised 2004, Tourism Act No. 29 of 2008, National Policy of Tourism 1999, Antiquities Act Cap. 333, Cultural Heritage Policy of 2008, National Forest Policy of 1998, Tanzania Wildlife Policy of 2007 and with all approved Management Plans (MPs).

## **INFORMATION ON INVESTMENT OPPORTUNITIES UNDER MNRT**

Ministry of Natural Resources and Tourism (MNRT) will avail all information concerning investment opportunities such as accommodation facilities, renovation of historical buildings, tourism activities, beekeeping and plantation establishment to the public through print and electronic media.

Procedures for applying are as follows:

### **STEP I**

The “interested party” (IP) will be required to provide respective institution under the MNRT with a written “letter of interest” or relevant application form where applicable, identifying and fully describing the type of development or activity in areas designated for investment within protected areas.

### **STEP 2**

Within 14 working days after receiving the “letter of interest” or application form, the respective institution will provide the IP with the following:

- i. Official letter
- ii. Copies of relevant policies/ legal documents
- iii. An approved copy of the Management Plan
- iv. A copy of MNRT investment guidelines

## **PREPARATION OF THE INITIAL PROJECT PROPOSAL(IPP)**

### **STEP 3**

The IP will thoroughly review the relevant policies, legal documents, approved management plans, and the MNRT guidelines. It will be the responsibility of the IP to have a full understanding of and assume full responsibility for all compliance requirements prior to preparing the INITIAL PROJECT PROPOSAL(IPP).

If interested in pursuing a type of development or activity within a protected area, the IP will be required to visit the site prior commencing preparation of IPP.

It will be the responsibility of the IP to get written approval and all necessary permits from relevant institution to visit the site and initiate preparation of the IPP. Where applicable detailed survey will be carried out in accordance with specific guidelines of respective institution.

## **I. Details of the Initial Project Proposal**

While preparing the IPP, the investor will be required to consider the following:

### **A. General Information**

- (i) Provide details of the company profile. The profile should provide details which comply with relevant National Legal requirements.
- (ii) Certificate of incorporation in Tanzania
- (iii) Memorandum of understanding and articles of association
- (iv) Experience in the respective investment and/or qualifications and experiences of the management team
- (v) Business security (Proof of ability to fund the investment)
- (vi) Action plan for implementing the investment
- (vii) For accommodation facilities, details of proposed facility should indicate compliance with Criteria for Standardization of Hotels, Restaurants and Other Tourism Facilities of East Africa.

### **B. Environmental Issues**

- (i) Energy and water use manage,
- (ii) Liquid and solid waste management
- (iii) Use, storage, and disposal of chemicals/toxic materials
- (iv) Sound and noise pollution
- (v) Visual impact
- (vi) Impact on sensitive habitats
- (vii) Water catchment and wetland areas
- (viii) Steep slopes
- (ix) Social Economic Issues
- (x) Impacts (both adverse and positive) of project will have on local and regional communities (both short and long term).

### **C. Architectural Design Concept**

- (i) A general site plan concept map
- (ii) Detailed site map
- (iii) All structures and their locations
- (iv) The access transport, circulation, parking concept.
- (v) Design sketches that adequately convey the total architectural concept design, material, and/or activity.
- (vi) Design of proposed accommodation facility should adhere to the Criteria for Standardization of Hotels, Restaurants and Other Tourism Facilities of East Africa.

## **II. Details of the Business Plan**

While preparing the BP, the investor will be required to consider the following:

- (i) Type of investment indicating products or services to be offered
- (ii) Capital investment, where applicable indicate debt to equity ratio
- (iii) Project payback period
- (iv) Projected cash flow for next 7 years
- (v) Market viability of the investment
- (vi) Cost/Benefit analysis
- (vii) Taxes and fees to be paid
- (viii) Projected time frame for developer to recover costs
- (ix) Competitive advantages including competencies
- (x) Risk management, assumptions and mitigation measures

**After a letter of offer, within 3 months - IPP, BP and relevant drawings must be submitted to respective institution**

### **STEP 4**

The IP will then submit the **IPP** to respective institutions (5 copies each of text and drawings). For multiple application; the investor will be required **to meet submittal deadlines, as established by institution. Failure to do so, will result in the immediate rejection of the project with no appeal.**

**The date of receipt will be determined by the official relevant institution's "received seal" that is stamped on all received IPP documents.** All IPs or their respective representatives will be invited to the opening of the IPPs.

### **STEP 5**

Within 8 weeks after having received the IPP or (IPPs in the case of a Multiple Submission), interdisciplinary Technical Team of the respective institution (appointed by the Chief Executive Officer-CEO of the respective institution), comprising representatives from respective institution and other required specialists will rate the IPP(s), using evaluation criteria of the respective institution.

In special circumstances where necessary, respective institutions may hire an external expert to provide an independent technical opinion. This will be in addition to that of the respective institution Technical Team to avoid any appearance of preferential treatment or conflict of interest.

The respective institutions' Technical Team rating evaluation report will be submitted to the CEOs of the respective institution for further action.

## **STEP 6**

CEO of the respective institution will deliberate on the single or multiple evaluation results and provide feedback to the investor within 14 working days after receiving the evaluation report.

### **STEP 6A: SINGLE IPP FEEDBACK**

Following the decision by the CEO, the IP will be provided with the following:

- i. A detailed letter of approval/rejection/improvement.

In case of rejection, the IP will be provided with letter of reasons for rejection. If the IPP is to be resubmitted for improvement, the IP will have 4 weeks from the date of receiving official feedback from the respective institution.

### **STEP 6B: MULTIPLE IPP FEEDBACK**

The CEO of the respective institution will provide feedback to both successful and unsuccessful applicants. Under Multiple IPP Submission (STEP 6B only), if there are deficiencies in the IPPs, there will be no revisions or resubmissions.

## **STEP 7**

The CEO of the respective institution will provide a letter of offer to the IP, granting permission to begin STEP 8. The IP will be required to undertake the EIA in accordance with Environmental Management Act 2004 and regulations in consultation with National Environmental Management Council (NEMC) and respective institution.

## **STEP 8**

In the case of investment in accommodation facilities, the respective institution will require the IP to provide a hydrological survey (by a qualified specialist) and verification of an adequate supply of potable water for construction and operations of the development or activity. Boreholes will be encouraged where possible. Surface water may be used for human consumption only if approved by the protected area Management Plan.

## **FINAL PROJECT PROPOSAL (FPP)**

### **STEP 9**

At this stage the investor will be required to prepare a detailed FINAL PROJECT PROPOSAL that will incorporate recommendations from the EIA scoping report and proposed investment detailed architectural drawings. The FPP is required to be submitted one month after receiving the EIA scoping report.

## **FUNDING OF THE IPP, BP, PP AND EIA**

### **STEP 10**

The IP will bear all costs associated with preparation of the EIA study, IPP, BP and FPP documents.

The IP will also be responsible for getting all clearances, permits and approvals associated with this guideline.

## **SUBMISSION OF FINAL PROJECT PROPOSAL AND EIA REPORT**

### **STEP 11**

The IP will be required to submit a letter requesting for Concession Agreement with copies of final project proposal, EIA report and certificate to the respective institution upon receiving EIA certificate.

## **CONCESSION AGREEMENT**

### **STEP 12**

The investor will be required to sign concession agreement with the respective institution concerning the proposed investment after completing STEP 11.

## **PROJECT IMPLEMENTATION, MONITORING AND EVALUATION**

### **STEP 13**

*During project implementation phase, respective institution may assign a full time professional supervisor to monitor adherence to the terms of License Agreement, particularly with all mitigation stipulations and other conditions or requirements of the EIA report.* The respective institution shall, at all times, have access to the project site during construction and operation stage for monitoring and evaluation purposes.



## **OVERVIEW OF DEPARTMENTS AND INSTITUTIONS UNDER MINISTRY OF NATURAL RESOURCES AND TOURISM**

### **ANTIQUITIES DIVISION**

The Antiquities Division is among of four technical departments of the Ministry of Natural Resources and Tourism which is responsible for research, conservation, preservation, protection, promotion and management of culture heritage resources in the Country. Under the Antiquities Act Cap. 333 and Cultural Heritage Policy of 2008, cultural heritage core values are managed by undertaking the following functions:

- (i) Initiating, Developing, reviewing cultural heritage legislation and policies;
- (ii) Protecting, Preserving, promotion and developing cultural heritage sites;
- (iii) Collecting, analyzing and documenting and conserving architectural heritage including traditional structure,
- (iv) Coordination and performing archaeological research and related activities ,
- (v) Issuing permits to local and foreign researchers for excavation, collection and film production;
- (vi) Approving proposals related to restoration, rehabilitation, documentation and revitalization of historical monument, area and sites; and
- (vii) Advising the Government on research and conservation issues related to cultural heritage.

### **TOURISM DIVISION**

The Tourism Division is one of the divisions in the Ministry of Natural Resources and Tourism. It is responsible for the Sectorial Policy, Planning, Research, Manpower, Training, Statistics, Licensing and Quality control of Tourist agents.

The division is divided into three sections, headed by Assistant Directors. The sections are Licensing and Quality Control section (LC), Tourism Development (TD) and Research, Training and Statistics (RTS).

Tourism Division's major objective is to ensure the implementation of the National Tourism Policy as well as regulatory functions. The main objective of National Tourism Policy is; seeking to assist in efforts to promote the economy and livelihood of the people, essentially poverty alleviation. This is done by encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable.

## **TANZANIA FOREST SERVICES AGENCY**

Tanzania Forest Services Agency (TFS) is a semi-autonomous Government Executive Agency established under the Ministry of Natural Resources and Tourism. The Agency is established in accordance with the Executive Agency Act (Cap. 245 Revised Edition 2002 amended 2009), the National Forest and Beekeeping Policies adopted in March, 1998 and administered through the Forest Act (No. 14 of 2002), Beekeeping Act (No. 15 of 2002) and Forest Regulations of 2004 which provides legal framework for the management of forests and bee resources.

The overall objective for establishment of TFS is to strengthen institutional capacity to deliver services, improve resource base and ecosystems and enhance utilization of quality products. Therefore, in collaboration with stakeholders the agency is geared to achieve efficient and effective management of forest and bee resources; promoting the potentials for the continuous improvement of its services and improving the quality and value for money in delivery of public services to meet local and international socio-economic and environmental needs.

## **NGORONGORO CONSERVATION AREA AUTHORITY**

Ngorongoro Conservation Area Authority (NCAA) is a parastatal organization under the Ministry of Natural Resources and Tourism (MNRT), mandated to manage Ngorongoro Conservation Area (NCA) that was established in 1959, by the Ngorongoro Conservation Area Ordinance No.14 of 1959 as revised by Ngorongoro Conservation Area Act (Cap.284 R.E/2002).

The main function of the Authority includes the following:-

- i. To conserve and develop the natural resources of the conservation area.
- ii. To promote tourism with the conservation area and to provide and encourage the provision of facilities necessary or expedient for the promotion of tourism.
- iii. To safeguard and promote the interest of Masai Citizens of the United Republic of Tanzania (URT) within the conservation area.

NCA is a UNESCO protected World Heritage Site and an International Biosphere Reserve, the Ngorongoro Conservation Area is situated some 190 km west of Arusha, between Lake Manyara and Serengeti National Parks. Covering approximately 8,292 square km, the Ngorongoro Conservation Area consists of the Ngorongoro Crater itself, the Olduvai Gorge and Ndutu, the Empakai crater and the Oldonyo Lengai Mountain. The Ngorongoro Conservation Area is a pioneering experiment in multi-purpose land use where people (the Maasai), their livestock and wildlife coexist and share the same protected habitat. Wild animals are protected as in the National Parks.

The Ngorongoro Crater, which is the central attraction in the area, is the largest Caldera in the world that has its walls intact. The Ngorongoro Crater floor, a sheer drop of 610 metres below the crater rim, has an area of 304 sq. km, with a diameter of 19 km.

### **TANZANIA WILDLIFE MANAGEMENT AUTHORITY (TAWA)**

The Tanzania Wildlife Management Authority under the Ministry of Natural Resources and Tourism was established as an autonomous public institution under Section 8 of the Wildlife Conservation Act No. 5 of 2009, responsible for management of Wildlife resources outside Tanzania National Parks (TANAPA) and Ngorongoro Conservation Area (NCA). The Authority takes over most of management tasks from the Wildlife Division that was responsible for conserving, managing, developing and utilizing wildlife resources in a sustainable manner. Specifically the Authority addresses the following:

- i. Improve the management and administration of Game reserves and controlled areas
- ii. Collect revenue from various sources for improvement of the Wildlife management
- iii. Realize optimal wildlife economic potential.
- iv. Conserve Wildlife population more efficiently and effectively
- v. Improve human, physical, financial and information resources required for managing wildlife and natural resources.
- vi. Improve conditions for field staff by providing adequate salaries, good living standards, fringe benefits so as to make the personnel more effective and efficient.

### **TANZANIA NATIONAL PARKS (TANAPA)**

Tanzania National Parks (TANAPA) operates to meet its mandate in accordance with National Parks Act, Chapter 282 of the 2002 Revised Edition of the Laws. Nature based or wildlife tourism is the main source of income that is ploughed back for management, regulation, and fulfillment of all organizational mandates in the national parks. TANAPA manages sixteen national parks namely; Arusha, Gombe, Katavi, Kitulo, Kilimanjaro, Lake Manyara, Mahale, Mkomazi, Mikumi, Ruaha, Rubondo, Saadani, Saanane Island, Serengeti, Tarangire and Udzungwa. National parks network covers 57,663.50 km<sup>2</sup> (6.5%) of the total Tanzania's land surface area.

TANAPA is also referred to as "the organization or the institution". The organization's mandate is "to manage and regulate the use of areas designated as National Parks by such means and measures to preserve the country's heritage,

encompassing natural and cultural resources, both tangible and intangible resource values”, including:

- i. Fauna and flora, wildlife habitat, natural processes, wilderness qualities, scenery therein, and
- ii. Provide the same for human benefit and enjoyment in such manner and by such means as will leave them unimpaired for future generations.

Nature based or wildlife tourism is the main source of income that is ploughed back for management, regulation, and fulfillment of all organization mandates in the national parks.