A SURVEY OF TOURISM IN AFGHANISTAN

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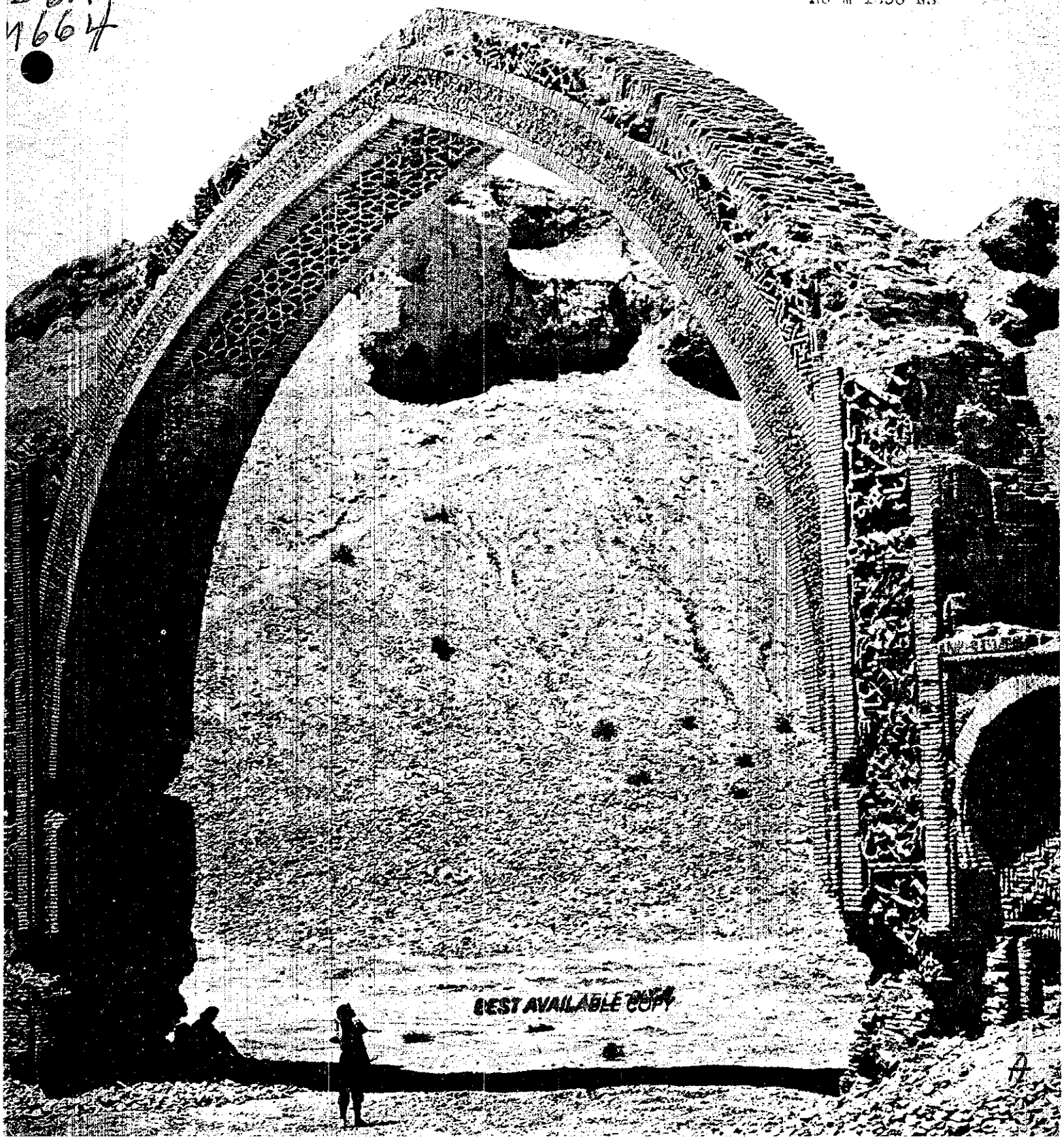

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A SURVEY OF TOURISM IN AFGHANISTAN

Prepared For

Ministry of Commerce
Royal Government Of Afghanistan
Kabul, Afghanistan

UNDER

United States Agency For International Development
Mission to Afghanistan

Project - 306-11-990 087

BY

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August 1965

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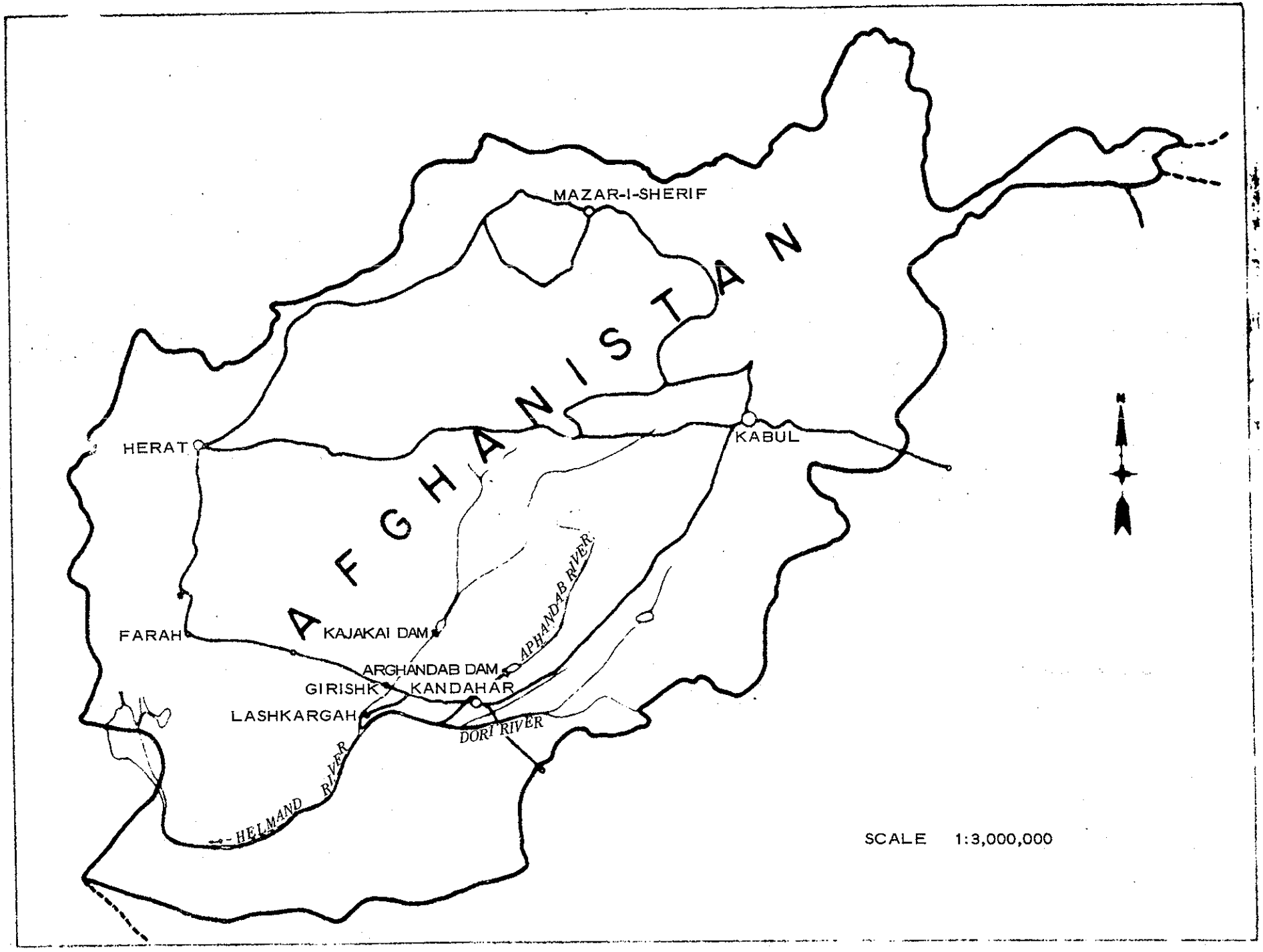
AFGHANISTAN
MAZAR-I-SHERIF
HERAT
KABUL
FARAH
KAJAKAI DAM
ARGHANDAB DAM
GIRISHK
KANDAHAR
LASHKARGAH
APHANDAB RIVER
DORI RIVER
HELMAND RIVER
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INTRODUCTION

Tourism, as a formal industry, began its development in Afghanistan recently. Not until 1958 was official government sanction given to the formation of an Afghan Tourist Organization. Since then tourists arrivals and expenditures have increased steadily. Though still a very modest industry the Royal Afghan Government has never the less recognized its growing future potential. Particularly in this regard, its contribution to foreign exchange earnings is of extreme importance.

It has been equally recognized that if this industry is to prosper, attention, similar to that now given other Afghan industries, must be provided. Needed most urgently at this time is a critical but constructive survey upon which the future needs and potential of the Afghan Tourist industry can be effectively and efficiently planned. Therefore, the Royal Afghan Ministry of Commerce, under support from the United States Agency for International Development Mission to Afghanistan, has conducted this survey as a first step toward furthering the future of Afghan Tourism.

The survey was initiated in December 1964 and completed in June 1965 upon the presentation of the consultant's report. This report was so substantial in nature it was requested that a smaller, condensed version be prepared for those who may have a less intense interest in Afghan Tourism. This publication, based on this request, is then a digest of this former large report. Those who have a professional interest in Afghan Tourism may secure a copy of

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the main report by writing to US/AID, Washington, D.C., or US/AID c/o American Embassy, Kabul, Afghanistan.

In preparing these two reports the consultants are most appreciative of the many who gave generously of their experience and time. Special appreciation must be extended however to H. E. Mohammed Sarwar Omar, Minister of Commerce, to Mr. A. W. Tarzi, Director of Afghan Tourist Organization, to the airlines servicing Afghanistan, especially the personnel of Ariana Afghan Airlines, to Thomas Cook and Sons and the American Express Company and others associated with regional tourist interests.

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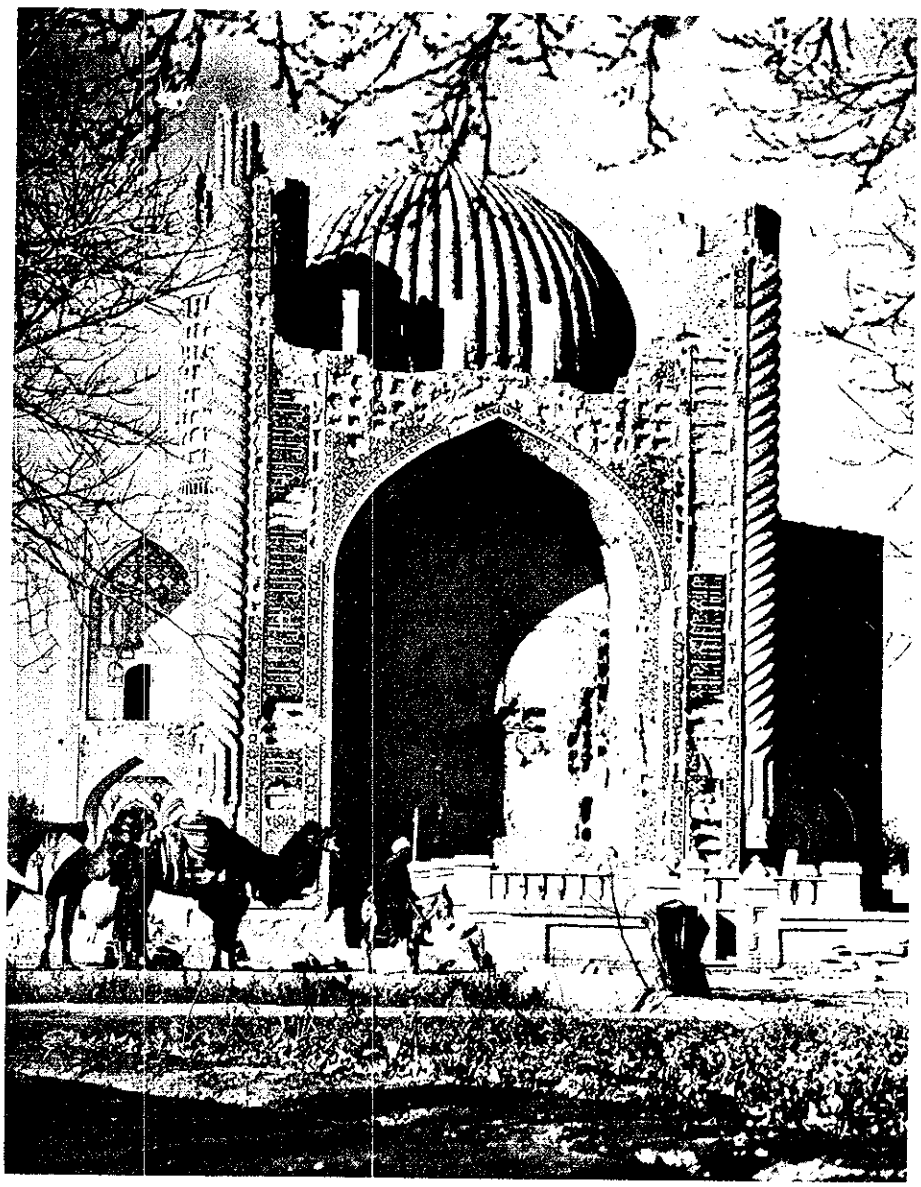
CHAPTER 1

AN INTRODUCTION TO AFGHANISTAN



Remains of the Shrine of Sheikh Mohammed Parsa at Balkh.

CHAPTER I

AN INTRODUCTION TO AFGHANISTAN

LAND OF BEAUTY AND HOSPITALITY

Tourism, in a sense, is Afghanistan's oldest, yet its newest industry. For centuries, geography has made Afghanistan the great crossroad of Central Asia. Along its wide plains and through its mountain passes criss-cross the ageworn trails of countless trading caravans, missionaries and conquering armies as well. Thus, well before the birth of Christ, Kabul , Kandahar, Herat, Ghazni, Balkh -- ancient cities in this ancient land -- had become among the world's centers in commerce, arts, religion and politics. From them Afghan kings spread their authority and culture distantly into modern day Russia, China, India, Pakistan and nearly the entire Middle East. Correspondingly, from these latter distant lands came the invadors, Alexander the Great, Marco Polo, Genghis Khan, Tamerlane, to capture and pass through this culture rich land.

Afghanistan did not become, however, a sovereign, independent nation until 1919. Until that time, faced with external political threats, the country obviously looked with question upon foreigners requesting permission to enter. Thereafter though, tourists became welcomed but, only the hardiest adventurers could respond to this invitation. Hence, it was not until after World War II, and more specifically the 1950's that tourism became nationally accepted and formalized under the Afghan Tourist Organization. For over 5,000 years people have entered and passed through this ancient Asian country. Yet, interestingly, only in recent years have they entered in the true sense of modern tourism.

With limited external communications, historical distortions about Afghanistan have undoubtedly reached prospective tourists. Unfortunately, popular writings have often ignored this land's scenic beauty, high cultural history and exciting people; portraying it often rather as barbaric, primitive and inhospitable. To be sure, Afghanistan has witnessed the scares and sufferings of war and poverty. Yet, today, modern Afghanistan to the modern world tourist is indeed a "Land of Beauty and Hospitality".

A true history of modern Afghanistan must remain for others to tell. In its sheer coverage of time, Afghan history is too broad and deep for a brief descriptive account. Accordingly, the intent here is simply to summarize this history as a means of providing a short introduction to the country.

Afghanistan is part of Central Asia, bounded on the west by Iran, on the south by Pakistan, to the north is Russia and in the far northeast, China. It is a country of some 270,000 square miles with an estimated population of 14,000,000, most of whom are engaged in agriculture. The climate is generally mild with pleasant summers in the Central and Northern sections and quite hot in the South. Winters, too, are generally mild and overcast; though

the mountainous areas can become bitterly cold and snowy. Hence, the tourist season is normally from April to October, yet there is considerable out of season traffic.

Recorded Afghan history, from the tourist's point of view, begins some 5,000 years ago, when immigrant Aryan tribes settled in the north to found the land of "Aryana". Establishing Balkh, "Mother of Cities" about 3000 B.C., this Aryan influence originated and spread the great religion s of Brahamanism and Zoroastriansm to the far corners of Asia. Then Too, from this area came the many Afghan kings who extended their empires, art and literature outward in those ancient days, to what has become present day China, Russia, Indian, Pakistan and much of the Middle East.

In 328 B.C. this early Afghan empire fell before the conquest of Alexander the Great. Hence, for several centuries, the Graeco-Bachtrian influence became dominant in Afghan culture with vestiges remaining even today. However, by the First Century A.D., Buddhist traditions in the country re-emerged strongly to challenge this foreign influence. Afghan missionaries were sent out from northern cities to repulse foreign teachings domestically and in time to spread the beliefs of Buddhism throughout much of central and far Asia.

Through much of the Middle Ages, Afghan history appears relatively quiet. After the birth of Mohammed in 568 A.D. the teachings of Islam began however to enter Southern Afghanistan to question and challenge Buddism. Thereafter followed in the beginning of the Ninth Century, repeated Arab Invasions, ultimately bringing to power Takir, the first independent king of the Muslim Tahirid Dynasty. The Tahirids were overthrown in 880 A.D., but leaving to this day a deep Afghan belief in the teachings of Mohammed and the imprint of the middle eastern culture.

By 1200 A.D. Afghan power was again reborn, spreading north across the Oxus River into present day Russia and south through the entire area west of the Indus River. Then the Genghis Khan, and his wild hords, swept down from the north and destroyed nearly all of Afghanistan. Following less than a century later, the invader Tammerlane, in a conquest lasting eight years, destroyed what little remained of Afghanistan, its cities, art, literature and much of its people.

Painfully and slowly the Afghans again recovered from these ravaging invasions; a repeated characteristic of this nation's long history. By 1526 A.D. Afghan culture and influence had been rebuilt to the point in which two of its emperiors, Humayun and Sher Shal Suri now reigned in India and Afghan rule extended into Kashmir as well.

With imperial success came shortly thereafter defeat. Step by step Afghan rule was challenged and over run leaving the next 300 years of history as largely a domestic struggle against foreign invasion and rule of Afghan soil. Internal strife brought an end to Afghan influence in India and Persia. Territory and influence north of the Oxus River were lost to Tzarist Russia. Finally, by 1841 British troops were garrisoned in Kabul and with this act began the first of three successively costly Anglo-Afghan wars. As a consequence of the first two wars, Afghanistan suffered its greatest territorial loss, the Northwest Frontier of India. Though literature gained a great setting as countless stories of this struggle made famous the Kybur Pass.

It was not until 1919, in the Third Anglo Afghan War, that Afghanistan won its independence and became recognized as a sovereign nation. Thereafter, in 1923, Afghanistan's first constitution was adopted under the reign of King Mohammed Nadir Shar. Today Afghanistan is a constitutional

monarchy, assuring to all citizens the individual liberty of a democratic state. To further assure this liberty the Constitution was completely reviewed and substantially re-written in 1964 under the leadership of the present king His Majesty Mohammed Zahir Shah.

Recognizing this aforementioned rich historical and cultural drama Afghanistan has now emerged as one of the world's new tourist interests. In the late 1950's perhaps less than 1000 tourists visited the country, though substantial numbers of people entered for official and business reasons. In 1965 an estimated 8,000 tourists are expected to visit Afghanistan, a noteworthy increase over previous years. Though impressive in its increase, Afghan tourism is in its early stage of development. Accordingly, the purpose of this survey has been to frame the needs and guidelines by which Afghan Tourism can continue to grow in future years. Having a rich past alone is now recognized by Afghan leaders as insufficient. It is merely a starting point; the foundation upon which touristic attraction can be built. Hence it is now recognized readily that in order to commercially capitalize on this past at least three requirements must be met.

First: The tourism industry in Afghanistan must be better organized with appropriate support from the country's public and private sectors.

Second: The country must provide the physical facilities and services desired and expected by the modern tourist.

Third: The touristic features of the country must be developed and promoted in order to create a widespread tourist market.

This study has described and analyzed each of these requirements. Using it as a base starting line, the Royal Afghan Government can then initiate the support required to further its tourism industry.

CHRONOLOGY

50,000-30,000 B.C.	Remains of Stone Age civilization found in Northern Afghanistan at Auq Kaprak, Dadil valley and Qara Kamar.
3,000-2,500 B.C.	Early Aryan settlers in Bakhtar, (Mazar-i-Shareef, Qataghan, Badakhshan and Maimana in Northern Afghanistan).
2,500-1,800 B.C.	Aryans spreading west to Persia, South and East beyond the Hindukush in to Northern India and beyond.
2,000-1,500 B.C.	The powerful kingdom of the Aryans at Bukhdi (Balkh) Paishdadis, Kawa, Haspa, etc.
1,000 B.C.	Spitama Zarathusthra (Zoroaster) in Bukhdi, during the reign of Gushtuspa.
330-328 B.C.	Alexander in Aryana (ancient Afghanistan).
250 B.C.	Deodotus and Hellenic dynasties.
135 B.C.	Helleucles, the last of the Hellenic kings of Bukhdi was forced by advancing Cythians to organize a new kingdom in Kapisa (Kapichi) South of the Hindukush near Kabul.
40-50 A.D.	Kajula Kadphises lays the foundation of the Kushan dynasty in northern Afghanistan.
127-160	Kanishka, the great, the third Kushan King, extends his sway to trans-Indus and trans-Oxus. Art flourishes and Bakhtari language form the basis of the modern languages of Afghanistan.
220	The downfall of the Kushans and the rise of the Kaidadis or Little Kushans.
425	Yaphalites in Aryana.
453	Buddist missionaries from Kapichi (Kapisa—near Kabul) travel through China to the island of Victoria in Vancouver, B.C., and proceed to Yucatan Penninsula in Mexico.
719	Ratbils and the kingdom of Kabul.
850	Transfer of power to Kabul Shahan.
871	Yaqub Lais Safari and the Muslim Kingdom of Aryana which is then called Khorasan.
874-999	Emergence of the Samanids.
962	The Ghaznawids.
998-1030	Sultan Mahmud of Ghazi the great patron of art annexes Persia, most of Pakistan—India, part of trans-oxonia. Ghuzni becomes the great center of art and culture in the East.
1148-1215	The Ghori dynasty builds an empire beyond Afghanistan, in India.
1222	Mongol hordes and the cataclysm that destroyed many cities in Afghanistan at the hand of notorious Genghis Khan.
1405-1519	The brilliant era of art and culture under the Timurids of Herat, Behzad Herawi (Rafaell of the East) achieves the zenith in miniature painting.
1505-1530	Baber, the founder of the Moghul dynasty who built an empire in India, selects Afghanistan as the center of his operation against the sub-continent of India.
1709-1738	Hotakis of Kandahar conquer Persia.
1747-1818	Khorasan under Ahmad Shah Durani (Abdali) is henceforth known as Afghanistan. Ahmadshah annexes part of Persia, all of Western Pakistan, part of India and trans-oxonia to Afghanistan (Afghanistan' Pashtuistan).
1826	The Barickzais (Mohammedzais) come face to face with expanding British Empire and in three wars (1838, 1878-80, and 1919) succeed to protect Afghan Independence but part of the Afghan territory is lost.
1929-1933	His Late Majesty Mohammed Nadir Shah (Mohammedzai) ascends the throne as constitutional monarch.
1933	H. M. Mahammed Zahir Shah ascends the throne and energetically leads the country toward progress.

CHAPTER II
TOURISM IN AFGHANISTAN

Young horsemen from the northern plains.

CHAPTER II

TOURISM IN AFGHANISTAN

Today, tourism in Afghanistan is in its infancy, though growing and maturing at a comparatively rapid rate. Prior to 1955, and indeed really not until 1960, relatively few people visited the country. Then, too, those who did come arrived for largely governmental and business reasons. Though visa statistics are limited, evidence indicates that less than 1000 people visited the country per year prior to 1960, for exclusively touristic reasons. Since then, however, arrivals have increased rather steadily to an expectation of 8,000 tourists in 1965.

AFGHAN TOURIST ARRIVALS
1961-1965

Year	Tourists
1961	3,329
1962	2,698
1963	3,562
1964	6,861
1965	8,000
	24,450

Admittedly, with a total five year arrival of somewhat over 24,000 tourists only minimal emphasis could be placed upon developing a tourism organization, guest facilities, feature programs and general promotional materials. The Afghan Tourist Organization, for example, was not established until 1958. As a semi-governmental agency, reporting to the Ministry of Press and Information, this organization in fact has acted mainly as a private commercial travel agency. With this national and private responsibility, and their inherent interest conflicts, the Afghan Tourist Organization has had neither time nor opportunity to really develop and support a true national tourism program. Further, with heavy economic dependence upon commercial activities the development of such a program can never be fully national in scope and services. The funds available to the Afghan Tourist Organization and the need to generate these funds largely from commercial activities is one limiting factor. But of greater significance, these funds must be first applied to support of the Organization's commercial tourism activities. Only the small amount which remains can then be used for national tourism interests.

Transportation and Guests Facilities in Afghanistan likewise have been limited. Road transportation from neighboring countries, though improving, is still quite below standard. Accordingly, most tourist arrivals and departures are by air. The major exception in this regard is the popular Khybur Pass Tour between Kabul, Afghanistan and Peshawar, West Pakistan. Currently, six air lines serve Afghanistan, though Kabul and Kandahar are the only entry points for international air travelers. Neither of these cities is a specific stop on Round-The-World Flights. Unfortunately therefore, the majority of tourists on such flights over fly or by pass Afghanistan rather than pay the extra fare required for interline transfer should mileage allowances be exhausted.

Every major Afghan city has a hotel and eating facilities. With several notable exceptions all are below minimal Western standards. The total hotel rooms available in the country is 551. Of this total less than one-half have the physical capability of meeting western standards and even those which meet such standards generally suffer in housekeeping and services through inadequate management. Again, with a few notable exceptions, eating facilities also are most limited. Kabul has several attractive and hygenic restaurants. In outlying cities though such are few and far between.

Travel programs are conducted by Afghan Tours, the private commercial subsidiary of The Afghan Tourist Organization. All of these tours are composed of one to three day visits to scenic and historic sites adjacent to Kabul. Thus, all originate and terminate in Kabul, unless special arrangements to the contrary have been made. In general, the tours are comfortable and well conducted. The sites selected are equally attractive and offer the tourist a dramatic and historic impression of lasting value. The Afghan tours do have three limitations however. The cost in general exceeds that which tourists have paid elsewhere. The tours cover only the small number of tourist features near Kabul. And finally, the tours aim at general interests, ignoring the more specialized interests of the seasoned world traveler.

The promotion of tourism in Afghanistan, another function of the Afghan Tourist Organization has been, in the main, limited to hand out materials and personal service correspondence. Though attractive in appearance, promotional materials actually have a circulation which does not reach the professional tourism community. A minimal budget, admittedly, has been only recently available to support promotional efforts.

In viewing tourism today in Afghanistan, one must be therefore both candid and realistic. The country does have a dramatic history, an ancient

culture, and scenic beauty. Together these do constitute attractions which can be seldom found in the conventional tour programs. They are marketable, but they have not been so developed commercially. Transportation both to and within the country is limited and irregular. Hotel and dining accommodations, with some exceptions, do not meet competitive standards. Tourist sites are grossly in need of improvement. And then, underlying all of these physical aspects is the absence of an effective national organization and the governmental financing and authority which such an organization needs in order to effectively develop and promote national tourism. The recommended improvements in Afghan Tourism must, of necessity, be thereby extensive and by most comparisons, costly. Yet, they must be enacted if Afghanistan is to enjoy the desired income rewards which tourism can offer.

RECOMMENDED IMPROVEMENTS AFGHAN TOURISM INDUSTRY

Presently, it is estimated that on the average the 7,000 tourists who visited Afghanistan in 1964 stayed three days and spent approximately $40 per day. Hence, in this year an estimated $840,000 was earned from tourism. It is this study's contention, with the implementation of its recommendation, that tourism traffic can increase by 1969 from its present level of 7,000 to over 21,000; that the stay can be increased from three to six days; and, that the per visitor expenditure can be increased from $40 to $100 per day. Through the development of an effective tourist program, in short, the income generated by this Afghan industry can be raised from $840,000 to over $13,000,000 during the next five years.

However, in order to achieve these increases, action must be undertaken now to improve three major aspects of the Afghan tourist industry.

1. Organization Improvement:
   The tourist industry must be built upon a national organization plan which in operation has continuous support from the Royal Afghan Government and interested private investors and businessmen.
2. Facilities Improvement:
   Active renovation must be initiated to bring major tourist facilities up to standards competitive with those found in most other Middle East and Asian countries. Such renovation includes improvements in transport, hotels, food, scenic sites, shops, services and other creature comforts and attractions to a level normally expected by tourists.

3. Program Improvement:

   The natural features of Afghanistan must be packaged and promoted through a marketing program which in application will create and attract tourists to the country and serve them well when present in the country.

To bring about these improvements, this study recommends the following actions and activities:

Organization Improvement Recommendations

1. A national Tourism Department should be established in the Prime Minister's Office as a central planning, coordinating and controlling agency for all tourism activities within Afghanistan.

2. A National Tourism Advisory Board should be established to provide planning direction and execution advice to the National Tourism Department. This Board should be comprised of representatives from the senior level of government, prominent commercial leaders and other interested national leaders.

3. The present Afghan Tourist Organization should be dissolved. Activities of this organization which are presently related to the promotion and support of national tourism interests should be assigned to the new National Tourism Department. "Afghan Tours", presently a part of the Afghan Tourist Organization, should be established as a separate commercial travel agency, functioning under private enterprise in open competition with other travel agencies.

4. Working Committees for specific tourism improvement projects should be appointed from members of the National Tourism Advisory Board to guarantee that adequate attention is provided for the solution of specific tourism projects.

5. All major hotels and eating establishments should be under licensing supervision of the National Tourism Department to assure optimal standards of health and services.

6. Planning for and the development of national scenic sites should be coordinated with the National Tourism Advisory Board to prevent further destruction to these sites and encourage their enlargement as tourist attractions.

7. Planning for and the development of national air and land transportation should be coordinated with the National Tourism Advisory Board.

8. Renovation and construction of hotel, rest houses, service station and other such tourist service projects should be coordinated with the National Tourism Advisory Board.

Facilities Improvement Recommendations

1. A first class, luxury hotel should be constructed in Kabul to provide the type of accommodation sought and expected by international tourists.

2. Renovation of hotels now present in key tourist attraction areas should be undertaken immediately.

3. Existing roadside rest houses should be renovated to bring them up to at least minimum international tourist standards.

4. Consideration should be given in the future to building several first class roadside rest houses along the Asian Highway, particularly between the borders of Iran and Pakistan and at the principal stopover cities of Herat, Kandahar, Ghazni, Kabul and Jalalabad. Similar types of rest houses should be considered for construction on the new roads from Herat through Maimana, Mazar-i-Sharif, Kunduz, Pul-i-Khumri and Charikar.

5. Ariana Airlines should consider promotional, fare adjustment, tie-in tours and other methods for increasing regional and domestic traffic.

6. Consideration should be given to establishing facilities for charter air service from Kabul to Bamiyan. Similar service should be introduced later to other areas should the economics warrant it.

7. The road to Bamiyan and Band-i-Mir should be improved.

8. Tourist sites of special interest, particularly in Kabul, should be developed, improved and made more accessible.

9. A Visitors Center, Department of Tourism, should be located in a prominent place in Kabul and made easily accessible to tourists.

10. Entertainment facilities should be created to encourage recreation and relaxation for tourists, particularly during the evening hours.

11. Shopping facilities should be improved and expanded. Shopping and display centers should be provided in major cities and airports. Packing and shipping facilities should also be provided.

Program Improvement Recommendations

1. An integrated tourist marketing program should be developed to create attraction of tourists from the USA and Europe particularly. The aim of this program should not be merely attracting more tourists; rather, it should be selectively directed toward that segment of the market which comprises the experienced tourist and it should focus on increasing the amount of tourist spending and length of stay.

2. Within a tourist marketing program, special attention should be devoted to the use of air transportation and specifically the inclusion of Kabul and/or Kandahar as one of the stopping points on Round-The-World service.

3. Packaged tours, by air and road, should be organized for appeal to different interest groups. Particular attention in this regard should be paid to organizing tours to Bamiyan, Herat and the Khyber Pass, all of which have high tourist appeal.

4. To solve the most pressing operational problems of the Afghan hotel industry, qualified Western trained management should be obtained to manage the leading hotels and also to train Afghans in operating improvements.

5. The National Tourism Department should pay special attention to professional techniques in the preparation of such promotional materials as brochures, leaflets, posters, maps and films.

6. Promotional activities should be devised in such a manner that they will serve the dual pruposes of influencing the nation internally and the world externally.

7. Joint promotional activities should be developed through improved collaboration with all airlines and travel agents within and serving Afghanistan.

8. Travel agents and travel writers should be encouraged in every way to visit Afghanistan for familiarization and publicity.

9. Tourism representatives and translators should be available and on hand at various tourist points of arrival for assistance and direction.

10. Barriers over which the government has control, such as visa requirements, resident regulations, border requirements, personal data requirements, etc., should be eased to facilitate the tourist's visit.

a. Permits required for tourists leaving Kabul to any place more than 50 miles within the country should be abolished.

b. Reciprocal abolition of entry visas should be considered by bilateral agreement with the countries bordering on Afghanistan.

c. Tourist financial requirements on the tourist visa application should be eliminated.

d. Exit permits required now should be abolished without further delay.

e. Currency exchange facilities should exist at publicly designated points of tourist contact such as air terminals, frontier offices, hotels, restaurants and principal stores.

f. Care should be taken to ensure the expeditious passing of vehicles at border crossings without undue delay. Easing of various formalities at frontiers should be considered in cooperation with neighboring countries to mutual advantage.

11. Travel statistics must be improved to provide accurate data on which decisions can be based on the reliability of the information available. Based on such data and other sources of information, an annual review and evaluation should be conducted of tourism progress by the National Tourism Department and its Advisory Board.

It is assumed, with proper support, all of the recommendations of this survey can be carried out within five years. To do so, on estimated expenditures of $7,768,000 will be required during this period. Of this total amount, $5,500,000 will be required for a new hotel in Kabul, $1,300,000 for hotel and other facility renovations, $85,000 for a hotel system feasibility study and $883,000 to cover operating and program expenses of the National Tourist Department.

Assuming in year end 1969 that tourism generates an income of $13,000,000, the above total expenditure will then offer a national return on investment of 59%. Or, it is anticipated that such an investment will increase a cost-benefit ratio from 1 to .61 in 1965 to 1 to 8.43 in 1969.

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CHAPTER III

COST BENEFITS

AFGHAN TOURISM PROGRAM

175 foot statue of Buddha
carved in sandstone near Bamian

CHAPTER III

COST–BENEFITS

AFGHAN TOURISM PROGRAM

To achieve a national income benefit from implementing the recommendations of this report the Afghan tourist program must seek to achieve three objectives:

1. To attract more tourists to the country
2. To encourage tourists to stay longer
3. To stimulate a tourist desire to spend more

In addition, the attainment of these objectives will have a certain indirect benefits as well. Effectually, increased tourist expenditures will be multiplied in the economy through the creation of ancillary industries and the general volicity turnover of capital.

Attraction of More Tourists

No doubt, as international tourism expands, particularly in the Middle East and Asia, Afghanistan will have increasing opportunity to attract more tourists. Foreign tourist arrivals, throughout the world in 1964 were about 105,000,000, an increase of some 15% over the previous year. Importantly, tourism expenditures in 1964 increased by 13% to a new high of $10 billion. Europe as expected, continued to attract the largest number of tourists, 77,000,000 people who spent over $6 billion.

WORLD TOURIST TRAFFIC

Area	1964 (1) No. of Tourists	Expenditures
Europe	77,000,000	$60 billion
North America	19,000,000	1.7
Latin America	4,000,000	1.6
Asia-Australia	2,000,000	.6
Middle East	2,100,000	.180
Africa	1,600,000	.250

The extent to which Afghanistan may profit from the general increase in international tourism depends on many previously stated factors; organization, facilities improvement and promotional efforts. Then too, it will also depend upon the personal motives which underlie the tourist's decision to visit a specific area or country.

WHY TOURISTS TRAVEL (2)

Reason	Percent
Business Reasons	36
Inspired by War Service	29
Inspired by Motion Pictures	3
Miscellaneous Reasons	32

(1) Air Travel Guide, April 1965 (IUOTO)

(2) Future of Tourism in Pacific and Far East: U.S. Dept. of Commerce

This survey estimates that no more than 6% of the tourists visiting Central and South Asia would visit Afghanistan for any of these reasons.

Estimated Afghan Tourist Arrivals: 1965 - 1969

The U.S.A. Department of Commerce estimates that by 1969 a total of 460,000 tourists will visit Southeast and Central Asia.[2] Assuming in fact that 6% of this estimate elects to visit Afghanistan, the country can then anticipate some 27,600 tourists in 1969. This study, being more conservative in nature, estimates Afghanistan's tourist potential will increase to over 21,000 in 1969.

ESTIMATED TOURIST ARRIVALS

Year	In-Season	Out-Season	Total	% Increase
1965	5,900	2,100	8,000	17
1966	7,200	2,400	9,600	20
1967	9,000	3,000	12,000	25
1968	11,700	3,900	15,600	30
1969	16,380	5,460	21,840	40

The projected trend for the next five years indicates that Europe and U.S.A. together will account for 75% of the total Afghan Tourist Traffic. Pakistan will also continue to contribute a significant share and increases too can be expected from India and Russia.

In the past three times as many tourists visited Afghanistan during the In-Season (April-October). This trend should continue. Thus with the assumed increase in In-Season traffic, Hotel accommodations during this period will become completely over-taxed.

Not to be overlooked, of course, is the domestic tourist potential of national and foreign residents. It can be assumed however that Afghan nationals will contribute minimally in this respect. The 5000 foreign residents,

particularly those from Western countries and Russia, would therefore offer the best potential in this regard.

In summary, during the past five years (1960-64) Afghanistan had a total of 24,450 tourists. During the coming five years (1965-69) it is projected total tourists arrivals will increase to 67,000, or about three times as many people.

LENGTH OF STAY

Internationally, it is assumed that the average length of stay per country is 5 - 7 days, with two days being primarily devoted to transportation, securing and departing accommodations and other administrative aspects of travel. During the past five years the average length of stay in Afghanistan has been 3 days with only 1-1.5 days actually available for touring. It is this study's estimate that the average Afghan length of stay can be increased to 6 days, if the recommendations of this proposal are enacted.

There are three factors of critical importance in increasing a tourist's length of stay in Afghanistan.

1. Airline arrival and departure times
2. Hotel and food accommodations
3. Planned tourist attractions

For largely logistic reasons, type of equipment and lack of night landing facilities, most international flights arrive and depart from Kabul between 11:00 a.m. and 2:00 p.m., on an alternating day schedule. Thus, assuming an average stay of three days, the tourist in fact has somewhat more than one day completely free for touring. Admittedly, these logistic reasons will be difficult to overcome. A partial answer lies in greater use of the Kandahar airport, where night landing facilities are available, as an entering or departing point for tour groups. Now, nearly all tour groups use the Kabul airport.

Hotel and restaurant accommodations, as mentioned previously, are limited in Kabul and extremely limited elsewhere. Factually, a tourist spends one third of his visit in eating and sleeping. Hence these two functions are an integral and important part of an effective tourism climate. If length of stay is to be increased, as will be pointed later, serious attention must be applied to improvements in this area.

In most instances the tourist left completely on his own will remain in a country for a shorter period of time. On the other hand if he is part of an organized tour the stay can be extended. For this, among many other reasons, it is important for Afghanistan to develop more organized tours and to integrate these tours with those currently being offered by the major foreign tourist agencies.

TOURIST EXPENDITURES

It is estimated that the average daily expenditure per tourist in Afghanistan is $40. To be sure, many spend less than this amount. Correspondingly though, fewer spend more than this amount. This skewness is brought about by the high expenditure of a few on such expensive items as hand made rugs, furs and precious stones.

Average Daily Expenditures

Item	$ Spent	% Total
Accommodations	12.80	32
Food and Beverages	10.00	25
Purchases	10.00	25
Sightseeing & Amusements	4.00	10
Local Transportation	2.00	5
Other	1.20	5
	$40.000	100%

From 1960 through 1964 the total hard currency earnings of Afghanistan were estimated to be $80,000,000. Of total tourism receipts for the period on estimated three quarters was in hard currency or approximately $1,327,500. As such tourism then contributed about 1.5%. of all hard currency earned by Afghanistan in recent years.

Tourism is admittedly an important general income earner for most countries. In many countries, both large and small, it is specifically looked upon as a prime source of hard currency. However, by generating a rate of only 1.5% Afghanistan has lagged behind most countries in the latter. Hence, through implementing the recommendations of this survey it is anticipated this rate could be increased to 5% - 10%.

PROJECTED TOURISM REVENUE GROWTH 1965 - 1969

The near-term growth of tourism can be projected under two assumptions:

Assumption 1: The estimated number of arrivals will increase but length of stay and daily expenditure will remain comparable to that of the past few years.

Assumption 2: The estimated number of arrivals will increase and a gradual increase in length of stay and daily expenditure can also be achieved.

ASSUMPTION 1

Projected Tourism Revenue

Without Increase in Stay and Expenditure

Year	Tourists	Stay	Expenditure	Revenue
1965	8,000	3 days	$40.000	$ 960,000
1966	9,600	3	40.000	1,152,000
1967	12,000	3	40.000	1,440,000
1968	15,600	3	40.000	1,872,000
1969	21,840	3	40.000	2,620,800

ASSUMPTION 2

Projected Tourism Revenue

With Gradual Increase Stay and Expenditure

Year	Tourists	Stay	Expenditure	Revenue
1965	8,000	3 days	$40.00	$ 960,000
1966	9,600	3	50.00	1,440,000
1967	12,000	3	60.00	2,880,000
1968	15,600	3	80.00	6,240,000
1969	21,840	3	100.00	13,104,000

REVENUE COMPARISONS

Assumptions One and Two

Year	Assumption 1	Assumption 2
1965	$ 906,000	960,000
1966	1,152,000	1,440,000
1967	1,440,000	2,880,000
1968	1,872,000	6,240,000
1969	2,620,800	13,104,000

Either of these assumptions project a greater revenue from tourism in the next five years than in the immediately past four years. At the minimum, this increase is expected to be between $300,000 and $600,000. At the maximum it could be between $2,000,000 and $12,000,000 depending upon the assumptions employed.

PROJECTED COST TOURISM PROGRAM 1965-1969

To achieve the benefits of either of the aforementioned assumptions will require an outlay of capital far in excess of the present national support given to Afghan tourism. Indeed, Afghan tourist today has minimal or practically no national support, since its major source of revenue of necessity must come from Afghan Tours (commercial interest of the Afghan Tourist Organization). In effective during the past four years from $47,000 to $48,000 has been spent annually in support of Afghan Tourism. The sixty-four member countries of IUOTO spent in total over $50,000,000 or an average of about $780,000 per country each year. Hence, on the basis of current expenditures only four countries in the world - Laos, Nepal, Sudan, Mauritius -- have reported spending less money than Afghanistan on tourism.

If the recommendations of this study are to be carried out it is estimated that $7,768,000 will have to be spent during the period 1965-1969.

TOURISM CAPITAL REQUIREMENTS
1965-1969

Project	Capitol Required
Hotel Feasibility Study	$ 85,000
Construction New Hotel	5,500,000
Renovation Existing Hotels	1,300,000
Tourism Program	883,000
	$ 7,768,000

HARD CURRENCY REQUIREMENTS

1965-1969

Project	$ Required	AFS Required *
Hotel Feasibiliy Study	85,000	
Construction New Hotel	3,200,000	165,600,000
Renovation Existing Hotels	390,000	65,520,000
Tourism Program	117,350	55,126,800
TOTAL	$3,792,350	$286,246,800

* AFS 72-81

COST - BENEFIT TOURISM PROGRAM 1965-1969

Without regard for probably debt service costs and assuming a uniform amortization period, it is estimated the cost-benefits ratio of investing $7,768,000 in tourism will be between 1 to .61 and 1 to 8.43.

COST-BENEFIT WITH CONSTANT STAY AND EXPENDITURES

Year	Tourists	Stay	Expenditure	Annual Cost	Annual Benefit	Cost Benefit Ratio
1965	8,000	3	$40	$ 1,553,600	$ 960,000	1-.60
1966	9,600	3	40	1,553,600	1,152,000	1-.72
1967	12,000	3	40	1,553,600	1,440,000	1-.90
1968	15,600	3	40	1,553,600	1,872,000	1-1.17
1969	21,840	3	40	1,553,600	2,620,800	1-1.64

COST-BENEFIT WITH INCREASE STAY AND EXPENDITURES

Year	Tourist	Stay	Expenditure	Annual Cost	Annual Benefit	Cost Benefit Ratio
1965	8,000	3	$40	$ 1,553,600	$ 960,000	1-.61
1966	9,600	3	50	1,553,600	1,440,000	1-.92
1967	12,000	4	60	1,553,600	2,880,000	1-1.85
1968	15,600	5	80	1,553,600	6,240,000	1-4.01
1969	21,840	6	100	1,553,600	13,104,000	1-8.43

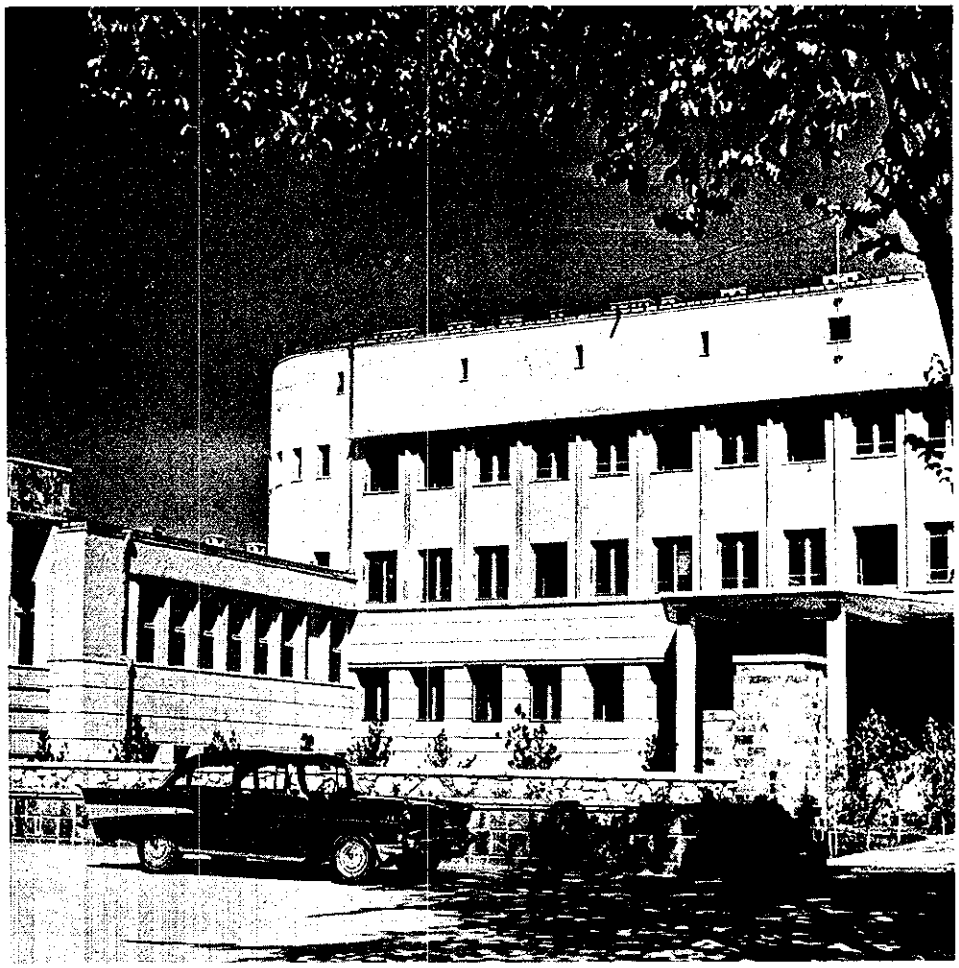
From the above analysis it can be readily seen that no appreciable increase in benefits can be developed unless the stay and expenditure per tourist can be increased appreciably. Quite probably, through minimal efforts, the total number of tourist arrivals can be increased. This in itself does not however constitute the true economic advantage of tourism. Simply having more people visit

Afghanistan in short, will not generate the income level desired. The proper aim should be, rather, to gain more tourists, who stay longer and most importantly spend more money.

In order to achieve this latter aim, facilities must be provided, programs developed and promotional activities undertaken. Though, to undertake any of these, the first requisite of success, namely organization of the total Afghan Tourist industry must be initiated.

CHAPTER IV

ORGANIZATION AFGHAN TOURIST INDUSTRY



Ministry of Commerce

CHAPTER IV

ORGANIZATION AFGHAN TOURIST INDUSTRY

Currently all national tourism activities are coordinated through the Afghan Tourist Organization, a semi-governmental agency started in 1958 and located in Kabul. The Organization is now assigned to the Ministry of Press and Information, with its Director reporting to the Senior official of this Ministry. Associated with the Afghan Tourist Organization is a private commercial travel agency, Afghan Tours. This latter agency conducts nearly all commercial tourist programs in the country, using the office, cars, buses and guides of the Afghan Tourist Organization.

In principle the Afghan Tourist Organization is responsible for planning, coordinating and conducting all tourist activities and functions of national interest. Both lack of appropriated funds and its commercial relations with Afghan tours have however seriously detracted the organization from carrying out these responsibilities. Hence, in actual operation the Afghan Tourist Organization, again largely out of necessity, conducts itself as follows:

1. It provides funds derived from Government appropriations for the writing and publication of promotional pamphlets and books. Certain of these are sold with the profits eeemingly absorbed by the operations of Afghan Tours.

2. The bulk of its activities are quite generally devoted to local commercial tour programs and the representation of those foreign organizations for which it serves as a private travel agency.

The basic purpose, of course, of a governmental tourism organization is to develop, coordinate and promote national tourism interests. However, with limited budgetary support from the Government the Afghan Tourist Organization has had to underwrite its national tourism interests through income generated from its commercial counterpart, Afghan Tours. Quite obviously, this offers a conflict of interest which has manifested itself in disproportionate attention being paid to the development and operations of Afghan Tours with a corresponding sacrifice of national tourism interests. Then, to further compound the problem, the Central Government maintains control over the establishment and operations of private travel agencies within the country to the end that none in fact exist. In essence the following situation has thereby resulted: An inadequately supported Government bureau attempting self-support through its own commercial actions at the ultimate expense of national tourism development.

Fundamentally, if tourism is to grow in Afghanistan the first positive step must be a re-organization and re-orientation of the Afghan Tourist Organization. There can be realistically no substantial basis for further facility and program improvements until a willingness is expressed, by the highest levels of Government, to place national tourism functions on a sound organizational footing, supported by appropriate national funds. Thus, initially the greatest contribution the Government can make to Afghan Tourism would be to support the following two actions:

1. To remove Afghan Tours from the Afghan Tourist Organization by passing legislation which would allow travel agency functions to be handled by the private business sector.

2. To support a re-organization of the Afghan Tourist Organization so that it may truly function in the interests of national tourism development and promotion.

In support of these actions the following four recommendations are proposed:

1. Separation of the Afghan Tourist Organization and Afghan Tours.

2. Dissolve the Afghan Tourist Organization and replace it with a new Department of Tourism

3. Allow the present functions of Afghan Tours to be handled competitively by private business interests.

4. Assign the new Department of Tourism to the Prime Minister's Office accompanied by a decree specifying its new status as an independent agency whose functions will be planned and coordinated through an Advisory Board, supported solely by Government funds.

THE DEPARTMENT OF TOURISM

Tourism will not increase in Afghanistan simply out of hopes or wishes. Effective programs must be planned, conducted and evaluated if this result is to be achieved. This in effect is the central task of a national department of tourism: To develop and promote travel, transportation, hotels, sightseeing, purchase of souvenirs and handicrafts, recreational facilities, natural sites and further, to provide information and services of mutual benefit to the local purveyors of these facilities and to the travelers.

If, however, a national department of tourism is to perform these many tasks effectively at least four basic requirements must be met.

1. It must report to the highest appropriate governmental office.

2. It must be organized internally to perform its assigned functions with administrative effectiveness.

3. It must have a talented and completely trained staff.

4. It must have adequate budgetary support and be held accountable properly for the use of such support.

ASSIGNMENT OF DEPARTMENT OF TOURISM

The governmental organizational assignment of national tourism bureaus varies widely between countries. These reporting relations include Ministries of: Public Works, Communications, Commerce, Transportation, Finance, Prime Minister's Office and so forth. Irrespective of assignment and title, those countries which have enjoyed the most successful tourism programs have their department of tourism assigned to that office in government which is capable of giving it the strongest, sustained support.

In Afghanistan it is recommended accordingly that the Department of Tourism be assigned to the Office of the Prime Minister. This reporting line will not only assure necessary personal support to tourism but also the department will gain greater freedom to coordinate its efforts with and through all other Governmental Ministries.

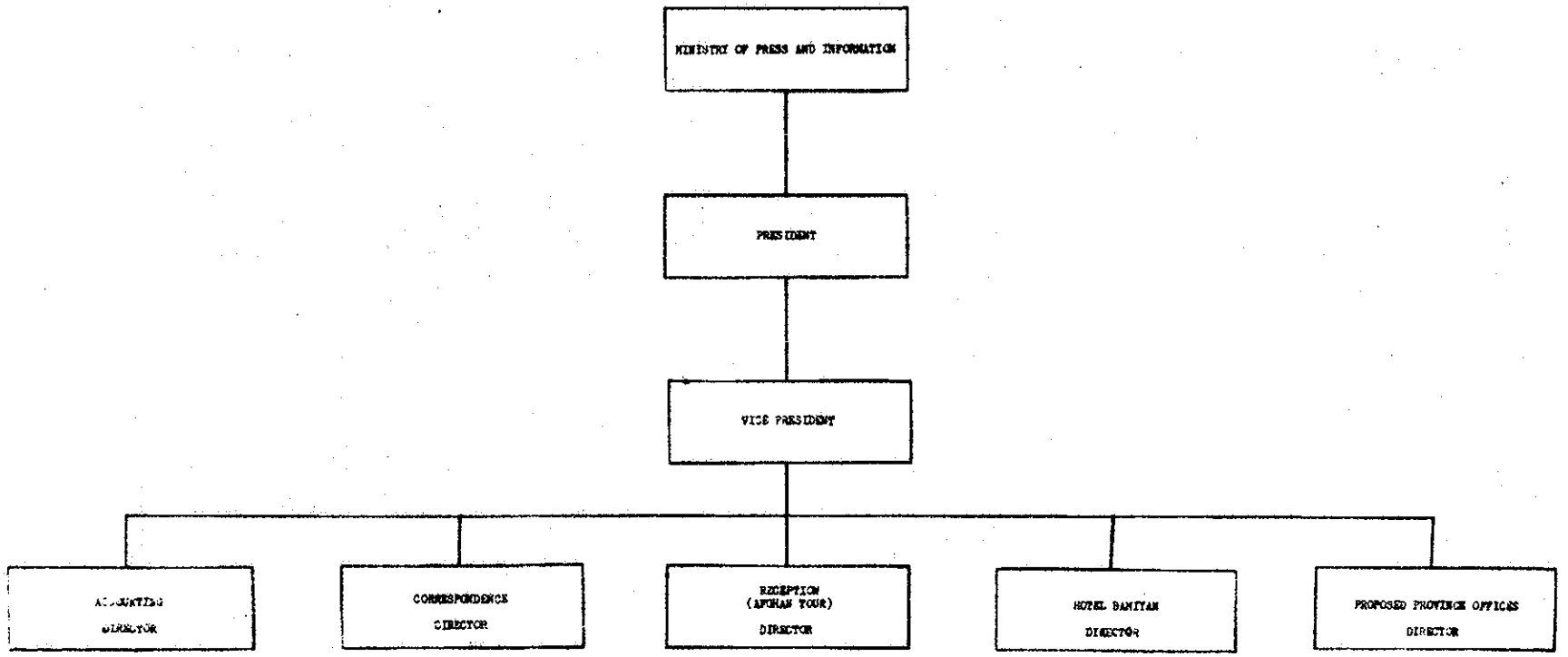
ORGANIZATION DEPARTMENT OF TOURISM

Organization is the structure through which assigned functions of the department must be performed. Therefore, an organization structure or plan will take its characteristic from the function to be performed.

Functions of the proposed Department of Tourism can be separated into two groups: Administrative and Developmental. Administrative functions would include program planning, accounting, statistics and certain staff services to the

AFGHAN TOURIST ORGANIZATION

PRESENT ORGANIZATION



STAFFING PATTERN

Total: 42

entire department such as the preparation of public relations releases, brochures, and training. Whereas developmental functions would include operating jurisdiction over such tourism fields as hotels, transportation, travel agencies and so forth.

Under this organization plan, outlined on the next page, three positions and functions are most critical: Director, Deputy Director and the Advisory Board with its Working Committees.

Director

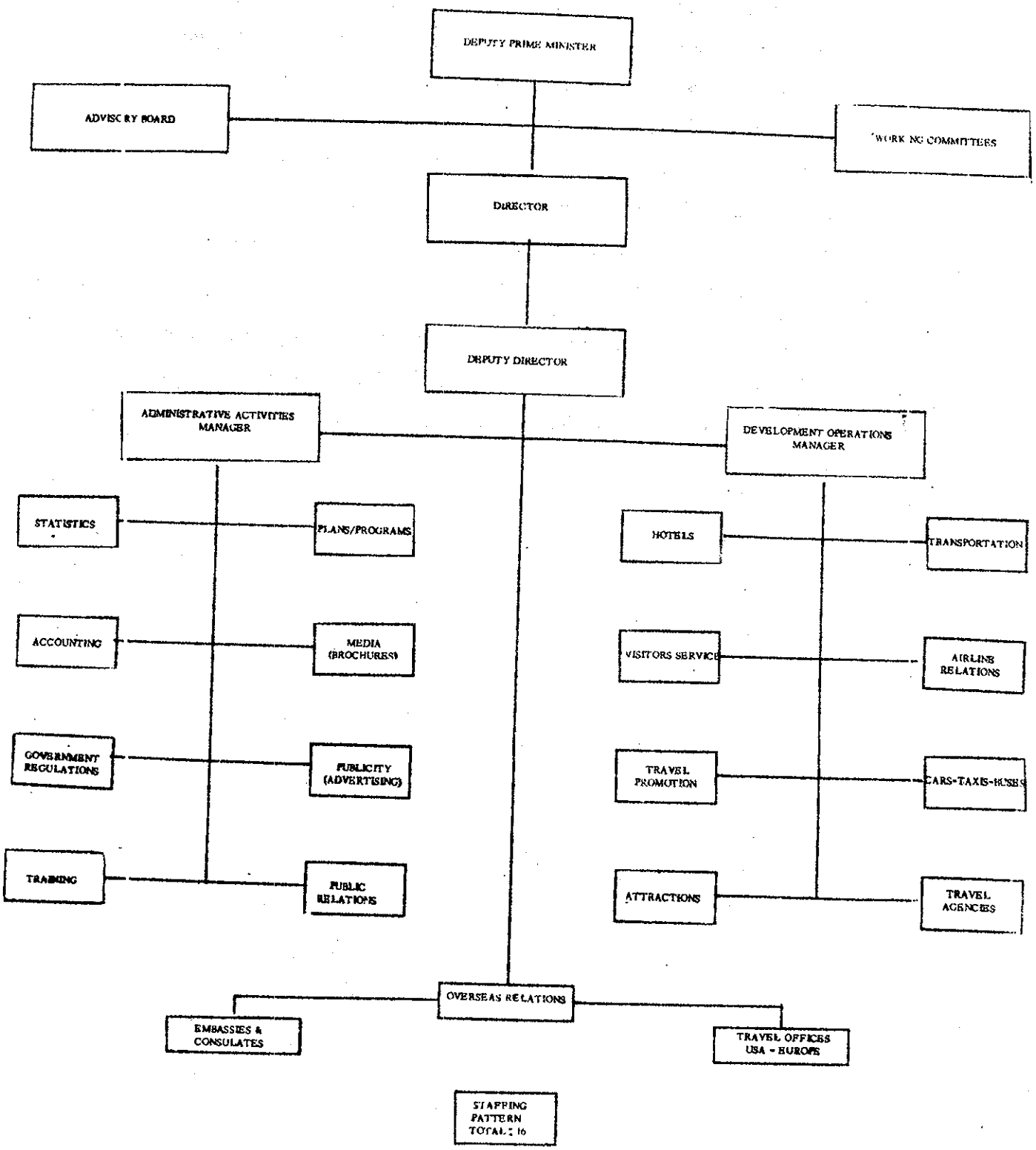
The necessity for establishing policy, providing directions and carrying out opera;tions only and solely related to the national objectives of long term developments of tourism is a full time occupation. ;No other activities should be involved which would permit or require the drain of attention or activity away from this primary effort.

The desire for international cooperation, representation and domestic liaison for the same purposes, requires a person of vision, education and sophistication, multi-lingual with intimate familiarity with the Western world, its mentality and characteristics as well as international and domestic tourism operations. He should have extensive personal contacts and a highly personal knowledge of his own country, its history, geography, customs and traditions. He should occupy a position of stature and prestige locally and who can ably serve as an ambassador of good will and tourism with the foreign colony, other international groups, and at conferences and meetings both in his own country and anywhere else in the world. He should be responsible for policy development, ministerial and governmental liaison, and official representation in carrying out his responsibilities.

The personal efforts of a man both prominent in his country and recognized officially is an important factor from an international liaison point of view.

DEPARTMENT OF TOURISM

PROPOSED ORGANIZATION



STAFFING PATTERN TOTAL: 16

Deputy Director

A Deputy Director or Associate Director should be appointed, who to a lesser degree has similar qualifications, but who should be selected primarily for his executive and managerial qualities. He should occupy the role of the Chief Executive Officer for operations and must be responsible for the implementation and direction of all developmental plans and programs. He would supervise the managers of administrative activities and Development Operations such as hotels, restaurants, travel agencies, guide bureaus, private cars, and taxi services, etc.

One person who could represent both of the foregoing descriptions would be ideal but since few people of this capability or caliber exist, it will be necessary not only to provide for two people but to support them with a competent staff.

ADVISORY BOARD

The Department of Tourism has as one of its major purposes the objective ofattracting tourists to Afghanistan and then to see that they are properly taken care of following their arrival. As simple as this may sound, the functions involved cover a myriad of inter-related activities of governmental, commercial and social concern, and touch upon nearly every existing phase of economic development in a nation's activities.

The broad scope of functions involved in these activities require considerable coordination within the government and strong support from the Council of Ministries. The assignment of the Department of Tourism to the Office of The Deputy Prime Minister should guarantee proper attention at the level required. The support which should now be forthcoming will do much to provide a foundation and stabilize a basis for future development.

To be able to draw upon the combined knowledge, ability, prestige and strength of representatives from the Government and business community would provide a source of possible guidance, influence, knowledge and advice that could help provide solutions to problems that would never be able to be handled otherwise. To assist in the success of tourism in Afghanistan, greater participation than the almost unaided efforts of one man is required in which only token acceptance, interest and support has been provided by members of the Government and of the business community. To meet the above need, it is recommended that an Advisory Board should be created composed of

both official and commercial representation providing for governmental assistance and the benefits of free enterprise. The individuals chosen for the boards should be selected for their individual capability, interest and participation in tourism and its related activities as to the benefits that can be provided for Afghanistan. As a result they would be able to provide direction, advice, support, assistance, back-up and critiques which should prove to be of immeasurable value. The most important contribution would be in active participation and through seeing that action is instituted and coordinated through government bodies and community participation to accomplish desired objectives.

The creation of an important and strong Advisory Board composed of representatives from the senior areas of government and commercial activities ensures that proper support and adequate knowledge will be provided for future developments. If an impressive Advisory Board is established, it must be accompanied by a serious determination to improve tourism for the expected economic benefits which will result. This should happen by giving tourism priority in attention, interest and support and by a complete reorganization and redirection of its present activities. The principal benefits would probably come from the assistance provided by the management contribution of those people. The support, protection and desire for achievements that the Advisory Board could provides should produce direct results.

Individual Advisory Board members should prepare speeches or articles or refer, whenever appropriate, as to their interest and participation in specific activities in tourism developments. Popular support can thus be gained and engendered by the active interest, enthusiasm and personal participation of prominent and influential persons. The benefits of receiving advisory service by competent and interested people in all sectors of tourism activities is an advantage not previously existing.

STAFF DEPARTMENT OF TOURISM

To succeed, quite obviously, the Department of Tourism must have a qualified staff. At this time people are available who have the potential for performing at an effective level. Yet, since many of the functions suggested above are new, much training must be introduced to bring this basic potential up to a successful operating level. Training in this regard can take place through two complementary methods. On the job instruction guided by competent foreign technical assistance and through more formal classroom procedures.

TECHNICAL ASSISTANCE

The importance of the tourism industry for the contribution it can make to the economic welfare of this country should not be underestimated, nor can the value of providing additional technical assistance to accelerate tourism's growth and importance be further neglected nor delayed. In taking steps to improve tourism developments, it is absolutely essential to back up good intentions with deliberate constructive action. In this regard, the primary element is the addition of specialized technical assistance to assist in the improvement of developments and establishment of operations now being undertaken for intensive tourism activities for greater profitability and increase of exchange earnings.

Those actions which have been recommended requiring individualized attention to develop a better base for tourism consist of the following activities which could be helped by technical assistance:

1. Setting up a tourism organization;
2. Determining points of primary interest for major potential market;
3. Improve facilities to an acceptable standard;
4. Devise effective promotion programs;
5. Determine best use of advertising media;
6. Establish a basis for Government cooperation within Ministries of other related functional activities;

7. Create training programs for guides and administrative activities;
8. Prepare codes, regulations and instructions for operations of restaurants, hotels, motels, guide agencies, car rental agencies, travel agencies;
9. Emphasize handicraft sales of items of particular foreign appeal;
10. Coordinate channels for contributions of both services and funds from public, private and Governmental source;
11. Assist in managerial direction of an operating organization;
12. Improve participation of local governments and city authorities;
13. Increase local support of related activities.

When it can be seen to what extent willingness, desire to provide assistance and cooperation exists from other countries, it can be readily understood why it is felt that Afghanistan only has to make the slightest effort to help herself to have adequate technical assistance provided to her by other far more developed and advanced countries. The existing representation of help provided through technical assistance programs permits continued international cooperation as to contributions that can be made in this field by more advanced countries to less advanced countries as further indications of their willingness to provide additional methods of indirect economic assistance. It is recommended that this avenue for obtaining technical assistance be explored with possibly interested and capable country governments who might be able to provide this kind of assistance.

Since aid has been extended for nearly every factor that could assist in the economic development for the benefit of Afghanistan except tourism, it is recommended that this possibility be completely explored in relation to other government reactions concerning this activity as to economic aid.

A sufficient number of reasons and benefits that Afghanistan can expect from supporting tourism have been provided. If this support is forthcoming from the Afghanistan Government in recognition of the importance its development will have to its future, it is believed favorable response should result toward the consideration of providing foreign economic aid assistance in this regard by other countries.

TRAINING PROGRAMS

It should be the future intent of the Department of Tourism to hire people of high enough caliber and sufficient capability so as not to waste time nor money in their training. Apparently the limitations on salaries have prevented properly qualified employees from being obtained. The result has been undesirable from the viewpoint of a well coordinated and efficient operating unit in Kabul. As a result lack of support, enthusiasm and interest has been shown by other groups who would be willing to cooperate to a greater extent.

Neither adequate training nor experience exists yet in Afghanistan from which a pool of talent can be employed. It is, therefore, most desirable to bring in highly qualified and broadly experienced technical personnel from other countries for assistance to create a nucleus of an organization and operation to serve as a basis for further growth and expansion. In addition, highly selected graduates of local schools should be sought out and encouraged to participate in tourism operations as a definite career.

It is recommended that a training program should be instituted to provide for subsidized on-the-spot training along the following lines:

1. The services of a hotel management specialist should be obtained to direct activity in hotel management operations.

2. Outstanding and deserving persons should be sent to other countries but preferably outside of the influence of South Asia, to broaden their scope and outlook and learn new and different techniques. Key staff members should be sent to other national tourist bureaus in more advanced countries where they could study methods of organization, operation and control.

3. The tremendous existing interest in education for training outside of Afghanistan should be made possible to people employed in the tourism industry who are qualified and talented prospects who wish to devote time and interest in careers in tourism.

4. The Government should sponsor scholarships and/or stipends for for students to engage in hotel studies or for employees to work in major travel agencies on a on-the-job training basis and for their salaries and expenses to be paid for from budgeted funds.

BUDGET SUPPORT FOR DEPARTMENT OF TOURISM

The purpose for the Department ofTourism is to increase government revenues through generating higher tourist expenditures. Unlike many other government agencies, therefore, this department is an indirect stimulus to profits. As such, budgets for tourism departments are often established as a percentage of the country's anticipated tourism receipts.

Afghan tourism receipts have averaged recently from a low of $400,000 to a high in 1964 of $623,000. Assuming an annual budget of $48,000 Afghanistan has spent 7% to 12% of its receipts on tourism. Compared with other countries this expenditure may appear modestly high. Though, it must be recognized, to the contrary, that this budget was largely supported by income from Afghan Tours rather than the Central Government.

Implementing the recommendations of this report, over a five year period, is estimated to require a total budget of $883,000 or a yearly budget average of $176,500. Admittedly, this budget is nearly four times higher than present allocations and further it must be appropriated directly from Central Government funds. Yet, in relationship to the anticipated increase in tourism receipts, based upon the recommendations of this report, the appropriation still remains modest beyond the first year.

RATIO TOURISM BUDGET TO ANTICIPATED TOURISM RECEIPTS

Year	Receipts With No Inc. Stay-Expenditure	% Budget	Receipts With Inc. Stay-Expenditure	% Budget
1965	$ 960,000	18%	$ 960,000	18%
1966	1,152,000	15%	1,440,000	13%
1967	1,440,000	13%	2,880,000	6%
1968	1,872,000	9%	6,240,000	3%
1969	2,620,800	7%	13,104,000	1%

Of this total five year budget an estimated $117,350 will be required in hard currency and the equivalent of $765,650 in local currency.

FIVE YEAR TOURISM PROGRAM

It is recommended that the Department of Tourism budget be applied in support of a Five Year Tourism Development Program. Specific aspects of this program have already been outlined in general terms. It is anticipated however that specific details of this program will be further defined, approved and implemented in some degree at least through a Tourism Advisoty Board.

In essence, tourism development must be a long range continuing national responsibility if success is to be achieved. It cannot, in brief, be an activity which commands temporary or intermittent government and private interest. Hence at the minimum, five years must be used as the time basis for program planning and implementation.

This program, in its present tentative form, has been divided into two phases. The shorter Phase 1 is primarily devoted to developing the organizational machinery, staff and some immediate program needs upon which the longer Phase II period can be built. The estimated cost of the Phase 1 period is $83,000 of which $37,350 will be required in hard currency and the equivalent of $45,650 in local currency.

Phase II of the program, to be enacted in one to two years, is more directly devoted toward developing and improving tourism facilities, services and promotional programs. Time phasing in this regard does not mean necessarily that actions necessary to improve physical plant of Afghan Tourism will be postponed until Phase I is completed. Such actions will be taken under Phase I on a somewhat limited basis. Major and substantial improvements will however remain until after Phase I activities are substantially under way and in some measure completed. Among the major projects currently visualized under Phase II are marked improvements in accommodations, transportation, government formalities, site preservation and development and general tourism promotion. It is estimated that Phase II activities will cost $800,000 of which $80,000 will be required in hard currency and the equivalent of $720,000 in local currency.

PRIVATE TOURIST ACTIVITIES

It has been recommended that travel agency functions and other commercial aspects of tourism should be separated from the present Afghan Tourist Organization. In turn, these should be made available to qualified private Afghan business interests. In so doing however, the Government should not relinquish all control over these vital tourist services.

The direction and control of travel agency operations should be released to private interests by legislative action with supervisory control now coming under the proposed Department of Tourism. In time, after experience has demonstrated that satisfactory services are being provided, some form of self-regulation can be considered and introduced.

Initially though, stringent regulations should be formulated and enacted under law regarding qualifications, standards and the operating conduct of all

private travel agencies. In effect a special travel agency code should be worked out by those most interested. Under this code the Department of Tourism should then be given the statutory power and authority to regulate control and discipline any infractions of this code.

Under such a code several areas demand special attention. These include licensing, agency fees, services to foreign agencies and prices for tours.

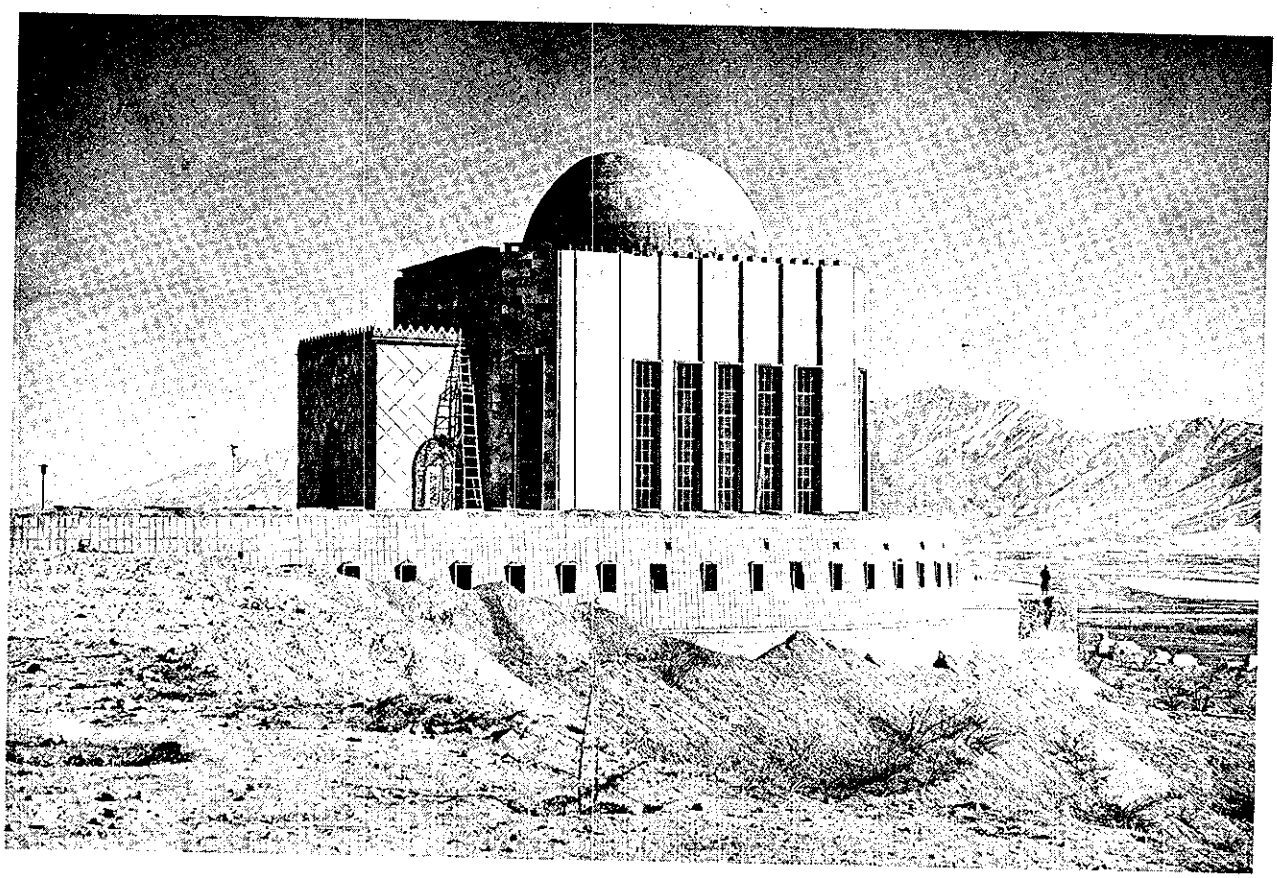
Licensing of private travel agencies in the past has been refused, not on the qualifications of licenses, but rather as a means of preventing competition. This is a totally false premise. Ultimately travel agency success goes to those agencies who are most vigorous in their promotion and most effective in their services. Competition between agencies is basic to achieve these ends. Indeed, where there is no competition the opposite usually occurs -- inadequate promotion and inadequate services. Hence, assuming licensees are qualified, with both professional skill and capital, licenses should be granted to stimulate competition rather than restrict it.

It can be expected that both private Afghan and foreign interests will wish to profit mutually from the growth in tourism. In this regard, the foreign travel agency will normally favor those countries in which it can expect to receive normal trade commissions. Definite code policies must be established to control these commissions. The policy should be prepared with generosity, as this will then become an incentive for the foreign agency to book tours to Afghanistan. Though generous, the code should eliminate administrative handicaps which might otherwise detract from the commission's incentive value. Two such handicaps to be avoided are delays in remittance of commissions and hidden or under the table payment of fees.

The most frequent complaint from foreign carriers, travel agencies and tour operators is that requests for information, sent to Afghanistan are seldom answered. To the foreign party this suggests tourism indifference and a feeling of isolation so complete that it is not worth trying to book tours to the country. One step toward rectifying this situation is to establish within the Department of Tourism a correspondence section whose fixed responsibility is to answer and follow through promptly on all such informational inquiries.

Prices charged in Afghanistan for hotel rooms and meals are quite reasonable now. In addition, rates are published and fixed. Unrealistic prices have been asked on other tourism services, namely guides, guided tours, car and bus accommodations, leading to unfavorable tourist attitudes and reactions. Under the proposed tourist code all charges incurred by the tourist should be publically published, in several languages, and they should be set at a reasonable yet equitable rate. Further, it should be the Department of Tourist responsibility to enforce this aspect of the code most vigorously.

CHAPTER V
TOURIST FACILITY IMPROVEMENTS



Tomb His Late Majesty Mohammed Nadir Shah

CHAPTER V

TOURIST FACILITY IMPROVEMENTS

Transportation, hotel and eating accommodations, and tourism sites are among the most important facilities requiring extension and improvement in Afghanistan. From a general view point each cuts across various Government Ministries and each could represent a relatively high capital outlay area. As such, development of these areas cannot be justified simply by the exclusive needs of tourism. Other national and private considerations must be recognized as well, These areas are however, the basic infrastructure of a tourism program and hence form the foundation upon which future growth must be built. People must have a way of reaching Afghanistan and moving about within the country; they must have proper and attractive shelter and eating facilities; and, they must have things to see and do. Without these basic elements, developed to a level which is, in physical character and management, competitive with other tourist conscious countries, Afghanistan stands a minimal chance of attracting more visitors, who will stay longer and spend more.

TRANSPORTATION

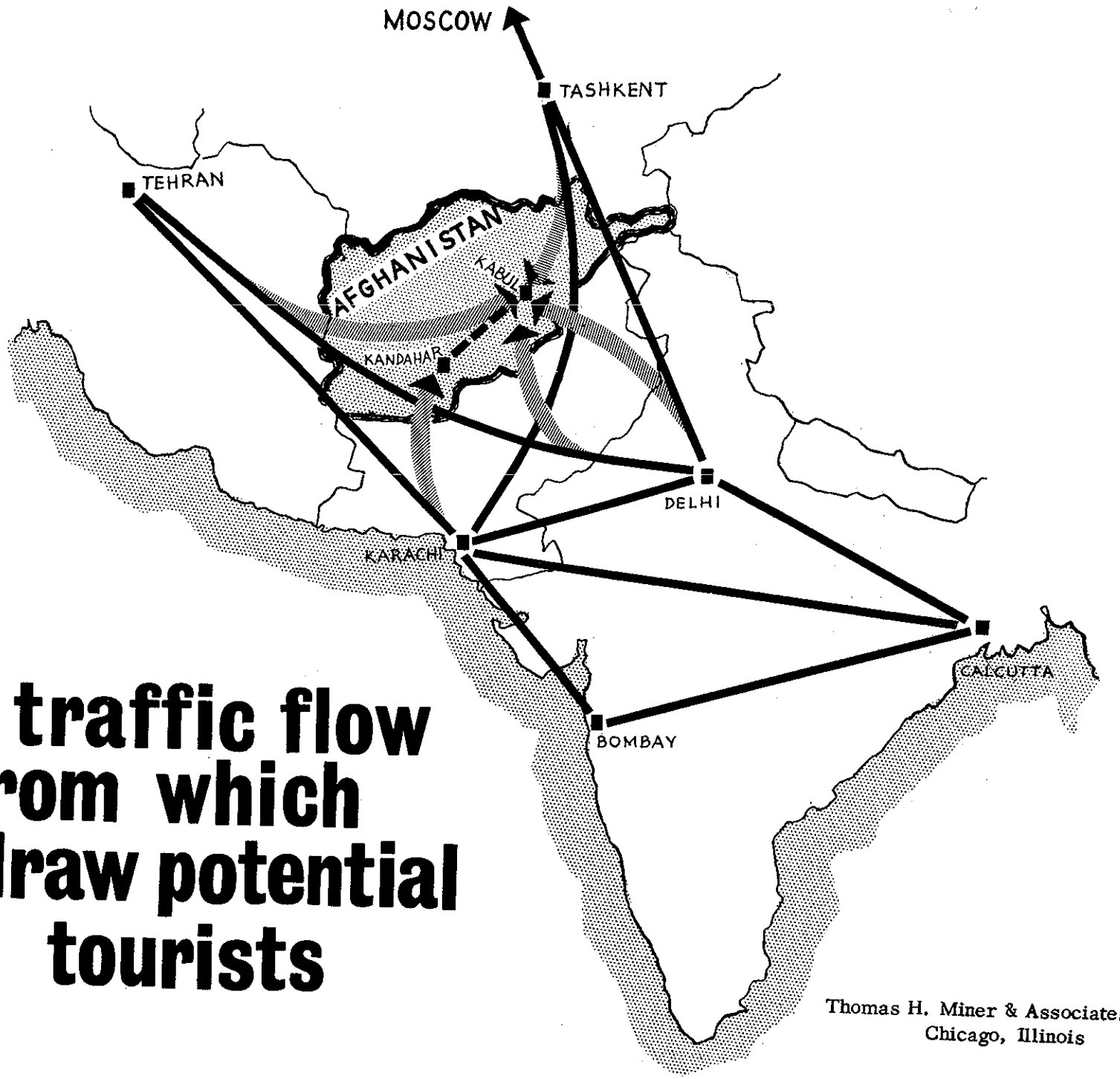
As a landlocked country and lacking a rail system, tourists must enter Afghanistan by road or air. Similarly, any travel within the country must also be by these latter means.

The condition of the roads, difficulty of terrain, lack of motoring fa cilities and travel time required all suggest that air transportation is preferred by the typical tourist over car or bus. Road conditions are, of course, improving. By the end of 1966 good all-weather roads should join the major border crossing points with most major cities. It will be some years though before the country's many scenic and historical sites off the major roads will be linked by hard surfaced roads. Flying in most instances eliminates road problems and hence through the foreseable future it will probably remain the tourist's favorite form of transport to and within Afghanistan.

AIR TRANSPORTATION

At the moment Afghanistan's largest tourist potential must be drawn from those traveling on Round-The-World (R. T. W.) airline service. Natives of India and Pakistan do represent another tourist potential; similarly, Russian citizens are also a potential. These latter groups do not however represent a market today which can yield an income generating opportunity comparable to visitors from Western Europe and the United States.

In 1962, 1963 and 1964 total R. T. W. passengers were 512,000 or an average of 170,000 per year. Unfortunately, though, Afghanistan is not on direct R. T. W. lines. Thus typically the R. T. W. traffic flow is between Teheran, Karachi and Dehli or directly Teheran and Dehli. In short, the flow either skirts around Afghanistan to the south or over flies it. In order to reach the country the R. T. W. passenger must therefore transfer at the several gateway cities to inter-line or local carrier flights; a transfer which often requires a lay-over plus possibly an additional charge should mileage allowances not permit a no-cost transfer.



Air traffic flow from which to draw potential tourists

Thomas H. Miner & Associates, Inc.
Chicago, Illinois

-51.

Though seating capacity is ample to support tourism growth, scheduling on the other hand, does present a problem. At present no Afghan airport has operating night landing facilities. Generally then, all international flights must be scheduled in and out of the country berween 10:00 A.M. and 2:00 P.M. This schedule requirement places several burdens on the R.T.W. traveler. First, in most instances it means an early departure time from the originating city and a late arrival time at the next city beyond Afghanistan. Second, and perhaps more important, mid-day arrivals and departures force the tourist to spend essentially one extra day in the country devoted almost completely to the formalities of airport arrival and departure. This latter point becomes truly significant when one considers that practically all international passengers enter and depart through Kabul. Thus, if one were to visit other cities, i.e. Herat, Mazar-i-Sharif and Kunduz for example, schedule limitations could require a stop over of several extra days.

Part of this schedule limitation can be avoided through the use of Kandahar International Airport, which has non-operating weather and night landing facilities. Plans are underway to make this airport, along with its excellent hotel and eating facilities, a central tourist arrival departure point. With adequate connections to Kabul, slightly over one hour flying time, many of these schedule problems could be eliminated.

R.T.W. tourists who desire to include Afghanistan in their itinerary may do so at no extra cost depending upon other itinerary points selected. However, as most R.T.W. traffic is scheduled Teheran-Karachi-Dehli, an added side trip to say Kabul will cost 5% to 22% over the initial ticket cost. In practical terms, assuming a New York couple on R.T.W. service with a scheduled itinerary utilizing maximum mileage, a non-scheduled trip from Teheran to Kabul and return would cost an extra $220 per person. This extra

side trip, in essence would cost about 18% of their original total R.T.W. fare of about $1,300. Recognizing possible schedule inconveniences, this extra charge in addition dissuades many potential visitors from visiting Afghanistan.

AIR COSTS

Kabul to Adjacent Cities

City	Airline	Flight Time (Hours)	Ticket Costs: First Class (One Way)	First Class (R. T.)	Economy (One Way)	Economy (R. T.)
Athens	CSA	11:00	$364.00	$691.60	$243.60	$462.90
Beirut	Ariana	9:00			176.00	334.40
Teheran	Ariana	4:30			116.10	220.60
	Iran Air	4:30			116.10	220.60
Karachi	Ariana	5:30	103.90	197.50	80.30	152.60
	PIA	6:00			80.30	152.60
Moscow	SU	7:50	292.80	556.40	243.90	463.50
Prague	CSA	17:00	520.80	989.00	319.20	606.50
Sofia	CSA	13:00	425.60	808.70	263.20	500.10
Tashkent	SU	2:00	76.00	145.60	63.70	121.10
New Dehli	Ariana	3:00			58.80	111.70
	IAC	3:00			58.80	111.70

Based on the present price structure and its potentially negative effect upon tourism, Afghan Air Transportation Policy should be completely reviewed. Included among the matters for consideration in this review should be:

1. The possibility of providing the domestic airline (Ariana) with a national subsidy thereby enabling it to reduce fares and generate greater tourist traffic.

2. Bi-laterial arrangements with neighboring airlines should be entered into to improve scheduling, services and the general promotion of tourism.

3. The domestic airline (Ariana) should develop a fuller working relationship with its minority partner (Pan American) to further mutual tourism interests. Of particular consideration are advance scheduling, charter flights, development of off-season traffic, advertising and general promotion efforts and broad service improvements.

ROAD TRANSPORTATION

Road construction and improvements represent one of the most impressive modernization features of Afghanistan. Ten years ago major inter-city roads consisted mainly of ancient camel trails. Today, with some sections remaining to be completed, these trails have been converted into good hard surfaced, all weather roads. At the present rate of progress it can therefore be assumed that in another year Afghanistan will have good roads joining together its major cities with all official border crossing joints.

Beyond speed and comfort this new road system, following ancient trails, will also quickly introduce the visitor to some of the country's most scenic and historic sights. Going east from Kabul the road passes through the dramatic Gorge and on through the Khybur Pass on its way to Pashawar. Traveling southwest from Kabul the road passes through ancient Ghazni, a home of Tammerlane and several Afghan kings. Continuing on this road the tourist comes to Kandahar and Girishk, the land of Alexander the Great. Then on this same road, through Farah, one reaches Herat, a cultural capital of the

world many years ago. North from Kabul one passes through the impressive Hindu Kush and on toward Kunduz and Mazar-i-Sharif, the land of ancient "Aryana" and the Genghis Kahn.

These main roads are indeed impressive but once off them the traveler retreats to near-impassable road conditions. Bamian and the nearby lakes of Band-i-Mir, for example, two of the country's great historic and scenic attractions, are very difficult to reach in season and near impossible during the winter months.

ROAD CONDITIONS FOR TOURING

From	To	Miles	Road Conditions
Kabul	Charikar	43	Excellent *
Kabul	Bamiyan	118	Fair-Poor **
Kabul	Pul-i-Khumri	135	Fair **
Pul-i-Khumri	Mazar-i-Sharif	90	Fair-Poor **
Pul-i-Khumri	Kunduz	70	Fair **
Mazar-i-Sharif	Shibarghan	109	Poor **
Shibarghan	Maimana	135	Poor **
Maimana	Herat	289	Poor **
Herat	Iran Border	77	Fair-Poor **
Herat	Russian Border	73	Excellent *
Herat	Farah	180	Excellent *
Kabul	Jalalabad	98	Excellent *
Jalalabad	Pakistan Border	50	Excellent *
Kabul	Ghazui	89	Excellent *
Kabul	Kandahar	296	Excellent -Good **
Kandahar	Bost	75	Excellent *
Kandahar	Farah	235	Excellent *
Kandahar	Herat	327	Excellent *

* Cement or black top **Gravel, dirt or clay

In terms of tourism the potential contribution of the Asian Highway Construction Program cannot be overlooked. Initiated in 1958 this program calls for 33,000 miles (55,000 kilometers) of good roads, eventually joining south and southeast Asia with Europe. Under its present plan one segment of the road will go east from Teheran, through Afghanistan and on to Peshawar. At least as a summer route this could be prefered over the projected parallel southern route leaving from Teheran and passing through the historical but hot deserts of Southern Iran and West Pakistan.

The physical presence of a road in itself does not offer complete tourist safety and ejoyment. Among the necessary improvements which should be supported, again from the tourist's point of view, are the following:

1. Construction and/or improvements of secondary roads leading to historic and scenic sites.

2. Development of roadside facilities, including motels, gasoline stations and repair shops, tourist information centers.

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4. Development of first class bus tours, possibly tied-in with airline schedules.

HOTEL - MOTEL FACILITIES

The irreducible minimum for an international tourist in any country is a comfortable room, a hot bath with a clean bathroom and a good meal. When protected and enclosed by familiar and normal surroundings the international tourist can tolerate sights and conditions of a country side and a way of life far different from his own. He enjoys the exotic, the unusual, different and fascinating on the outside; but, he does not want to sleep nor eat

under these same conditions. At evening he wants to shift from the "afghan world" to his own USA and European world. This is all the more important when one considers that a tourist spends one third of his time sleeping and eating.

At this writing Afghanistan has 25 hotels with a total of 562 rooms. By western standards about 7 of these hotels, comprising a total of 150 rooms, have the physical properties to compete with many smaller foreign hotels. The reamining hotels are far below standard in construction and physical maintenance to be considered acceptable. Then as important, probably only two hotels have a quality of managment capable of rendering the international tourist the expected level of comfort and service. With few exceptions, in short, the hotel situation in Afghanistan is poor.

TABLE 1

HOTEL CAPACITY IN AFGHANISTAN

Location	Name	Number of Rooms[1]
Bamiyan	Hotel Bamiyan	20
Bost	Helmand Valley Club[2]	15
Delaram	Hotel Delaram	5
Doab	Hotel Doab	29
Farah	Farah Hotel	20
Gardez	Hotel Gardez	6
Ghazni	Hotel Ghazni	7
Greshk	Hotel Greshk	16
Herat	Park Hotel	12
	Herat Hotel	20
	Belzad Hotel	12
Istalif	Hotel Istalif	9
Jalalabad	Hotel Jalalabad	68
Kabul	Kabul Hotel	75
	Spinzar Hotel	38
	Ariana Hotel	17
	Press Club [2]	16
	Binazir	16
Kandahar	Hotel Kandahar	19
	Ahmed Shahi Hotel	11
Kunduz	Spinzar Hotel	46
	Municipal Hotel	10
Mazar-i-Sharif	Hotel Mazar-i-Sharif	26
Mukur	Hotel Mukur	6
Pul-i-Khumri	Club Hotel	23
Samangan	Hotel Samangan	9
Sarobi	Hotel Sarobi	10
TOTAL	27	551

[1] Barely 20% of these rooms could even be considered to be acceptable for international tourism requirements.

[2] Semi-private clubs which accept commercial bookings.

HOTEL CAPACITY IN AFGHANISTAN

As tourism arrivals increase, aside from physical and management limitations, a third problem emerges, namely the probable shortage of rooms. The national occupancy rate now is about 10% of the rooms available. This seemingly low level must be weighed by the Afghan policy of renting beds rather than rooms. In Kabul, where the two leading hotels (Spinzar and Kabul) follow western occupancy practices, the room rental averages 65% throughout the year and 100% during the in-season.

Assuming that 150 rooms, of which one half have double occupancy, meet western standards, the country could then accommodate in theory over 82,000 international tourists. However, it must be recognized that about one third of these rooms are occupied somewhat permanently by residential guests and that the average transient guest stays three nights, leaving a net accommodation for 18,250 guests nationally. Most tourists visit Kabul though. Hence, the net accommodation can really be reduced to about 6,000 tourists a year and this is further reduced by the heavy tourist influx between April and October. One can readily see why in-season occupancy rates are 100% in Kabul.

If tourist arrivals continue to increase as is expected, two actions must be undertaken.

1. To the fullest degree practical existing hotel fa cilities must be renovated to upgrade more rooms to western physical standards.

2. Plans should be undertaken to construct, within the near future, a new first rate 200 room hotel in Kabul.

The technical and economic aspects of renovating existing hotels and constructing a new hotel extend beyond the scope of this survey. It is recommended that such a study be conducted in detailed depth. To complete this study will require an estimated $85,000, all of which will be required in hard currency as foreign technical assistance will be necessary.

EATING FACILITIES

Outside of Kabul there are few places where an international tourist can enjoy a safe and appetizing meal. Then within Kabul only three restaurants can be recommended now: Spinzar Hotel, Kabul Hotel and The Khybur Restaurant. Without reservation the development of a good restaurant system is essential to the Afghan tourism program.

Basically this system should be developed by private initiative. Of vital concern to the Department of Tourism, however, are the general sanitary and health conditions of such restaurants. Presently, there are no specific standards nor inspection systems which assure the international tourist that water, food, cooking and serving personnel and food handling methods are free from known communicable diseases. In conjunction with the Ministry of Health, the Department of Tourism should develop such a code and also make sure that its enforcement is properly handled.

TOURIST SITE IMPROVEMENT

A tourist site in its broadest context, is anything worth seeing or doing which thereby attracts visitors. Afghanistan, as most countries, quite obviously has a variety of potential tourist attractions. Perhaps beyond a tour through the Khybur (West Pakistan) none of these sites is however widely known to the international tourist.

In developing a site one must of course think of its inherent historical, cultural, religious or recreational value. Frequently though, this inherent value has only domestic appeal. In many instances this is as it should be. Yet viewing site development in terms of commercial tourism both the cost and timing of improvements must be weighed against the site's potential amortization through attracting tourists.

Site improvement, it is anticipated, will be a responsibility of the Advisory Committee of the proposed Department ofTourism. Based on the aforementioned amortization concept it is recommended that the following be used as criteria in selecting sites for improvement.

1. Sites should be selected which have a unique tourist appeal when compared with tourist attractions of neighboring countries. Simply, a tourist is not prone to visit Afghanistan just to see a site which is already available to him in India, Pakistan, Iran or Russia.

2. Sites should be selected which have within its immediate vicinity other sites, which can also be developed readily. This is to say that if a site is far removed geographically and it is the only feature of the area fewer people will travel to it. On the other hand, if this major site has additional minor sites nearby it can be more easily developed as a tourist attraction.

3. Sites should be selected which have the easiest access to normal forms of tourist transportation and the country's normal tourist traffic flow. Air transportation is preferred and the normal traffic flows to Kabul and then moves via domestic carriers to Kandahar or Mazar-i-Sharif. Hence, the most logical areas for site improvement are those adjacent to cities linked by domestic air service: Kabul, Kandahar, Herat, Mazar-i-Sharif, Kunduz and Jalalabad.

4. Site selection in some measure, should be influenced by the motivation of the international tourist. In a recent attitude survey it was found that 36% of the international tourists travel for business reasons, 29% were inspired by war service or a desire to revisit former countries, with a miscellaneous 35% travelling because of motion pictures, historical appeal, religious reasons, published beauty of the area, adventure and hunting, recreation and a desire to purchase goods. Afghanistan has these appeals and perhaps more. Hopefully therefore, sites should be selected which are capable of meeting the tourist's desires to travel.

5. In planning site improvement areas attention must also be paid to supporting living facilities and tourist services. Access roads to a site are not enough. Food, possibly shelter, guide services and the like must also be provided.

6. Finally, over commercialization of a site should be prohibited. Nothing detracts more from a tourist's positive attitude toward a site than to be continuously pressured and harassed by locals seeking to sell goods, services or worse yet, begging.

Based on these criteria it appears that the following sites offer the greatest promise for immediate tourist development. Just a few features of each region have been mentioned.

KABUL: The city itself, Istalif, Bamian, Band-i-Amir

REGION: Gorge and Khybur Pass, Ghazui, Huidu Kush and Ponshur Valley

KANDAHAR: The Lost City, Kandahar Battlegrounds, Argaudab

REGION: Qaleh Bist, Helmund Valley, Ancient Desert Villages

HERAT: Old University and other ancient cultural features
REGION: Rug Weaving, Mosque, Theological School

MAZAR-I-SHARIF: Mosque, Bolkh, Buzkashi, Karakul
REGION:

CHAPTER VI

PROMOTION AFGHAN TOURISM

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PROMOTION AFGHAN TOURISM

Assuming the organizational and facility recommendations of this survey are applied, would these in themselves assure the desired increase in tourist receipts? To some degree they probably would. Though, gaining the full potential of such improvements also requires effective and sustained promotion. That is, a program of persuasive communications through which the features of Afghan Tourism can be sold to the international tourist market.

Tourism promotion in Afghanistan has to date been extremely limited. In essence, promotion has consisted of various handout pamphlets and several books. These latter are available for commercial sale. This minimal effort can perhaps best be measured by the budget allocated for promotional efforts. Since the start of the Afghan Tourist Organization the maximum funds allocated in any one year has been $48,000, with substantially less than this actually spent. Indeed, in some years practically no money has been made available. On this basis, perhaps few other countries, engaged in world tourism, have spent less on promotional materials and activities.

It must be recognized that promotional media can be expensive. Further, a substantial amount of this expense could involve dear foreign exchange should

advertising, films and overseas offices be part of the promotional program. This potential cost factor must therefore always be kept in mind as a temper against embarking upon programs which exceed the promotional needs and tourist potential of the country.

Budget limitations also suggest that Afghanistan must be far more creative than most countries in its approach to promotion. Care must be taken in selecting those features of the country which have the highest, unique tourist appeal. Tourism markets toward which the promotion is directed must be differentially selected on the basis of known tourism appeal. Media must be carefully selected and prepared through which these basic appeals can be communicated into an active visit desire. Then too, once the desire is created a program of prompt and efficient correspondence - service follow through must be initiated.

All of this is to suggest that Afghanistan cannot afford to think of promotion simply in the conventional media terms of advertising, public relations and sales correspondence. Promotion of course involves media: letters, booklets, press releases, films and other written or pictorial materials. These are however only the means to achieve an end market result; a way of creating, and servicing, a market desire to visit Afghanistan. They are not an end in themselves, though promotion is often so viewed.

To assure maximum results promotional efforts therefore require proper planning. The steps of promotional planning should include the following.

STEP I: MARKET RESEARCH

Before undertaking a promotional program more information about the size, location and composition of the Afghan Tourism market must be prepared and analyzed.

1. An inventory of national tourist sites and attractions should be completed and classified into their respective tourist appeals i.e., historical, cultural, recreational, etc.

2. Using data available, potential tourist markets should be examined to determine which of these has the greatest potential for Afghan Tourist appeals.

3. Promotional market priorities should next be established.

4. Finally, a general marketing strategy should be developed through which desired markets can be penetrated or expanded.

STEP 2: SELECTION OF MEDIA

Media are the written, pictorial and personal means through which appeal and service are communicated to desired Afghan tourism markets. Selection of the proper media cannot be simply a matter of following the promotional program of another country nor is it completely a matter of budget allowances. Afghanistan can profit from other countries but only as a means for developing its own unique image and appeals. Media cost too can be tailored to meet even a modest budget appropriation. Actually, the key to effective media selection lies in:

1. Knowing the tourist market toward which promotion is to be directed.

2. Knowing tourist features that will appeal to this market.

3. Knowing how and when to promote the market.

4. Selecting, preparing and distributing the proper promotional materials to the market.

STEP 3: DEVELOPMENT OF THE MARKET

In most instances tourists do not reach Afghanistan without having first contacted and planned the visit through some intermediary agency, as an air line,

travel agency or tour sponsoring agency. Each of these has, quite naturally, a commercial interest in seeing Afghan tourism prosper. In this regard, each is means through which promotional materials and advice can be made available to the public and thereby assist in developing a market. Together they can be in effective a foreign sales force for Afghan Tourism. Unfortunately, these resources have not been used fully in the past. Indeed, often they have been all but ignored. To develop its market one of the first actions must, therefore, be the rebuilding and extension of Afghan relations with these groups.

A second instrument in market development is the country's various Embassys and trading companies. Neither of these now play a particular role in promoting and servicing tourism, beyond the issuing of vistas. Yet, they are the nation's official representation in foreign countries. Obviously they also must be included in tourism promotion and all their available resources directed toward this end.

STEP 4: EVALUATION OF PROMOTIONAL EFFORTS

In general, the more a country spends on tourism promotion the greater will be its revenue reward from this industry. At the minimum every dollar spent on promotion should generate two or three in tourist receipts. In its early stages Adghanistan may not show such a return, through again this is a minimal return. During the first few years the country will have to create an awareness of its tourism attractions; an investment which may take several years before the Afghan competitive position with neighboring countries can be overcome. However, irrespective of the amount spent on promotion, an accounting must still be made of its market effectiveness. Essential therefore to a sound promotional program are some criteria measurements of effectiveness. Specifically, has a given medium attracted more tourists? Have the promotion

of tours, for example, retained people in the country longer? Has guide material increased and diversified expenditures in the country?

GENERAL PROMOTIONAL RECOMMENDATIONS

In addition to the aforementioned promotional approach this survey recommends a number of specific improvements and activities. The major of these include:

1. Promotion should be slanted to provide such an appeal that a strong desire is developed to visit Afghanistan regardless of the trouble, inconvenience and necessity required to leave the main international air routes.

2. Different means of publicity, advertising, public relations, and different types of promotional material should be used to produce an effective impression in the mind of the prospective tourist.

3. As an attack has to be made on all fronts of the promotional features simultaneously, it is recommended that the Department of Tourism should coordinate in carrying out different promotional activities.

4. Air travelers in transit should be encouraged to stop over in Kabul or Kandahar and promotional material should be made available to air passengers prior to arrival.

For road tourists all possible attractions contained in the different brochures should be available at the Pakistan, Iran (later Russian) border crossings attractively displayed which may result in an impulsive inducement to stay longer in this country made even at the moment of arrival.

5. More information regarding educational, scientific, sports, athletic and cultural activities should be provided to various tour groups coming into and going out of Afghanistan so that they can carry the message of Afghanistan's developing interests, activities and improvements in tourism.

It is felt that promotional activities will produce the pleasures and tourist satisfaction to develop additional income generated as a result.

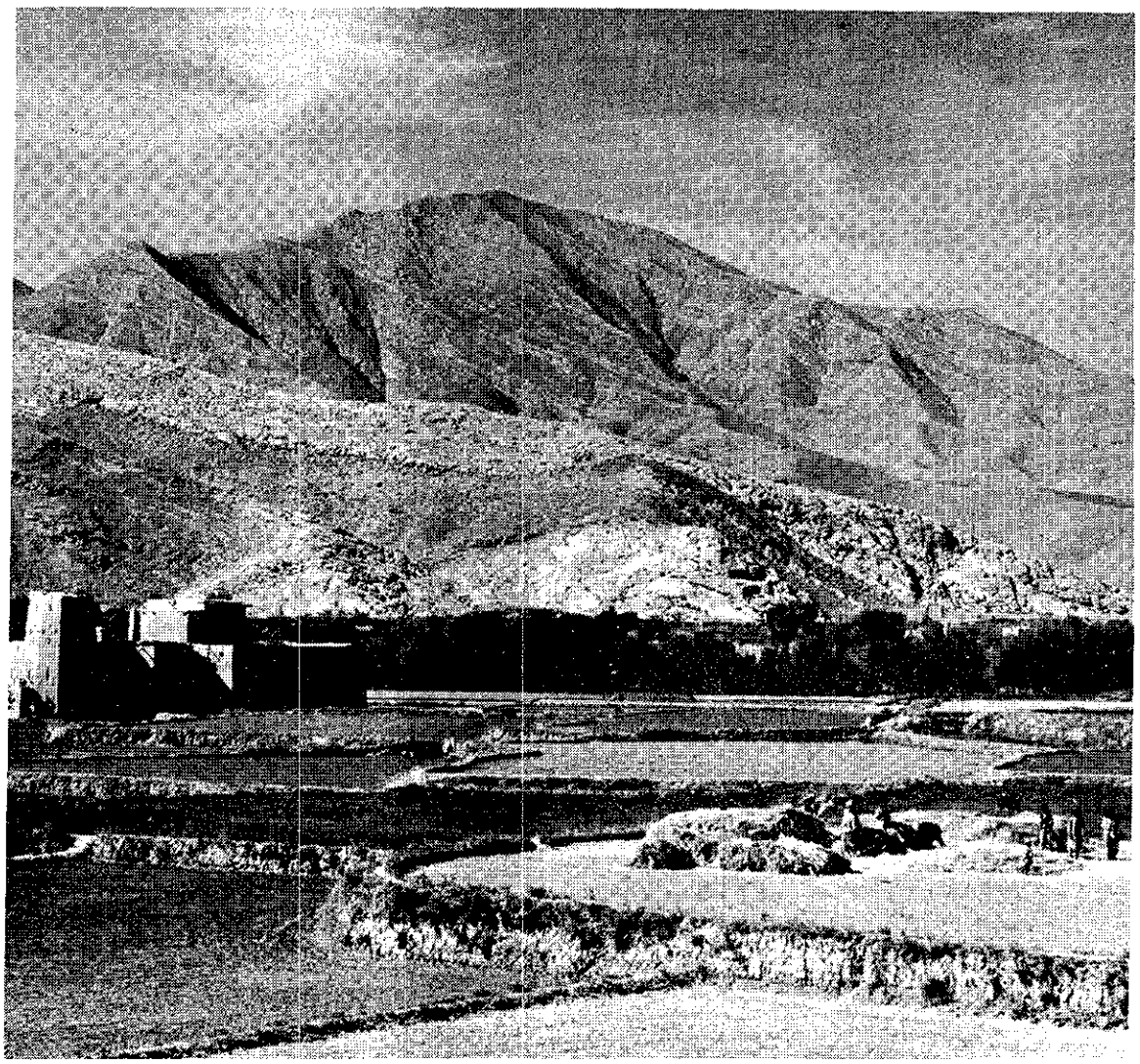
6. Travel agents and travel writers should be encouraged in every way possible to come to Afghanistan so they can see for themselves, and required facilities should be provided for them so that they carry away a favorable impression about the country.

It is recommended that a photograph file be prepared and placed at their disposal for their ready reference use.

7. Funds should be allocated for needed expenses by the Department of Tourism in such a manner that priority can be given for the proper preparation of first class effective travel brochures and other promotional material available for required distribution.

8. The Department of Tourism should pay special consideration to the various promotional techniques with respect to image, color, style and scheme in the preparation of the promotional material, such as brochures, posters, postcards, films, etc., and their effective presentation at various places in and outside of Afghanistan. Specific and detailed suggestions in this regard are contained in the text of this chapter.

CHAPTER VII
A CONCLUDING COMMENT



In fall the landscape softens to brown and yellow as farmers work at the harvests.

CHAPTER VII

A CONCLUDING COMMENT

This brief report, even though a digest of a much more inclusive survey, indicates that Afghanistan can have a future in tourism. To be sure many activities must be undertaken. Of these activities the most important is somewhat philosophical in nature. Further, this latter actively poses a responsibility of action in the highest councils of the Royal Afghan Government.

Essentially, Government must now ask, "What should be the role of tourism in Afghanistan's future economic development?" Is Tourism really important to Afghanistan's future. If it is important, will the Royal Afghan Government be prepared to support tourism's future.

The present status of tourism is indeed not unlike that of other countries. In analyzing its status elsewhere, G. F. Jarratt, a noted tourism expert, described the situation in terms which might be applicable to Afghan today.

> "The problem, which has been a problem in other countries seeking to expand their tourist business, is that officials and ministries, not directly concerned with tourism still think of travel as a sort of frivolous marginal activity, even though their governments and their economies earn substantial foreign exchange from tourism comparable with other major export industries." [1]

In Afghanistan is tourism to continue as a marginal activity, or is it to gain the full stature and support which its future potential warrants. This is the issue which Afghan Tourism faces today. Only those in positions of leadership can command the responsible answer. The authors of this report hope sincerely the answer will favor full and continuous support to the future of tourism in Afghanistan.

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[1] Tourism, Survey Report and Recommendations, Assessment of Potential Future Developments, G. F. Jarratt