Tourism for Future
Generations

Social Learning for Adaptive Tourism Management

WORKSHOP REPORT

July 2009

CONTENTS

2. GOAL OF THE PROJECT

Better planned tourism directly **improving local livelihoods** and **rangeland ecosystem management** through **ethical business partnerships** with rural communities.

3. OBJECTIVES

- To produce **participatory adaptive management plans** for tourism in four villages in the Lake Natron and Loliondo areas of Ngorongoro District.

- To produce a **best practices toolkit** derived from the workshop and the project's accumulated experience for use in other private investor-community initiatives involving tourism.

1. INTRODUCING THE PROJECT

The aim of this project is to develop innovative approaches to community involvement in tourism planning that communities and responsible tourism businesses across Tanzania can all benefit from.

- The project is co-ordinated by TNRF, implemented by a team consisting of representatives of TNRF, UCRT and Honeyguide Foundation.

- Funding is provided by IUCN – EGP and Sand County Foundation Bradley Fund for the Environment

- The project period is from 1st April 2009 – 31st March 2010.

- The geographical area is Ngorongoro District, the villages of: Piyaya, Engaresero, Pinyinyi and Arash. These villages are involved because of existing, or highly potential, tourism activities in the area. There are already established relationships between these villages and/or Honeyguide/ UCRT.

4. ACTIVITIES IMPLEMENTED

The project team carried out introductory meetings with the four village councils in April/May at which point the team introduced itself and also explained the outline of the project. A brochure explaining the project in Kiswahili was circulated to all participants. The team also visited the District Council and District Commissioner offices in Loliondo in the same period, and introduced themselves to some of the NGOs active in the area [i.e. Oxfam, NGONET].

The team then conducted a baseline survey in May/June in order to collect some basic information relating to the project log frame indicators. Questionnaires were developed for village government level and household level and used in interview sessions with the respondents. A cross-section of twenty households were interviewed in each village.

A further questionnaire was circulated to the tour operators involved in the area. The information gathered in the various surveys was used as inputs in the workshops. A report of the findings has been produced.

5. WORKSHOPS INTRODUCTION

According to the steps outlined in the project document there would be three stakeholder workshops for each village over the year resulting in the tourism management plan for each village. The team decided to adapt the methodology to reflect the circumstances of the village level and hold the first workshops with village level representatives

only. The reason being the team felt the village capacity required to be built before meeting with the other stakeholders. It was also decided to combine two villages per workshop in order to facilitate experience sharing.

6. VENUE AND PARTICIPANTS

These first workshops were held on 13 & 14 July for Piyaya and Arash [held in Piyaya], and on 16th & 17th July for Engaresero and Pinyinyi [held in Engaresero]. The intention was to invite a cross section of 20 villagers by name from each village in order to get a good mix of ideas. For example; members of the village government, business people, major livestock keepers, women, religious leaders, head teacher, some of those at household level interviewed for the baseline. This worked well in Piyaya/Arash but not in Engaresero/Pinyini where participants were mostly Laigwanak and village government representatives.

7. FACILITATORS

The facilitators of the workshop were members of the project team: Annie Francis, Enock Chengullah, Jamboi Bughama, and Ole Kirimbai. Justin Saikon of Honeyguide played a key role in the logistical arrangements in Piyaya, and in translation to Maa in Engaresero. Damian Bell joined for the second workshop as did Makko of CRT who also assisted with translation to Maa. Translation in Piyaya was kindly provided by the Evangelist Minister, who also provided musical entertainment by singing Maasai songs and playing guitar.

8. WORKSHOP OBJECTIVE

The overall objective of the workshops was to bring together village stakeholders in tourism in Arash, Pinyinyi, Piyaya, Engaresero in Ngorongoro District to discuss how to manage tourism in their villages through adaptive village tourism management plans.

The sub-objectives to assist towards achieving the overall objective were:

- To inform and clarify on policy environment
- To increase understanding on Land Use Planning in relation to tourism
- To identify challenges and opportunities for income from tourism at village & household level
- To increase understanding of tourism as a business
- To identify roles and responsibilities of stakeholders
- To identify the key components of a tourism management plan

The intended outcome of the workshops was as below:

Better understanding by villagers on the policy context for tourism, and the challenges and opportunities for villages

Tourism management plans agreed as a way forward, and framework for these tourism management plans starts to be identified.

9. METHODOLOGY

As previously mentioned the team chose to combine representatives of two villages in each workshop for exchange of experiences, but this also builds the concept of collaboration in tourism at village level rather than competition. This seemed to work well in Arash/Piyaya in that both villages have similar kinds of tourism activities and similar agreements with companies. It worked differently in Engaresero and Pinyinyi as one would expect as Pinyini has virtually no tourism industry at the moment and Engaresero has a lot of tourist traffic passing through. However Pinyinyi benefited from hearing about experiences in Engaresero

Inviting participants by name worked well in Piyaya/Arash as there were more diverse experiences and ideas contributed.

The intended programme involved four presentations on the first day with only group work on the second day. The team was aware that this might be a heavy programme and in fact had to move the fourth presentation to the second day. The thinking was to give a lot of inputs and have questions so that participants could digest the information and use it in the group work the next day.

10. SUMMARY OF EXPECTATIONS, FEARS AND EVALUATION

In both workshops the participants were requested to mention their expectations of the workshop and also their fears, and at the end of the workshop these were revisited to check whether their expectations had been met and their fears reduced.

Expectations included: better understanding of tourism, its advantages and disadvantages; importance of the environment in tourism; what is involved in land use planning; how to have good relationship between investors and the community; how women can benefit from tourism; how to assist Pinyinyi which has no real tourism at present.

Fears included: tourism may destroy the environment; benefits of tourism may not reach the intended beneficiaries; the community will not benefit from the wildlife in it's area; threats from hunting companies and tourism; balancing tourist numbers to prevent negative impacts; erosion of local values and culture as result of tourism; conflict between tourism and other land use such as livestock keeping.

11. WORKSHOP CONTENT

TOPIC 1:

THE LAW, ENVIRONMENT AND TOURISM: Opportunities in policies and laws regarding the environment, natural resources in relation to security, conservation and community based tourism

Enock. Chengullah – Tanzania Natural Resource Forum

The aims of the topic were:

- To generate understanding about the relationship between the environment and tourism

- To learn the key laws which are important for developing tourism in the community

- To recognize the opportunities which exist in tourism for community development

The facilitator started by explaining the difference between law and policy, to ensure the participants understand the difference

He went on to mention key policies such as Tanzania Development Vision 2025, MKUKUTA and MKURABITA. He also went through the various laws and policies as follows: the Village Land Act 1999, the Wildlife Policy 1998, the Forestry Policy 1999, the Water policy 2002, the Fisheries policy 1997, the Beekeeping policy 1998 and The tourism policy 1999.

Issues which were raised during discussion included:-

- Beekeeping is of importance in environmental conservation because it helps plants in the process of pollination and once bee hives are set no more tree cutting will be allowed or other environmental destruction in form of charcoal making and tree felling.

- MKUKUTA and MKURABITA are two new concepts that are not clear in the rural setting which need to be explained again and again. For instance, how do they relate to natural resources conservation, income generation and livelihoods for the rural poor?

- Who makes policies? Who owns the policy making processes and why do policy making processes not use the bottom up approach?

The need of Education and awareness in an intervention is quite important. This should be integrated in law making and enforcement processes.

Apparently conflicting laws such as Tourism Bill, Wildlife Act, Land Act – where does this leave the community?

Topic 2: Land Use Planning

J. Baramayegu – Ujamaa Community Resource Trust

The presenter explained the concept of land use planning and why it is important, for example to prevent future conflicts over borders and resources. He went on to explain the process involved in land use planning and how a plan should be managed such as through formulating by laws at village level. He explained which are the relevant laws governing land use planning: the Village Land Act no 5 of 1999, the Wildlife Act No 9 of 2009, and the Local Government Act no 7 of 1982. He also drew an example of a land use plan so that the idea was clearer to the participants

Issues which were raised during discussion included:

- The main challenge in adopting land use plans is the increasing population in villages due to immigration and birth rate that lead to increasing and changing demands on resources. Others are the natural catastrophes like the frequent droughts.

- Issues of land grabbing are both a threat and critical obstacle to land use planning and development

- The importance of land title deed so that the community have rights over their land

- Increasing State intervention to protect individual or government interests threaten community security, safety and livelihood options.

- Animal rights take precedence over human rights

- Once the village gets title deed, how does an individual get title to his/her land?

Topic 3: Tourism as a Business

Ole Kirimbai — Honeyguide Foundation

The aims of this topic included:
- Introducing the basic tourism business
- Understanding tourism in the village
- How to expand tourism in the village

The presenter started by clarifying what is tourism, and asking the participants to think as to why tourists come to Tanzania. He encouraged the participants to think about different types of tourism and what kinds happen in their area. The difference between a tour operator and an hotelier was addressed.

The presenter went on to cover issues such as tourism business being a competition for tourists who have their needs and expectations.

Issues which were raised during discussion included :

- The importance of transparency in contractual agreements between village authorities, community members and the tour operators.

- How tourism awareness and specifically the benefits could be improved to impact on individual pockets [household level]

- Competence in contracting – whether a job contract or an agreement between a village and a tour company, the individual or village need to know how to negotiate a good contract

- How to know if the bed night fees paid to the village are really reflecting the number of guests at a camp or lodge.

TOPIC 4: IDENTIFYING THE CHALLENGES AND OPPORTUNITIES IN BENEFITTING FROM TOURISM AT VILLAGE AND HOUSEHOLD LEVELS

A. Francis — Tasconsult

The aims of the topic were to inform the participants about current sources of income or assistance given by tour companies in their villages. For example at village level: bed night fees, donations to schools, sponsorship of students. And at household level: walking fees, employment, selling goods. This information had been gained through the baseline survey carried out at household, village and Tour Operator level in May/June. The presenter then outlined some potential ways of getting income which are not yet being utilised such as village campsites, service agreements with lodges, selling produce directly to lodges.

Some issues which were raised in discussion include:

- How to make a good contract, and both parties stick to it.
- How women can benefit from tourism
- Negotiating a good wage with a tour company
- Tourism students spend time with some of the women but they don't benefit from giving up their time.
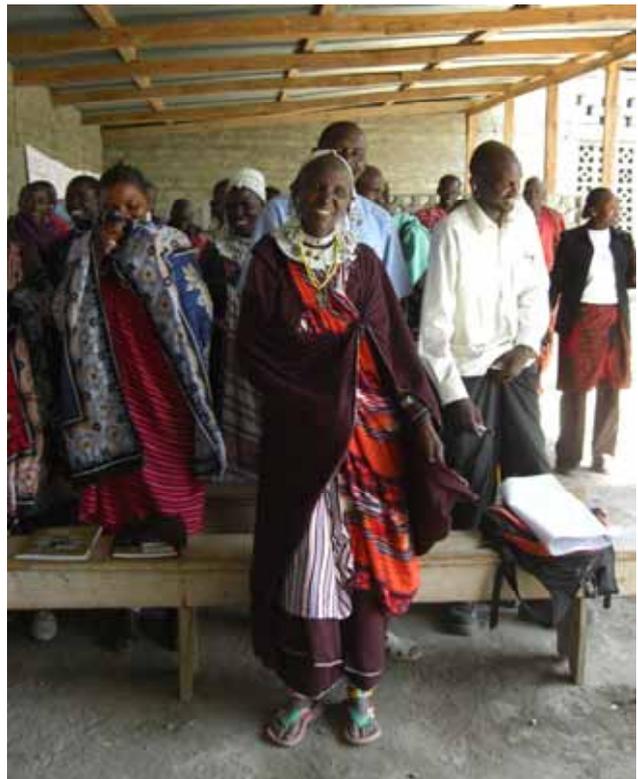
12. ISSUES ARISING FROM FROM THE GROUP WORK   PIYAYA AND ARASH

TOURISM AS A BUSINESS

The participants suggested that the villages should develop land use plans and incorporate areas for tourism activities in those plans. They indicated that they should initiate more local tourist attractions such as cultural bomas and should seek tour operators who will market their products and enter into contract agreements with the village.

Amongst the challenges facing them in tourism they mentioned, their own lack of expertise and low level of knowledge, security issues and investors fears about operating in their areas.

LAND USE MANAGEMENT

The participants proposed the steps they need to follow to develop land use plans, and the types of activities which should be considered in such a plan, such as: Livestock keeping, Agriculture, different types of tourism, Zoning forest and wildlife areas and Social services such as schools, roads, dispensary, water sources, religious institutions.

They also recommended that land use plans would have to be supported by bylaws for land management

ENVIRONMENT AND NATURAL RESOURCES

It was recommended by the participants that they should identify the village boundaries, prepare a map and seek the village land title deed.

They also proposed that the environment and natural resources committee be strengthened and also to form a team which will investigate environmental destruction in the village area. The task of this committee could include providing education about polluting water sources, calling a meeting to discuss solutions to this problem, producing warning posters about 'don't do bush burning', 'don't pollute water sources', 'don't cut trees' and lastly to find ways to control bush burning which is carried out by illegal hunters.

They suggested having joint patrols which would include village, investors, government, NCAA, TANAPA and companies such as OBC.

This group concluded that care of the environment requires involvement of each stakeholder at village level, NGOs, tour operators, investors, parastatals and individuals themselves.

GOOD GOVERNANCE

Among the proposals made by this group were: the village government to involve the community in as many decisions as possible concerning tourism in the area and to be transparent about agreements between the village and tour operators. It was recommended that the village and tour companies should collaborate, and each party be open about income from tourism which comes to the village and how it is used. For example the tour company should come to the village meeting to explain how much money is be-

ing given to the village, and the village should tell the tour company how it is or will be used.

It was stressed that culture and traditions of the tribes in the area should not be compromised as a result of tourism.

The participants also mentioned the importance of taking care of resources in the village area, and that tour companies could give seminars about the importance of these resources and how to look after them.

BENEFITS OF TOURISM FOR THE COMMUNITY

The members of this group identified a number of benefits of tourism in the community including increase of income at village and household level, strengthening local businesses, introducing modern technology to the area, building relationships between different nationalities and also helping the community to understand the economic benefits of wildlife in the area.

In terms of financial benefits, a number of existing and potential ones were mentioned: Education e.g. to sponsor students, to provide school buildings etc; employment e.g. watchman; business e.g. to sell traditional items such as necklaces; loans for women; improvement of infrastructure e.g. roads, buildings and helping orphans, disabled, people with AIDS, and to transport ill people to hospital.

This group concluded that in order to get the benefits of tourism in the community, it is important to conserve the environment and its resources in order to attract more tourists in order to maximize the level of income at household and village levels. However, the community should focus on quality tourism and not unqualifying tourism .

The participants identified current and potential sources of revenue from tourism in their village:

Pinyinyi	Engaresero
Archaeological issues	Oldonyo Lengai
Hot springs	Flamingo/ birds
Flamingo/ birds	Forests
Forests	Campsite
Waterfall	Waterfall
Animals	Animals
Mountains	Traditional culture
Traditional culture	God's cave
Lake Natron	Embalulu Crater
Campsite	Cultural boma

They felt there were many opportunities but that they faced the challenges of little expertise in tourism and a general lack of knowledge.

LAND USE MANAGEMENT

Amongst the suggestions form this group were to tackle destruction of the environment by having campaign against burning forests, cutting trees and destroying water sources and also forming by laws for management of land and natural resources.

They also recommended developing a land use plan which would include areas for tourism and various grazing areas for wet and dry seasons for the small calves. This would also involve seeking land title deed.

The group suggested the importance of Coordination of investment opportunities in the village, such as: Tourism camps, Wildlife hunting, Extraction of bicarbonates and salts, Flamingo, Markets for selling jewellery [women]

Lastly the group suggested it was important to strengthen leadership at village and Ward levels including: Tourism and environment committee, Traditional leadership – women and men and also to improve health aspects such as toilets and rubbish disposal.

ENVIRONMENT AND NATURAL RESOURCES

One of the key recommendations of this group was to revive and promote the traditions which have been used to protect the environment and natural resources by using traditional leaders and the community in conjunction with using the village leadership and environmental committees to control destruction of the environment and natural resources.

It was seen as important to educate the community about the impact of uncontrolled fires, and to identify existing sources of water in addition to devising strategies for protecting them

Lastly the group proposed to make a system for security/joint patrols involving village, community and investors and to form bylaws for managing, use and security of natural resources and environments .

GOOD GOVERNANCE

The participants focused on the importance of holding and making use of full village meetings so that the community in general is aware of plans, strategies, revenues, and expenditures and that such information does not just remain with the village leadership.

They also saw it as important to be transparent about the way tourism revenue is used so that the tour companies and tourists will be encouraged to give more assistance. In terms of transparency and accountability, one simple idea was to have a suggestion box with two keys, so that one villager and one member of the village council will be present to open the box so that all letters are discussed.

It was also recommended that the community should better understand the partnership agreements with companies, and the assistance they are making available to the village and that this should be monitored.

BENEFITS OF TOURISM FOR THE COMMUNITY

The participants identified a number of existing and potential benefits of tourism revenue such as infrastructure projects, sponsoring students, and marketing cultural artefacts. They also suggested that Contracts with investors should be managed according to the legal requirements, that there should be transparency about income from tourism, and that bylaws should be passed so that the village is empowered to collect income and to manage its affairs.

It was also suggested that it is important to have a land use plan and to care for village resources and the environment in general

The group concluded that NGOs should assist the community on legal issues so that they get better understanding of tourism business .

13. CONCLUSION

At village level there are differences in levels of understanding about the nature of the tourism business and how it can be of benefit to and managed by the community.

The link between Wildlife, Natural resource management and tourism is to some extent understood and the mechanisms for protecting resources are being identified:- Land title deeds, land use planning, by laws for land use management, zoning for tourism, natural resource management, natural resource committees, campaigns, joint patrols, education, reviving traditional means.

The importance of agreements and transparency on all sides with regards to those agreements is also keenly recognised: contracts between village and tour operators, transparency about income from tourism, transparency on how tourism revenue is spent, and promoting the development activities which benefit from tourism but also as possible tourist attractions – in order to encourage more support in future.

Villages also recognise the importance of being more proactive in tourism: identify new attractions, initiate their own campsites, find out what jobs there are and how to get them, find out what produce could be sold to tour companies, be more creative.

Security is seen as crucial for investors and tourists and this should be strengthened.

Capacity building in terms of tourism is needed by the village leaders and villagers, this can be provided by tour operators or NGOs. Advice/expertise is also required from NGOs until capacity is built. Especially on negotiating contracts with companies.

ABOUT THE PARTNERS

Honeyguide Foundation was initiated after the need was identified for an institution to bridge the gap between the communities and the tourism industry in order for both parties to benefit from tourism economically and to therefore have a long term vested interest in the management of their natural resources. The organization supports communities and environmental conservation in Tanzania, making use of tourism as a sustainable source of income.

Ujamaa Community Resource Trust (UCRT) aims at strengthening the capacity of local ethnic minorities in northern Tanzania to better control manage and benefit from their lands and natural resources. UCRT's ultimate goal is to improve community and household level welfare through improved land and natural resource management. This project will build on the work of UCRT who will play an important role in the implementation of the project outcomes.

TasConsult is a relatively new locally owned consultancy company, providing services to local authorities, local and international NGOs. Its focus is 'capacity building for development' and its services include; strategic planning, programme evaluations, multi stakeholder processes. The company also includes expertise in preventive health care and financial services and has links

The Tanzania Natural Resource Forum is a growing network of over 1000 individual members and civil society organizations that works in the natural resource sector, through supporting the management of renewable natural resources and sustainable livelihoods.

At the heart of TNRF's work as a change agent are these topical areas of focus: Forestry, Wildlife, Pastoralism and Livelihoods and Community-based Tourism.