

**ACCESS TO TOURISM MARKET PROJECT FOR SUSTAINABLE ECONOMIC
DEVELOPMENT OF COMMUNITY AROUND PROTECTED AREAS IN NATTA
MBISO VILLAGE - SERENGETI DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFULMENT OF THE RE-
QUIREMENTS FOR THE DEGREE OF MASTER IN COMMUNITY ECONOMIC
DEVELOPMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2013

SUPERVISOR'S CERTIFICATION

The undersigned certifies that She has read and hereby recommend for the acceptance by the Open University of Tanzania (OUT) a dissertation entitled, “Access to Tourism Market Project for Sustainable Economic Development of Community around Protected Areas in Natta Mbiso village - Serengeti District” in partial fulfillment of the requirements for the degree of Master of Community Economic Development of The Open University of Tanzania.

.....

Signature

Dr. Magreth Bushesha.

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.....

Date

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DECLARATION

I, **Jose Stanslaus Kitenana**, do hereby declare that, this dissertation is my own original work and that it has not been presented and will not be presented to any other university for similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my wife Halima J. Makongoro.

ACKNOWLEDGEMENT

In the name of GOD the more merciful and more precessions, it is the Almighty who gave me breath and led me in all my daily routine works especially in this research work which has come to an end. Let his name be praised!

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Thirdly, I would be negligent if i fail to acknowledge some key people in my life that provided unyielding and overwhelming love and support: My wife Halima Makongoro, my daughters Nasra and Nyahiti for sharing pains and excitements with me during the full period of the course and for their continuous prayer for my success. In the same breadth I would like to express my gratitude to my fellow colleagues at the Open University of Tanzania for your lovely hearts to me during the whole period of study. Thank you and May God bless you all!

ABSTRACT

The study aimed at assessing factors limiting economic benefits from protected areas to local people in Serengeti district. Three villages adjacent Serengeti National Park (SENAPA) namely Bonchugu, Ikoma Robanda and Nata Mbiso were involved. Survey data were collected using household questionnaire survey, Focus Group Discussion (FGD), Semi-structured Interviews, and by observation. The study found that about 9% of the local communities could see benefits. The benefits included both direct and indirect. The direct benefits included funds to Income Generating Activities (IGAs) and employment, whereas the indirect one included social projects on construction of classroom, dispensary, dam, dormitory and provision of furniture for school and dispensary. The study revealed major limiting factors to benefits access include institutional interest, limited employment opportunities and market for local produces, lack of participation, and low qualification of the locals. The study concludes that, despite of indirect benefits seem to be high than direct benefits, the benefits accessed by the local communities are insignificant both social and economic wise. After the community priority ranking has been agreed and proposed to carry out the project named access to tourism market project (ATOMP) for sustainable economic development of community around protected areas in Natta Mbiso village - Serengeti district to make the local communities to enjoy conservation benefits when all effective mechanisms to benefit the local community was applied. This project create market for local produces in PAs, enabling the local community to access employment opportunities and income, significant improve social amenities, having good relationship between local community and PAs, and collaboration among the key stakeholders to enhance locals to access conservation benefits.

LIST OF ABBREVIATIONS AND ACRONYMS

ATOMP	Access Tourism Market Project
AWF	African Wildlife Foundation
CAMPFIRE	Community Area Management Programme for Indigenous Resources
CCS	Community Conservation Service
COCOBA	Community Conservation Bank
FGDs	Focus Group Discussions
FZS	Frankfurt Zoological Society
GC	Grumeti Conservation
GF	Grumeti Fund
GGR	Grumeti Game Reserve
GHOMACOS	Grumet Horticulture Market Cooperation Society
ICDPs	Integrated Conservation and Development Programs
IGAs	Income Generating Activities
MOU	Memorandum of Understanding
NGOs	Non-Governmental Organizations
NP	National Park
NTFPs	Non Timber Forest Products
OD	Outreach Department
OP	Outreach Programme
SCIPs	Support for Community Initiated Projects
SDC	Serengeti District Council
SENAPA	Serengeti National Park
SPSS	Statistical Package for Social Science
TANAPA	Tanzania National Parks
TAWIRI	Tanzania Wildlife Research Institute

URT	United Republic of Tanzania
VEO	Village Executive Officer
WMAs	Wildlife Management Areas
WTO	World Tourism Organization
WWF	World Wide Fund for Nature

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CHAPTER ONE

COMMUNITY NEEDS ASSESSMENT

1.0 Introduction

Protected Areas (PAs) benefits extend to users at different scales, from local people who depend on for their livelihood strategy, to nations that depend for economic gain and to the global community that depends on nature's capacity to regulate climate (Brandon and Bruner, 2008). However, capturing and transferring some benefits from larger scales to more local ones increases local support for protected areas (ibid). This illustrates how important protected areas and local communities are in supporting each other. Following this recognition various governments, management structures in protected areas, authorities and other stakeholders have initiated different mechanisms for delivering benefits to local communities (Kideghesho, 2001). In Tanzania, Tanzania National Parks Authority (TANAPA) through community Conservation Service (CCS) effects the revenue sharing policy with adjacent communities through a fund called Support for Community Initiated Projects (SCIP) in which communities prioritize the projects to be supported by TANAPA (Kaswamila *et al.*, 2011). Globally, there is ample literature (Brandon and Bruner, 2008; Dudley et al, 2008; Coad *et al.*, 2008) revealing that, most of protected areas distribute conservation benefits to local communities mainly through provision of social services like schools, roads, and dispensaries.

In Sub-Saharan Africa, for instance, Kenya earns over US\$300 million per year from tourism (much of it wildlife-oriented) and disburse 25 per cent to communities around the park (Dudley et al, 2008) while Uganda makes provisions for sharing 20 per cent of national park entry receipts with local communities (ibid). In the face of the policy affirmation and the current efforts aiming at making wildlife a positive development factor, these efforts had a minimal desired impact on the local economy (Schmitt, 2010). There is no

doubt that local communities were previously co-existed with natural resources in areas now called protected areas (PAs) (Kideghesho, 2007). They were depending entirely on those resources as their only alternative to livelihood (ibid). Following gazettement of PAs, locals were excluded completely from direct access and use of resources (fences and fines policy). This was associated with increase in illegal utilization of resources in PAs among the local communities as alternative to livelihood. However, there have been some efforts in making sure that locals benefit from or on the presence of PAs as a means of alleviating poverty and influencing positive attitude towards conservation (Schmitt, 2010; Schell et al, 2004; West et al, 2006). The efforts appear to be inefficient with delivery of low and unequal distribution of benefits in a form which does not stimulate economic growth among the local communities. For instance, in Tanzania, economic analyses suggests that the government and its wildlife conservation agencies benefit more from the resource with only minimal benefits trickling down to communities (Kideghesho, 2001). Statistics show that, between 1991 and 2001 Serengeti National Park earned some USD 36 388 153 from tourism. The Park contributed some USD 370 095 (which is about 1% only) in form of development projects to rural communities in seven districts bordering the Park (TANAPA, 2002). These benefits are indirect through various projects (i.e. schools and dispensaries) and cannot contribute to the economy of individuals.

The benefits also have been decreasing with time (Kideghesho, 2001). At an individual level, benefit-sharing in Serengeti ecosystem involved development expenditures of an average of US\$ 2.5 per household per year (Emerton and Mfunda, 1999). Despite the fact that the amount was indirect, it was little to be felt. While wildlife incurs a range of economic costs on land holders in the western Serengeti, there is little gain through conservation benefits (ibid). This implies the impossibility of inspiring local support in conservation efforts. Households in the Northwest and Southwest of Serengeti ecosystem are worse

off with averages of US \$0.16 a day and US \$0.17 a day respectively (Schmitt, 2010). These communities will remain poor with increase in illegal utilization of resources if these problems are not addressed. For instance in Western Serengeti, the majority of people arrested for illegal hunting were typically poor males that owned few or no livestock (Loibooki et al, 2002) implying that poaching is pursued as an economic necessity to cope with poverty.

Like other PAs, sustainability of SENAPA depends on type of relationship existing with local community. Therefore, it is apparent that limited benefits to local communities is a function of poverty prevalence and negative attitude towards conservation. This suggest the presence of limiting factors and improper mechanisms to benefit the local communities adjacent PAs. This study aims at examining the present limiting factors in order to develop effective means to benefit the local communities. This is the way towards poverty alleviation and winning local support towards conservation.

The study was conducted in Western part of Serengeti National Park within Serengeti District. The choice was due to pervasive poverty in the area relative to other areas adjacent Serengeti National park (SENAPA) (Schmitt, 2010). As afore mentioned, the households in the Northwest and Southwest of SENAPA are worse off with averages of 2006 US \$0.16 a day and 2006 US \$0.17 a day respectively, unlike individuals in the East are best off at 2006 USD 0.50 a day (Tanzanian Authorities, 2000).

The criteria for selecting these villages were several. First, was to cover different ethnic groups (Kurya, Ikoma and Nata) from different villages. This had the advantage of enabling comparisons of Robanda was used to mean Ikoma robanda village, Nata was used to mean Nata mbiso village findings. Second, was proximity to PAs, the selected villages

were not beyond five kilometers from PA boundary. This was mainly to the fact that these are the immediate communities adjacent PAs.

1.1 Community Profile

1.1.1 Location

The study area is located to the western part of Serengeti ecosystem. It involved three villages (Bonchugu, Ikoma Robanda and Nata Mbiso) bordering Ikorongo-Grumeti Game Reserve, Ikoma Open Area, and the Serengeti National Park within Serengeti District.

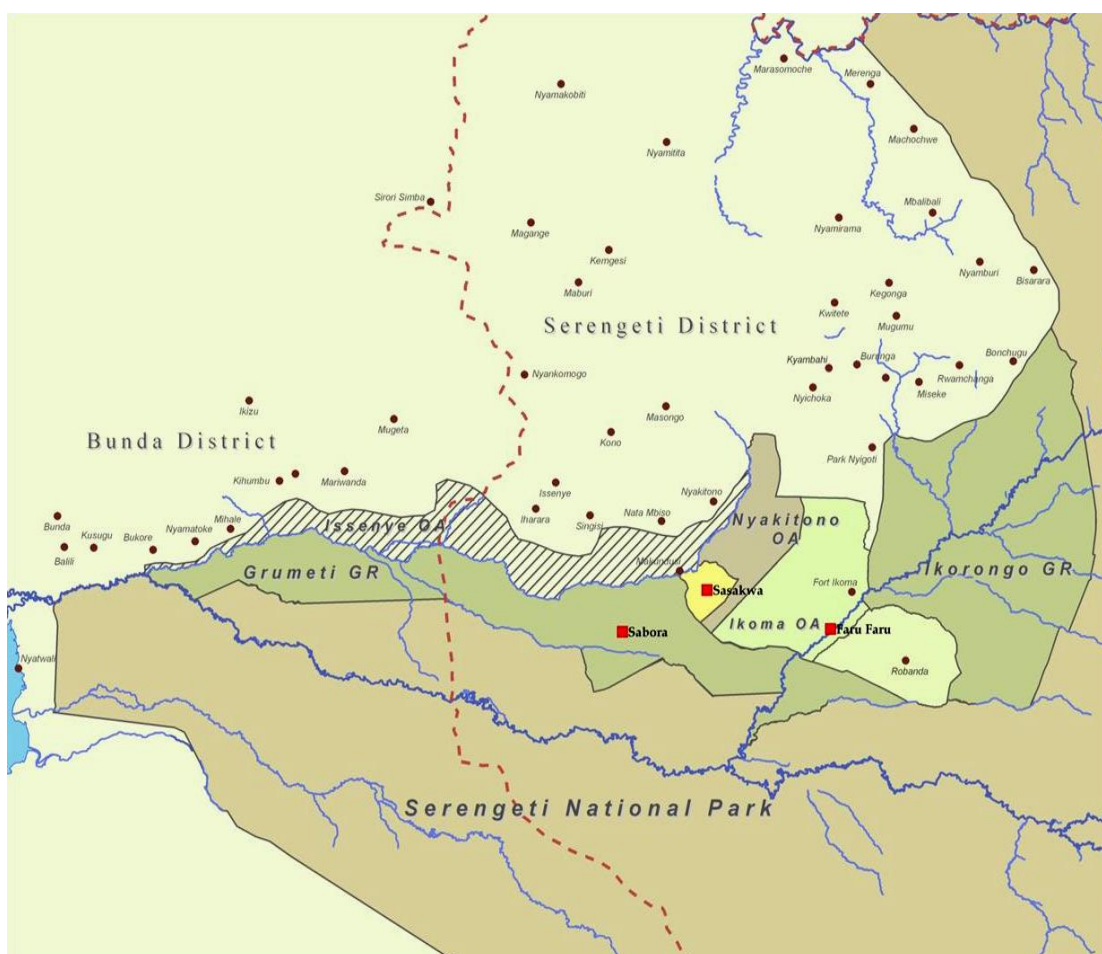


Figure 1: Map of the western corridor of the Serengeti National Park with the approximate locations of villages.

Source: Serengeti District Council 2012

1.1.2 Climate and Topography

The study area is divided into three agro-ecological zones namely high, middle and low lands, the area is wet during August through December to April (SDC, 2011). The rainfall pattern differs with altitude, where the highlands experience an average rainfall above 1,200 mm per annum falling to between 600-1000mm per annum in the lowlands (ibid). The overall climatic condition of the area is conducive. The temperatures in the area depend on the rainfall patterns (SDC, 2011). During the first rains between months of August – December and the second rains between months of February - April the average temperature is 24°C, while in the dry season the average temperature is 26°C (ibid).

1.1.3 Major Livelihood Mechanism

The major Economic activities in the district include Livestock keeping, Farming, Small Business enterprises, Small scale industries and Employment in various organizations. Majority of the people in the District (90%) are engaged in agricultural undertakings (farming) 90%. In 2011 the District Per Capita income is Tshs. 741,357.00 per year compared to the National Per Capita Income of TShs. 869,436.30 per year. Livestock is another important area majority of people are engaged .The District had 297,535 Cattle, 123,323 Goats, 70,897 Sheep, 638 Donkeys, 245,600 Chicken, 16,852 Dogs, 652 Pigs, 167 Diary goat and 697 Diary cattle.

Some people are engaged in petty trade as their means of livelihood. These undertakings include shops/kiosk-220, Livestock traders-18, Milling machines-75, Garages-3, Carpentry workshops -15, Hotels- 26, Guest Houses-36, Petrol Stations-3, Drug shops-16, Butchery-30, Spare part shops-6, Stationery Shops-5, Bar-38, Local brew shops 62, Crop markets-8, Livestock markets-9, Bank (NMB) and CRDB (Mobile)-2, Telecommunication compa-

nies-5 and Post office- 1. The District is endowed with mineral deposits including Limestone at Nyigoti village, Slate at Marasomoche village, Gold at Nyigoti, Ring’wani na Majimoto villages, Helium Gas at Majimoto village and Gypsum and Red ochre – Robanda village.

1.1.4 Population and Administration

Based on National Population Census 2012, the district has 249,420 people (128,021 women and 121,399 men) with an increase rate of 2.5% per annum. Administratively there are 4 divisions, 28 wards and 81 villages

1.2 Community Needs Assessment (CNA)

1.2.1 General Objective

The overall objective of this study was to determine the intervention that can contribute to economic benefits for community around protected area in Serengeti District.

1.2.1.1 Specific Objectives

The CNA intended to:-

- i. To identify the social- economic characteristics of community members
- ii. To identify the most pressing needs of the community.
- iii. To initiate project that can help solving the community problem

1.2.2 Research Questions

This study was guided by four major research questions:

- i. Are the local communities benefiting from Protected Areas?
- ii. If yes, what are the types of benefits?
- iii. If No, what are the limiting factors?
- iv. What mechanisms need to be in place so that local communities can benefit?

1.2.3.1 Research Design

The appropriate technique which was employed in the study is non-experimental design, which is case study design (Donald & Delno, 2006). Selection of this study design was due to two reasons; firstly, it allows the researcher to investigate the problem in-depth and widens knowledge about the problem (ibid). Secondly is due to its comprehensive nature in description and analysis of single situation in a study (Aaker *et al.*, 2002).

1.2.3.2 Sampling Techniques

Simple random sampling was used to identify the sample size instead of other methods due to a number of reasons; firstly, every household or individual in the population has an equal chance to be selected in order to avoid prejudice (Donald & Delno, 2006). Secondly, it allows random picking of representatives and therefore possible in making conclusion (Inferential Statistics) to a large population (ibid).

1.2.3.3 Data Collection Methods and Instruments

This part details different methods and tools that were used in data collection. A combination of four methods were used; Household questionnaire survey, Focus Group Discussion (FGD), Interviews and Researcher`s Observation. Descriptions are as follows:

1.2.3.3.1 Household Questionnaire Survey

Questionnaires were used in data collection from the households. This allowed respondents to provide required information. The questionnaires consisted open and closed-ended questions. According to Newell (1993) open questions gives freedom the individuals to express their ideas and therefore, this was very helpful in gathering wide and in depth knowledge about the study. On the other hand closed questions make coding easier and

save time for both the interviewer and respondents. The aspects covered in the questionnaires include personal information, social-economic information, benefit flow and their barriers, and opportunities for improvement of 30 benefits flow. In conducting household questionnaire survey three steps were followed as detailed below.

1.2.3.3.1.1 Sample Size

Since sample elements were the households, therefore households were defined as a group of people living together and identifying the authority of one person the household head, who is the decision maker for the household (Katani, 1999). Then a sample was derived by random selecting representatives from the updated village roster book in which household heads were picked randomly. The sample sizes for the households were 30 people from each village.

1.2.3.3.1.2 Questionnaire Pre-testing

Before administering the questionnaires, a pilot survey was conducted with up to five randomly selected households all from within the study area. The aim was to test the user friendliness on the posed questions. According to Finn *et al* (2000) pretesting also enable the researcher to check whether administration of the survey procedure as a whole will run effectively. Experience from the survey procedure and comment from respondent vis-à-vis the questionnaire did not have any major concerns (i.e. minor changes to some Swahili words). Accordingly the questions that proved unclear or difficult for respondents were modified. After pretesting the final revised questionnaire was then prepared in multiple copies ready for use as a study instrument to elicit the required information from respondents.

1.2.3.3.1.3 Questionnaire Administration

Data from households were administered through a structured interviewer-completed questionnaire. This kind of questionnaire administering was preferred because it is argua-

bly more accurate, generates higher response rates and provides fuller and more complete answers than the respondent-completed questionnaire (Veal, 2006). Certainly, the interviewer-completed questionnaire approach allows “room for modification” in ensuring respondents understands the question in the same way, not just being presented with the same wording as an attempt to maintain the same stimulus to all sampled respondents (Long, 2007).

1.2.3.3.2 Focus Group Discussion

Focus Group Discussions (FGD) were used in data collection for a number of reasons; firstly, it provides access to a larger body of knowledge of general community information (Mikkelsen, 1995; Borrini-Feyerabend, 1997). Secondly, Group discussions are cheaper and quicker to conduct than individual interviews with the same number of respondents (Donald & Delno, 2006). Groups of 6 to 8 people were invited for discussion, this number of people was appropriate for easy management (ibid). Checklist was used to highlight key topics for discussion (see Figure 3).

The topics covered include; Protected area benefits (i.e. current benefit flow, forms of benefits, and blockages of benefits), opportunities and alternative mechanisms to improve benefits flow. The researcher acted as a facilitator to ensure that the topic is heard by every member and then followed by contributions through raising a hand, and also making sure one person does not guide the discussion in order to allow every person present to contribute while the researcher take notes.

A total of four FGDs were successfully conducted in the study area: At Bonchugu village two FGDs were conducted; one group involved COCOBA members and the second one involved the youths. In Ikoma Robanda one FGD involved Ikoma women while Nata

mbiso FGD involved men. The information collected supplemented the household questionnaire survey.

1.2.3.3 Semi-structured Interviews

Data for this study were also collected by using semi-structured one-to-one interview. The type of interview involves interviewer and one respondent. These interviews were preferred because the approach allows greater standardization and control while enabling easy comparison of responses to a question (Finn *et al.*, 2000). In addition, despite having specific questions, semi-structured interviews allow more probing to seek clarification and elaboration of the participants own ideas, aspirations, and feelings while generating detailed, “rich” context, qualitative data (Long, 2007). This flexibility allowed an extension of the interviews into other issues that were not originally included in the interview checklists, but nonetheless helped towards addressing the study research questions. Various stakeholders available in the study area were included. These involved: key informants such as Village Chairpersons (VCs) and Village Executive Officers (VEOs); SENAPA chief Park Warden and officials who work with Serengeti National Park (SENAPA) as detailed below:

(i) Key Informants (Village government officials)

Interviews with village officials were organised with either VC or VEO in each village depending on the one who was available. This approach was very helpful, experience show that sometimes at a given time it is very difficult to meet even one of them. A range of topics was used and included; accessed benefits, forms of benefits, local community`s response, opportunities for benefits gaining and mechanisms to improve benefits flow.

(ii) Serengeti National Park Officials (SENAPA)

Initially, interview with park officials was planned for chief park warden and other park officials particularly who work with local communities, but it was found that to meet the chief park warden was difficult. Then interview was organized with one official from Outreach Department (OD) on behalf of the park. The topics covered during interview included: benefits delivered to local communities, forms of benefits, locals perception on delivered benefits, challenges faced in delivering benefits, opportunities available for locals to gain benefits, efforts done and mechanisms to improve benefits gaining by the locals.

1.2.3.3.4 Researcher's Observations

The researcher visited some social projects funded by SENAPA, with the intention to physically see, among other things, current status of those social projects. Observation also enabled the researcher to witness in various benefits directed to the communities in form of development projects, but also provided him with a better understanding of what happens in the study area in relation to conservation benefits flow.

1.2.3.4 Data Analysis

This section describes how data collected by different methods i.e. questionnaire survey, Focus group Discussions, and Interviews were analyzed.

1.2.3.4.1 Questionnaire Survey

The completed questionnaires were coded and followed by data entry into the computer. Quantitative data were analyzed by using the Statistical Package for the Social Sciences (SPSS 16.0) – computer software. The analysis of responses in quantitative data from the survey by SPSS produced frequencies, percentages, and means on each aspect. Calculation of frequency distribution, the mean provided descriptive statistical analysis of quantitative data collected by the questionnaire survey. Under this scenario data were presented by using tables and figures. Cross tabulation was used to test differences and relationship

between variables. However, in some cases responses from such open-questions were treated purely as qualitative data, in the same way as data emanating from the other technique of the study data collection methodology, with an approach that focused on the content of the data and considered in a particular context (Finn *et al.*, 2000). For all the qualitative data, paraphrasing was used while remaining with the original meaning as it was given by the respondent and/or selected illustrative quotes that applied in a particular context.

1.2.3.4.2 Focus Group Discussion and Interview

Data from focus group discussions and interview were analyzed thematically. Repeated themes were categorized basing on their commonalities and recorded together. Also other categories of themes were recorded as they emerge. This method enabled the researcher to be consistent and to make thorough analysis under each topic. Importance, attention or emphasis of a phrase followed the repetition of it.

1.3 Community Needs Assessment Findings

This Section presents and discusses the findings of the Community Needs Assessment. The findings from the CNA in three villages are presented below on the method and type of data collection. Through the questionnaire the researcher were able to get information on personal particulars and general views on various issues regarding economic development. In addition, information obtained through Focus group discussion with different stakeholders to extend the researcher's knowledge. Ninety questionnaires prepared and 90 respondents were able to collect questionnaires. The findings from the questionnaire shows the personal characteristics of respondents such as sex, age, household size, ethnic groups, economic characteristics, perception of respondents on benefits received, Barriers

to PAs Benefits, Potential Opportunities adjacent to PAs and Mechanism to improve benefits from Protected Area.

1.3.1 Households Socio-economic Characteristics

This section details socio-economic characteristics of the study population as follows:

1.3.1.1 Social Characteristics

The Study population comprised male and female with different age and household size (Table 1).

Table 1: Social characteristics of the households

Village name	N	Sex (%)		Age (%)			Household size
		Male	Female	18-38	39-59	60+	
Bonchugu	30	30	70	66.7	23.3	10	12
Ikoma	30	40	60	73.3	23.4	3.3	7
Nata mbiso	30	60	40	70	16.7	13	11
Average	30	43.3	56.7	70	21.1	8.9	10

Source: Field data 2012

Overall, 56.7% were female while 43.3% were males, indicating that females are many than males in the study population. As for age 70% of people were aged between 18-38 years. This is important since it is a youth group which involves people who are active in economic production. In case of household size, the average number of people in the household was 10, implying that most of the families are large.

Table 2: Ethnic groups in the Study Villages

% of Total		Tribe of Respondent					Total
		Kurya	Ikoma	Natta	Jita	Sukuma	
Name of vil- lage	Ikoma		20.0%	6.7%	6.7%		33.3%
	Robanda						
	Natta mbiso			24.4%		8.9%	33.3%
	Bonchugu	33.3%					33.3%
Total		33.3%	20.0%	31.1%	6.7%	8.9%	100.0%

Source: Field data 2012

The study population is highly dominated by the natives of study areas (see Table 2). Kurya is dominated by (33.3% n=90), Nata (31.1% n=90), Ikoma (20% n=90), Sukuma (8.9% n=90) and Jita (6.7% n=90)

1.3.2 Economic Characteristics

The communities at the study area have historically been involved in illegal hunting as alternative way to sustain their needs.

Table 3: Major Economic Activities in the Study Area

% of Total	Name of vil- lage	Main occupation of household head					Total
		Crop pro- duction	Livestock keeping	crop business	Petty trader	Civil servant	
	IkomaRobanda	13.3%	4.4%	3.3%	10.0%	2.2%	33.3%
	Natta mbiso	20.0%	7.8%	2.2%	3.3%		33.3%
	Bonchugu	12.2%	8.9%	2.2%	7.8%	2.2%	33.3%
Total		45.6%	21.1%	7.8%	21.1%	4.4%	100.0%

Source: Field data 2012

Like other areas in Tanzania which depend primarily on agriculture production in their social economic development, the major economic activities in the study area include agriculture activities (i.e. crop production 45.6% and livestock keeping 21.1%), petty trade 21.1%, crop business 7.8% and civil servant 4.4% (see Table 3)

1.3.3 Benefits

Household respondents were asked to give their perceptions on whether they receive benefits from conservation or not. The answer was limited to yes or no. Results indicate that almost all respondents in Bonchugu could not see any benefits (see Figure 2) implying that delivered benefits are not recognized, this may be due to high level conservation costs (i.e. crop raiding) to the locals. The situation was different in Ikoma Robanda and Nata

where about (6.6% n=90) and 2.2% n=90) benefited respectively suggesting that the benefits are limited to the local communities.

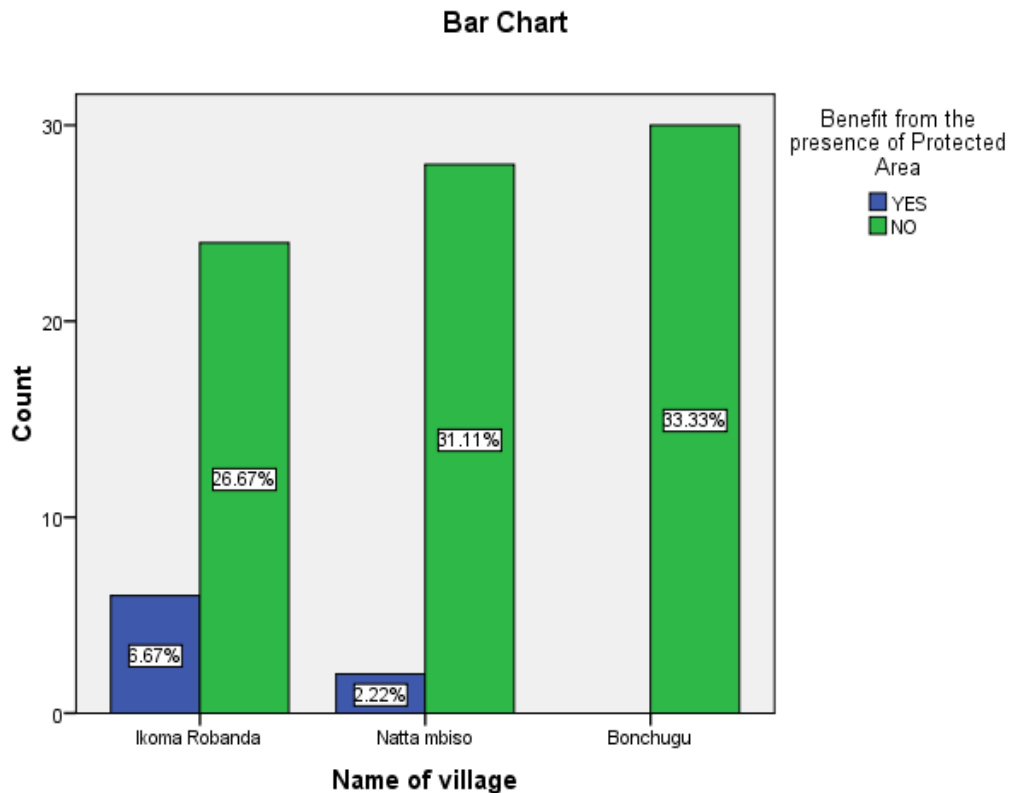


Figure 2: Perception of respondents on benefits received

Source: Field Data 2012

According to respondents the benefits fall under two main groups. The direct and indirect benefits (see Table 4). According to field data direct benefits include paying school fees, funds to Income Generating Activities (IGAs) and employment opportunities by PAs while indirect ones were construction of classrooms, dispensaries, dams, dormitory and provision of furniture for schools and dispensaries.

1.3.3.1 Indirect Benefits

The mentioned indirect benefits (see Table 4) in Ikoma Robanda village involve dispensary and charcoal dam while Nata Mbiso involved workshop classroom, furniture for dispensary and workshop classroom, and dormitory for Nata secondary. However, there was

no indirect benefit mentioned in Bonchugu village as afore stated. In the same way, an interview conducted with Ikoma Robanda village chairman revealed that indirect benefits are there, but they are insignificant. The indirect benefits provided by SENAPA through outreach programme include: a project of dispensary construction funded in year 1998-2000 through Community Conservation Service (CCS).

Also interview conducted with Nata village leader (chairperson) gave almost the same result where the mentioned indirect benefits were: construction of workshop classroom and supply of furniture for Nata Dispensary in year 1996, purchase of furniture for workshop classroom in year 1997, and construction of dormitory for secondary school in year 2008.

1.3.3.2 Direct Benefits

Respondents from youth group discussion in Bonchugu mentioned Income Generating Activities (IGAs) (see Table 4) as direct benefits. During an interview with Ikoma Robanda Village Chairperson, it was revealed that since year 1970s to date the number of employees (game scout) from Ikoma Robanda to SENAPA is less than 7 people, where all were men. Despite of few employees from the local community, also employment opportunities do not follow gender equity. The results indicate that diversification of direct benefits is limited, this may limit number and some social groups to access the benefits since any community comprise people of different talents and capability which require diversified economic opportunities.

During interview with officials in SENAPA Outreach department it was revealed that, SENAPA has tried to initiate projects for Income Generating Activities (IGAs) in some of the villages adjacent PAs (e.g. Ikoma robanda), but those projects have failed due to un-

known reasons. The projects included Heifer which was donating piglets and chickens (broilers and layers). The target was to build locals` with supply capacity of products (i.e. meat and eggs) in tourism hotels. This is one of the areas in which locals can benefit on the presence of Pas.

Table 4: Perception of respondents on benefits received

Village	N	Indirect benefits	%	Direct benefits	%
Bonchugu	30	Classroom	-	School fees	-
		Dispensary	-	Funds to IGAs	13.30%
		Dams	-	Employment	-
		Furniture for School/Dispensary	-		
		Dormitory	-		
Ikoma Robanda	30	Classroom	-	School fees	-
		Dispensary	20%	Funds to IGAs	-
		Dams	16.70%	Employment	3.30%
		Furniture for School/Dispensary	-		
		Dormitory	-		
Natta Mbiso	30	Classroom	6.70%	School fees	-
		Dispensary	-	Funds to IGAs	-
		Dams	-	Employment	-
		Furniture for School/Dispensary	6.70%		
		Dormitory	6.70%		

Source: Field Data 2012

One among the study villages (i.e. Bonchugu) as aforementioned found to have COCOBA system. During discussion with COCOBA members, the following have perceived by the group members; to some extent conservation objective has achieved in a sense that group members are normally undertaking tree planting activities. Economic benefits of this system are not yet seen within group members. The problems facing COCOBA system involved; small capital, a thing which cause the members to take small loan (i.e. about three hundred thousands) and returning it after three months. In spite of this, people at the study

population are not oriented to do business, it is only few (23.3% n=30) people at Bonchugu who found to run petty trade (i.e. selling vegetables, livestock and crops products).



Figure 3: Bonchugu Focus Group Discussion.

Source: Field Data 2012

1.3.3.3 Distribution of Conservation Benefits to the Locals

Results from the household survey shows that there is bias in benefits distribution. For instance, respondents from Bonchugu village were claiming that, Ikoma Robanda and Nata village are being favored. For instance Ikoma village depends entirely on Wildlife Management Areas (WMA) for its income while Nata receive most of benefits from Grumeti Game Reserve (GGR). The results do not differ much from a study by Emerton and Mfunda (1999) which indicate that the benefits are unequally distributed between different groups in terms of overall value and in the form in which they are received.

The study also revealed that, some development projects are being implemented in areas which are very far from PAs following government intervention due to unknown reasons. One project which claimed by locals to be directed in area which is very far from SENAPA is a school project in Ngoreme. An evaluation of Outreach Program (OP) yield the same results that, some of development projects supported by Support for Community Initiated Projects (SCIP) are being implemented in areas which are far from PAs (Kaswamila *et al*, 2011).

1.3.3.4 Barriers to Conservation Benefits

Households were asked to mention barriers to conservation benefits. The results (see Figure 4) indicate that institution interest being the most (35.56% n= 90) barrier as perceived by the households, other barriers perceived were; absence of market to the locally produced goods, limited employment opportunities to the locals adjacent PAs, absence of participation between SENAPA and locals, and low qualification of the locals to be employed in PAs has been an increase. The views of the households on favoring other regions (see Figure 4) were that, the SENAPA management structure tends to favor other regions like Arusha for recruiting employees and supply of goods and services. Donald (2008) argues that, it is not economically viable to follow the same goods and services about 400kms from Arusha instead of purchasing those items in immediate areas to PAs.

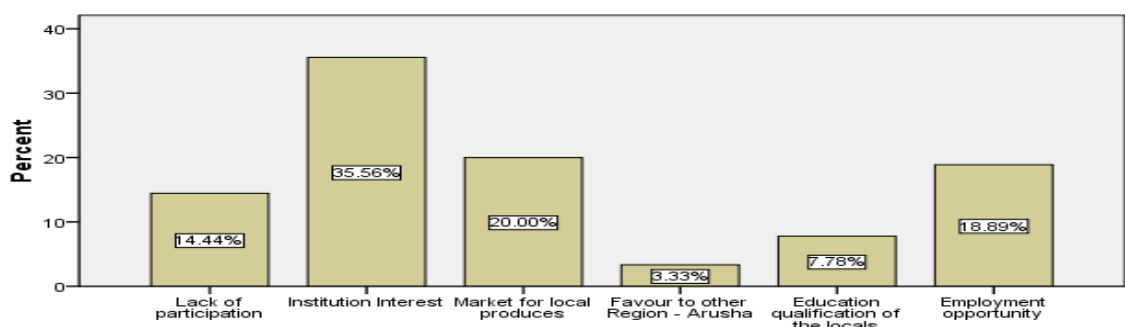


Figure 4: Barriers to Conservation Benefits within the study Area

Source: Field Data 2012

More than 70% of employees in SENAPA come from Arusha and other regions (Donald, 2008) suggesting that perhaps tribalism is a limiting factor to access employment opportunities by the local communities. However, response from SENAPA officials on this was that, most of the jobs requires highly qualified personnel, a thing which is very difficult to find in local community adjacent PAs. According to Schmitt (2010) almost 40% of the adult population in Serengeti ecosystem has no education while 54% have some amount of primary school (from 1 to 7 years), and only 6% have some secondary school and only 1% have an education beyond secondary school implying that education is a limiting factor towards getting white color jobs.

Therefore it is open that if happened for the locals to be employed in PAs, they would get unskilled jobs which are low paying. For the case of supplies, the hotels within PAs are looking for the high quality and reliable goods while local produces are claimed to be of low quality. On top of this, response from SENAPA officials through its outreach department was that, most of supplies (i.e. food staffs in hotels) are from Arusha.

Also the district authority must be involved, and there after a project needs approval from the Park SCIP committee before it is forwarded to TANAPA headquarters for Artisanng. Prior to project implementation, a Memorandum of Understanding (MOU) has to be signed between community, park and district authorities. Despite of not following the above SCIP procedures, these procedures are too bureaucratic to be followed by the locals smoothly since application for a project needs to involve district authority then park SCIP committee before forwarded to TANAPA headquarters for Artisanng as afore described, but also they may create a loophole for personal or institutional interest to penetrate. A

study on evaluation of Tanapa`s Outreach Program (OP) which use SCIP as a tool for Artisanng community initiated projects done by Kaswamila *et al* (2011) found the same results; This denies the right of the locals and it is against the basis which initiated OP to help communities adjacent PAs.

1.3.3.5 Potential Opportunities for Gaining Benefits

This section aims to identify areas in which if used properly can enhance locals to benefits from the presence of PAs. It points out the possible in both sides (locals and PAs) from which locals may also extend benefits from community (social benefits) to individuals or households benefits (economic benefits). On the face of this, it is well known that PAs by itself cannot act as a market for the local produces, however it tends to attract investors in Hotels and Tourism camps of which turns to be the market for local products. Thus, PAs is the key function for the market of local produced goods and services.

1.3.3.6 Potential Opportunities Adjacent to PAs

During household survey respondents were asked to mention potentials in which locals may benefit on the presence of PAs. The results from households respondents (see Figure 5) indicate that in Overall results indicate that locals in all villages could be employed (35.56% n=90), crop products(31.11% n=90) and produce production livestock(28.89% n= 90) and, but also seldom producing arts and crafts products(4.44% n= 90).

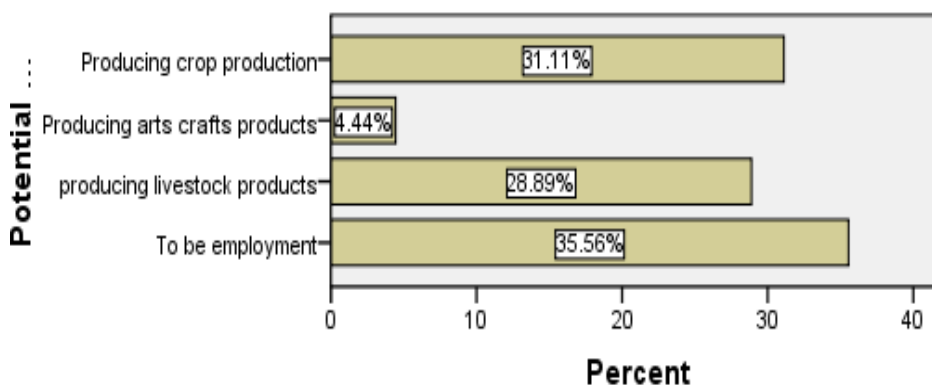


Figure 5: Potential Opportunities Adjacent to PAs

Source: Field Data, 2012

It was also perceived by the locals that, if given opportunities they are capable to work (as game scout and cleaners) in PAs. While employment is a tangible linked benefit, the number of people that can be employed by the tourism industry or directly in conservation is limited (Schmitt, 2010).

1.3.3.6 Potentials in PAs

Data from SENAPA officials suggests that locals may apply support (funds) for community initiated projects from TANAPA through their respective PA (SENAPA) as afore described also another potential opportunity adjacent to PAs. This is indirect benefits to the whole community through development projects. However, data from the study villages reveals that this opportunity (Potential) is not known to the locals to apply rather to receive projects which may be out of their interest. Also the opportunity is not used as arranged in a sense that SCIP guidelines were not followed, Locals fail to use this opportunity as prepared, implying that it is not yet a viable chance for them to gain benefits from PAs.

Most potential opportunity adjacent to PAs including to be employment, producing crop products, producing livestock products and producing arts craft products. The required goods include food staffs (like fruits, vegetables, eggs and meat) to the tourism industries in PAs. It was further revealed that meat is the most livestock product required by the tourism industries in protected area (PA). However, according to households respondents' views the market for meat found in PA is only limited to the few people who are rich from either Mugumu town located about 30 km from the study area or Arusha town which is

located about 400 km from the study area. Thus, the results imply that, this is not yet a practical area for locals gaining benefits from PAs.

1.3.3.7 Mechanisms for Improving Conservation Benefits Flow to the Locals

This part present and discusses different mechanism which may improve benefits from or on the presence of PAs as perceived by households, group discussants and key informants (village leaders and PAs officials). Mechanisms here are both for improving individuals/households and community benefits. It points out various areas of which if the efforts could be made the locals would enjoy the presence of PAs rather than suffering in terms of conservation costs, in the same way helping to understand the real problems which face the locals.

Overall results indicate that the most desired way through which locals may improve benefits from or on the presence of PAs is the locals to be penetrating market for local produces at PAs (18.89% n=90) followed by employed in PAs and building good relationship between locals and PAs (16.67% n=90), improvement of social amenities, and Artisanng entrepreneur groups by PAs (see Figure 6).

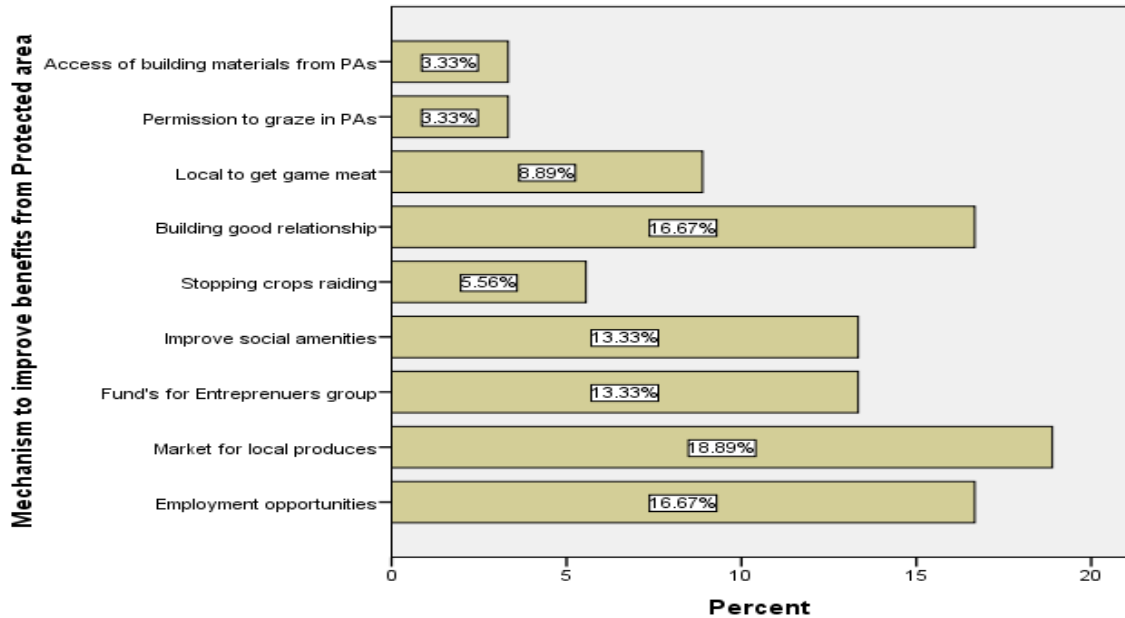


Figure 6: Mechanism to Improve Benefits from Protected Area

Source: Field Data 2012

Mechanisms which can benefit the local communities in the presence of Protected Areas (PAs) involves; Supply of goods and services to tourism enterprises by the poor or by enterprises employing the poor, direct sales of goods and services to visitors by the poor (Informal economy). An employment opportunity in PAs is the desire of the locals, permanent and more paying jobs. Locals have been staying with these problems since initiation of PAs a couple of years ago. They don't have alternative means to solve their problems rather than looking on resources which found in PAs. Principally, adequate local support in conservation is possible if the benefits are on a large scale enough to reach the majority with regular supply guaranteed (Barrett and Arcese, 1995).

1.4. Community Priotization of Needs

The study reveals that, Institution interest is the most barrier, others are; limited employment opportunities to the locals adjacent PAs, absence of market to the locally produced goods, absence of participation between SENAPA and locals, and low qualification of the locals to be employed in PAs. Improving benefits gaining by the locals, various mecha-

nisms have to be employed. Pair wise ranking was done by Need Assessment Committee which involve five people from every village and the problem with high score was identified (See Table 5).

According to the pair wise ranking, community choose absence of market to the locally produced goods to be their major problem. The other problems were ranked according to the table 5. This could employ at least large number of people regardless of education level they have and may go in line with Artisans entrepreneur groups together with providing entrepreneurship education on how they can keep the projects they initiate sustainable. This is where the linkage between the market of local produced goods and various groups of producers can be created.

Table 5. Pair Wise Ranking Table at Study Area.

	limited employment opportunities to the locals adjacent PAs	absence of market to the locally produced goods	absence of participation between SENAPA and locals	low qualification of the locals to be employed in PAs	SCORE S	RANK S
limited employment opportunities to the locals adjacent Pas		absence of market to the locally produced goods	limited employment opportunities to the locals adjacent Pas	limited employment opportunities to the locals adjacent PAs	2	2
absence of market to the locally produced goods			absence of market to the locally produced goods	absence of market to the locally produced goods	3	1

absence of participation between SENAPA and locals				absence of participation between SENAPA and locals	1	3
low qualification of the locals to be employed in Pas					0	4

Source: Field Data 2012

1.5 Chapter Conclusion

The study demonstrate that, since indirect benefits are not appreciated by the locals, the focus of PAs to benefit the locals has to turn also to the direct benefits (economic benefits) to individuals or households rather than concentrating on indirect benefits which do not solve their immediate needs. This means to overhaul the system of benefiting the locals. This is possible through understanding the potentials in both sides (PAs and the locals) on which if the efforts are done locals may enjoy the tangible benefits from the presence of PAs. The limitations which hinder the locals to gain benefits from or on the presence of PAs have to be fixed by applying appropriate mechanisms which can improve locals` benefits gaining as afore discussed.

CHAPTER TWO

PROBLEM IDENTIFICATION

2.0. Background to Research Problem

This chapter identifies the problem delineated by his study. The chapter also presents a concluding discussion which bring together major finding and highlight the core problem. The study aimed to determine the intervention that can contribute to economic benefits for community around protected area in Serengeti District, specifically the study identify the social- economic characteristics of community members, identify the most pressing needs of the community and initiated project that can help solving the community problem.

2.1 Problem Statement

Most of the benefits in which the locals gains from PAs are indirect benefits to the whole community. These benefits are not being recognized by the locals implying that they are not their immediate desire, but also due to conservation costs to overweigh the benefits.

To some extent the income generating activities (e.g. COCOBA) to individuals has initiated to same of village adjacent PAs. However the activities' economic impact has not yet seen to participants, suggesting that this system is still impractical.

The absence of market to the locally produced goods is the most barriers according to pairwise ranking conducted.

2.2 Project Description

The project is known **Access to tourism market Project (ATOMP)** for sustainable Economic Development of community around Protected Areas. The project is located in Natta village nearby Serengeti National Park, Ikorongo/Grumeti Game reserves, Grumet Reserves and IKONA-WMA. The location is very unique because of accessibility to tourism market points such as big tourism hotels, camp sites and high way from Arusha – Mugumu-Musoma- Mwanza. Also the project location is surrounded by villages with a high Agricultural and livestock product and culture tourism operated.

The project implemented by Grumet Fund (Singita/Grumet Reserve Hotel). The identification of this project discussed within the key stakeholder and has it appointed due to its Economic status, excellent team work and sprit, good leadership and knowledgeable in entrepreneurship and tourism business. In meeting the Grumet Fund agree to implement the project by support some activities like construction of market and procure local products from the community and Serengeti District Council agree to build capacity to the leader and community to the village around protected Areas.

2.2.1 Target Community

The target community is the Village around the protected area as well as the majority within the communities across the District. The intervention processes in an attempt to address various community problems especial absence of market to the locally produced goods, which is prioritized according to nature and the opportunity to do so.

2.2.2 Stakeholders

Serengeti District council has both internal and external stakeholders/customers who are working hand in hand with the institution to speed up development of its people. These stakeholders are also contributing various resources to diverse areas in which the District targets to overcome a number of challenges. Names of key stakeholders are Local Community, SENAPA, Frankfurt Zoological Society, Private Companies, Grumeti Reserves and LGA.

Table 6: Role and Expectation of Stakeholders

STAKEHOLDER	ROLE OF STAKEHOLDER	EXPECTATION
Local Community	<ol style="list-style-type: none"> 1. Suppliers of local products 2. To ensure safety and quality products 3. Improve technical and technologies 	<ol style="list-style-type: none"> 1 Create enabling environment for improving productivity to raise livelihood 2 Sustain development intervention 3 Having a reliable market and good price of product
SENAPA	<ol style="list-style-type: none"> 1 improve road infrastructural 2 Enabling environment for increased participation in development and improving community productivity 	<ol style="list-style-type: none"> 1 Flow of information and feedback 2 Coordination of plans and activities related to nature conservation 3 Improve living standard of people in the district
Frankfurt Zoological Society	<ol style="list-style-type: none"> 1 Promoting sustainable economic use of wildlife resources 2 Improve community capacity 	<ol style="list-style-type: none"> 1 Improving nature and tourism in community wildlife management area 2 Improving livelihoods and self-sufficiency of community 3 Community managed utilization of the ecosystem's globally significant wildlife resource.
Private Companies (eg Hotels, camp site and suppliers)	<ol style="list-style-type: none"> 1 Consumption of community products 	<ol style="list-style-type: none"> 1 Improved tourism market 2 Increase in Revenue collection 3 Improve standard of living 4 Supply of goods and services
Grumeti Funds	<ol style="list-style-type: none"> 1 Establish of Market place 2 Establish of rural infrastructural 3 To add value to local product 	<ol style="list-style-type: none"> 1 Improving nature and tourism in community wildlife management area 2 Income poverty reduced

STAKEHOLDER	ROLE OF STAKEHOLDER	EXPECTATION
LGA	<ol style="list-style-type: none"> 1 Provision of technical support the CBO and Community 2 Market promotion 3 Capacity building 4 Support routine day to day activities and development projects 	<ol style="list-style-type: none"> 1 Increase number of Income generating activities among the community 2 Income for community increased 3 GDP increased 4 There is project sustainability

Source: Source: Field Data 2012

2.2.3 Project Goals in CED terms

The project goal is to increase market access and rural poor enjoy greater benefits from the protected areas by 2014. Establishment of Access to tourism market Project will create reliable market for local product. The project will allow sustainable economic development of Serengeti community since before the project the community especially farmers and livestock keeper lack access to the market due to institutional arrangement. The project will start by Natta community, and are those will be attained the marketing training. The number will increase as they attend the training after construction of market.

2.2.4 Project Objectives

2.2.4.1 General Objective

Provide support to sustainable income generation activities through access to tourism market by June 2014.

2.2.4.2. Specific Objectives

In order to realize the project goal, the following specific objectives of the Tourism market Access project will be met.

- a) Capacity of community to improve their livelihoods strengthened.
- b) Enhance farmers' access to markets, and
- c) Organizational capacity strengthened

2.3 Host Organisation/CBO profile

2.3.1. Vision

The vision of the Serengeti District Council is “To have a Community with Strong Economic base, excellent services and living in peace and harmony”.

3.2. Mission

“To build the capacity of the Community and provide better services based on Community identified priorities and making prudent use of the available resources commensurate with good governance principles”.

2.3.4. Organizational Structure

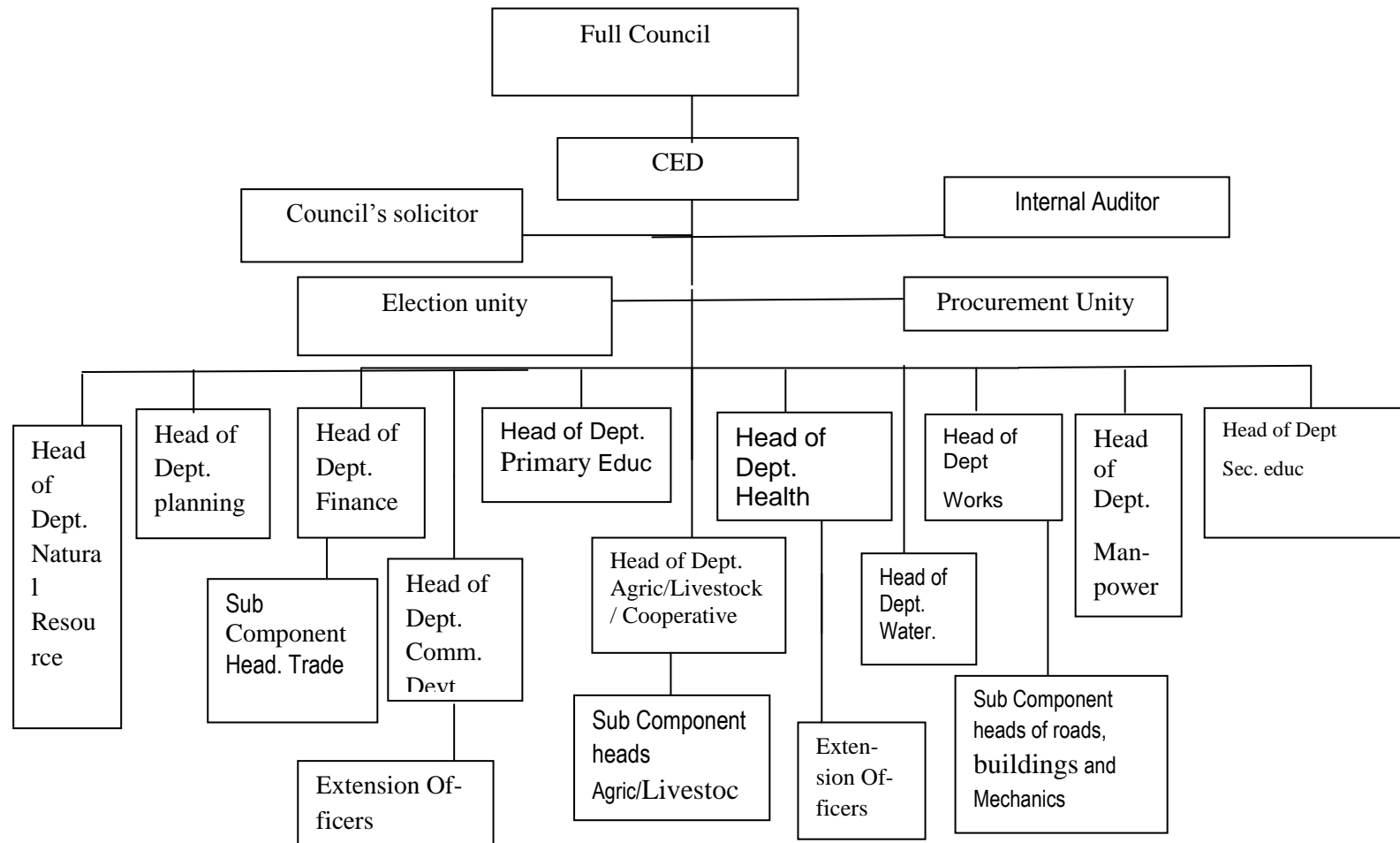


Figure 7: Organizational Structure. (Serengeti District Council Framework)

Source: Serengeti District Council Profile (2011)

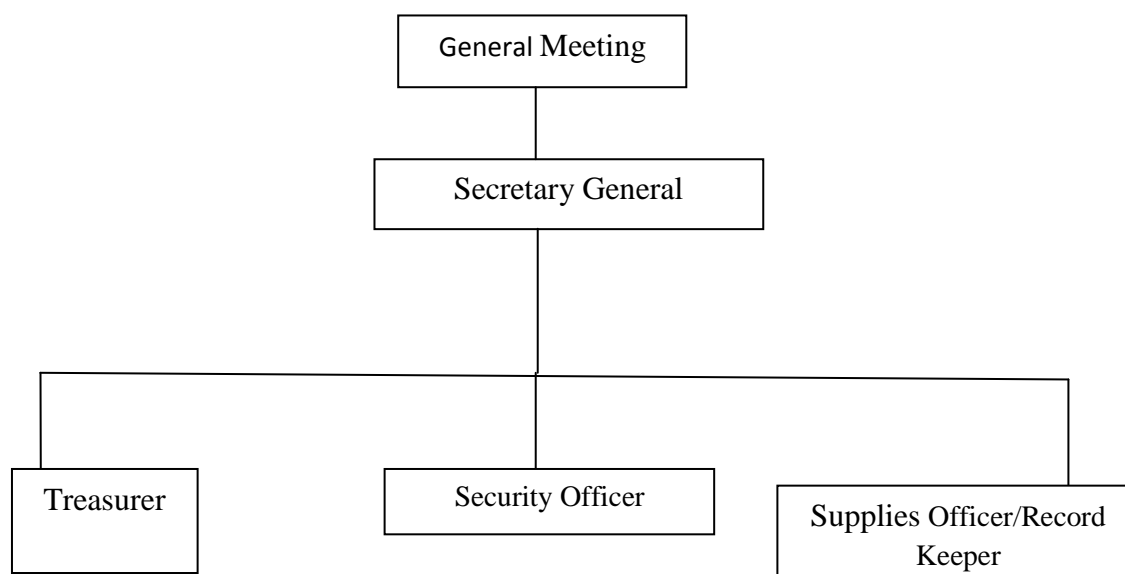


Figure 8: GHOMACOS Organization Structure

Source: Field Data 2012

All department lies to secretary general to fulfill the needs of their Department in most case due to the fact of under staffs and shortage of funds for salaries/employment, the Secretary General performed Treasurer and Record keeper duties.

2.3.5. SWOC/SWOT Analysis

Table 7 Organizational Internal Analysis

Critical issues	Strengths	Weaknesses
Good governance and accountability in the district	<ul style="list-style-type: none"> • Solidarity of the Councilors and staff • Presence of Council regulations for functioning of the council • Presence of bye-laws • Good administrative structure 	<ul style="list-style-type: none"> • Some staff have no Governance and administrative skills • Shortage of staff
Promoting economy of the district	<ul style="list-style-type: none"> • Presence of qualified staff • Good Development plans • Good planning approaches • Involvement of private sector in agriculture 	<ul style="list-style-type: none"> • Few field staff • Limited budget • Few working facilities
Addressing cross-cutting issues such as, gender-imbalance,	<ul style="list-style-type: none"> • Commitment of technical staff • There are plans for addressing issues related to gender, HIV/AIDs, disaster, environment and corruption. 	<ul style="list-style-type: none"> • There is few staff with required skills. • Limited resources

Critical issues	Strengths	Weaknesses
HIV/AIDS, disasters, environmental sustainability, corruption etc	<ul style="list-style-type: none"> • Availability of canceling and testing centers for HIV/AIDS 	
Enhancing quality social service delivery	<ul style="list-style-type: none"> • Presence of qualified staff • Good Development plans • Good planning approaches 	<ul style="list-style-type: none"> • Few field staff • Limited budget • Few working facilities
Enhancing Human Resource Management	<ul style="list-style-type: none"> • Use of open appraisal system • Good management structure • Presence of human resources laws, regulations, standing orders governing human resources management. • Presence of human resources Development plan 	<ul style="list-style-type: none"> • Some departments have no appointed Heads of Departments • Few field staff • Shortage of funds for human resources development.
Mobilization of financial resources	<ul style="list-style-type: none"> • Committed staff to fulfill the Performance criteria for accessing Government Development Grant • Good plans for attracting Donors/ Development partners. 	<ul style="list-style-type: none"> • Weak revenue collection mechanism • Weaknesses and lack of by-laws in some areas of revenues collection.
Improving working environment	Commitment and solidarity of Councilors for supporting staff	<ul style="list-style-type: none"> • Shortage of internal financial resources • Few infrastructures for improving working environment

Source: Serengeti District council profile (2011)

Table 8 Organizational External Analysis

Critical issues	Opportunities	Threats/Challenge
Good governance and accountability in the district	<ul style="list-style-type: none"> • Peace and stability, • Committed leadership, • We have a good CCM election Manifesto, • Presence of multi - partism poses challenges to the ruling party hence fostering development • Availability of Procurement Act • Public Service Regulations • Standing order • Code of Ethics • Public Finance Act 	<ul style="list-style-type: none"> • Multiparty system • Corruption, • Sometimes political issues contradict with technical issues/rules/policy/regulations • Involving politics in enhancing development initiatives.

Critical issues	Opportunities	Threats/Challenge
Promoting economy of the district	<ul style="list-style-type: none"> • Fertile Land • Water Resources • Livestock • Presence of arable land for agriculture. • Presence of tourist attraction, historical sites and cultural tourism e.g Serengeti National Park, Ikorongo and Gurumeti Game Reserves, Open areas, IKONA – Wildlife, etc. Management Authority. • We have colleges e.g. Chipuka VTC, Serengeti Tourism College (SETCO), etc, • Natural resources e.g. Minerals, • Stable political climate • Presence of infrastructure e.g. passable roads, electricity and water. • Presence of financial institutions such as banks, SACCOs, VICOBA etc. • Presence of variety of mineral resources 	<ul style="list-style-type: none"> • Budget constraints, • Poor infrastructure • Market • Poor investment strategies, • Mis - allocation of resources, • Poor infrastructure e.g. rural roads. Deforestation • High tariffs on electricity supply. • Wildlife damages to crops • Environmental degradation eg. Cutting trees for charcoal and wood. • Lack of Disaster management component in Council • Climate change eg. Insufficient rainfall • Poor equipments e.g. Agriculture facilities, • Education • Complexity to access credit facilities e.g. bank loan • Unreliable rainfall/weather condition • Unreliable and high tariffs on electricity supply. • Price fluctuations on industrial goods, agricultural produce and fuels such as petrol, diesel and kerosene. • Presence of wild animals that damage crops.
Addressing cross-cutting issues such as, gender-imbalance, HIV/AIDS, disasters, environmental sustainability, corruption etc	<ul style="list-style-type: none"> • Availability of counseling and testing centers for HIV/AIDS • Availability of ARVs, • Increase of Populations (Growth rate 2.8%) 	<ul style="list-style-type: none"> • Lack of confidentiality, • High rate of HIV/AIDS infections • Most vulnerable children - MVC) • Scarcity of human resources (shortages)

Critical issues	Opportunities	Threats/Challenge
<ul style="list-style-type: none"> Enhancing quality social service delivery 	<ul style="list-style-type: none"> Telecommunication eg. Mobile phones Private sector /NGOs is participating development of Education aspect and vocation training. PPP in Health facilities e.g. Nyerere DDH, Availability of water sources e.g. Rivers, dams, springs, underground water etc 	<ul style="list-style-type: none"> Inadequate ICT specialist, Instability of Power supply No equipped resource centers Running cost is High
Enhancing Human Resource Management	<ul style="list-style-type: none"> Central Government support for human resources employment and Development. Financial support from Central Government 	<ul style="list-style-type: none"> Conflicting laws and policies Inaccessibility of laws and policies
Mobilization of financial resources	<ul style="list-style-type: none"> Development grants from Central Government Donors /Development partners support Benefits from Tourism potentials 	<ul style="list-style-type: none"> Instability of World economy
Improving working environment	<ul style="list-style-type: none"> Central Government financial support for infrastructures development such as offices, staff houses, rural roads. Support from NGOs and private Companies for infrastructure development Support from TANAPA 	Instability of world economy.

Source: Serengeti District council profile (2011)

2.3.6 Researcher Role and Roles of the Organization/CBO in the Project

2.3.6.1 Researcher Role in the Project

The following are the responsibilities of the researcher:-

- i. To provide technical assistance in proposal writing to various donors both local and international ones.

- ii. During the project implementation, the researcher assisting the host organization to build capacity of the communities in areas of market management within the protected area,
- iii. Project cycle management, participatory methodologies and writing project proposals.
- iv. Provide ongoing support to project participants even after the completion of the study
- v. Prepare publication material and share with colleagues (power point presentation)
- vi. Collaborate with NGO leaders and other stakeholders to conduct monitoring and evaluation of the project.
- vii. To prepare and write feedback reports to host organization.

2.3.6.2 Role of Serengeti District Council in Project

The duty of the host organization was:-

- i. To coordinate implementation of all project activities.
- ii. Responsible and accountable financially to donors, local government leaders and the direct beneficiaries.
- iii. To disseminate reports to all stakeholders and community of around Protected Areas.

CHAPTER THREE

LITERATURE REVIEW

3.0 Introduction

This chapter provides a critical look at the existing research that is significant to the proposed research. It involves issues and problems related to benefit sharing with respect to local community adjacent protected areas, and further examine benefits and costs to locals, their balance and implication in livelihood and conservation as well as different mechanisms used or in place for benefits flow.

3.1. Theoretical Literature

3.1.1 Benefits to Local Communities

This part reviews the benefits of protected areas; both those provided by successful protection of ecosystem services, and those directly gained from the management structure of the protected area, ranging from indirect to direct benefits and viability of those benefits to the communities.

3.1.1.1 Indirect Benefits to Local Communities

This involves the benefits channeled to the whole community and not to individuals or households. For instance, benefits through construction or improvements of social amenities. A study conducted by Emerton & Mfunda (1999) illustrates that Wildlife provides a number of indirect benefits to landholders in the Western Serengeti from government controlled tourism and hunting activities. Two schemes exist which share wildlife revenues generated by government in Serengeti National Park, Grumeti and Ikorongo Game Reserves with villages in the Western Serengeti area. Both, by allocating a proportion of tourist and hunting revenues to rural development activities mainly the construction, rehabilitation and maintenance of infrastructure such as schools, bridges, roads, dispensaries

and water supplies, but also including some support to small enterprise development aim to ensure that some level of community benefit accrues from wildlife.

Another kind of indirect benefits is important role played by ecosystem in provision of services to the locals. It is sometimes difficult to recognize ecosystem services and to quantify them accurately, partly because they often provide indirect benefits, meaning that they remain poorly understood in relation to their importance (Myers, 1996). A study conducted in Serengeti ecosystem by Schmitt (2010) reveals only few individuals who recognized and mentioned a variety of other benefits from wildlife and protected areas (e.g. aesthetics, cultural benefits, existence benefits).

3.1.1.2 Direct Benefits to Local Communities

This includes benefits accrued directly to individuals or households. This part illustrates different direct benefits and their viability to the local communities. In the publication “Tourism and poverty Alleviation: Recommendation for action” the World Tourism Organization (WTO) presented 7 different mechanisms through which the poor can benefit directly from tourism, among of those mechanisms includes; supply of goods and services to tourism enterprises by the poor or by enterprises employing the poor, direct sales of goods and services to visitors by the poor (Informal economy) (WTO, 2006). Despite of tourism being a good source of national income in the countries rich in biological diversity, it is also a good mechanism for the locals to benefit direct from protected areas if properly managed.

3.1.2. Implication of Benefits in Conservation

Any benefit to local communities adjacent protected areas have a great implication in conservation efforts, whether to tape or lose locals` support. This part illustrates how benefits affect locals` attitude in conservation by using various cases. Previous studies have indi-

cated that poverty and the need to increase food availability and economic income are major forces behind illegal hunting (Kaltenborn, Nyahongo and Tingstad, 2005; Loibooki, *et al.*, 2002).

Consequences of limited access to benefits from protected areas include negative implication to conservation efforts by the local. Winning local support and getting people abstain from unsustainable behaviors such as poaching is unlikely if the benefits of conservation cannot be accessed by the local (Emerton & Mfunda, 1999).

Violation of law in order to survive is the most probable option where alternative to livelihoods are limited. For instance, the majority of people arrested for illegal hunting in Western Serengeti were typically poor males that owned few or no livestock (Loibooki *et al.*, 2002) implying that poaching is pursued as an economic necessity to cope with poverty.

Where disempowered communities remain within or around the protected area, and forest laws are weakly enforced, compliance with restrictions on resource use is less likely (Seeland, 2000; Ongugo, 2002; Bedunah & Schmidt, 2004; Scherl, 2004). This reveals that, if protected areas have to justify their existence, the demand for alternative mechanisms in improvement of benefits flow to local communities adjacent protected areas have to be given major concern.

3.1.3 Costs to Local Communities

The wildlife costs or problems that can be encountered by local communities living close to protected areas fall into two main categories: damage to resources such as crop raiding and livestock predation, and threats to human life. Livestock may also face a risk of disease transfer from wild ungulates (Metcalf, 2003). These costs also include forgone resource use like agricultural opportunity cost (Emerton & Mfunda, 1999).

3.1.4 Balance between Benefits and Costs

By using a careful analysis of existing case studies, Balmford *et al* (2002) found that the benefits of conversion of land (and subsequent loss of ecosystem services) were always outweighed by the costs. In each case, private benefits were accrued at the cost of social (community) benefits.

Wildlife has varying economic impacts in the Western Serengeti area (Emerton & Mfunda, 1999), simultaneously giving rise to significant benefits and costs. These benefits and costs are unequally distributed between different groups in terms of overall value and in the form in which they are received. While government agencies gain from the presence of protected areas, the direct economic impact of wildlife is felt largely as a cost by villages adjacent SENAPA. While wildlife costs are felt as real, tangible cash losses at the individual household level, wildlife economic benefits reach landholders only indirectly as limited rural development activities, implemented through government (*ibid*). Despite the growing integration of human concerns into wildlife management around the Western Serengeti, attempts to understand the economic implications of wildlife for local communities have been at best partial and issues relating to local imbalances in wildlife costs and benefits have not yet been adequately addressed (Emerton & Mfunda, 1999).

In Tanzania, wildlife provides a major source of revenue for the government. For instance wildlife in the Western Serengeti is worth almost US\$ 1.4 million a year to TANAPA, Wildlife Department and the District Councils, with the bulk of these revenues subsequently remitted to TANAPA headquarters and the treasury, wildlife also generates substantial profits for central government (Emerton & Mfunda, 1999).

On the other hand while wildlife incurs a range of economic costs on landholders in the Western Serengeti little consumptive utilization wildlife and no exploitation of wild resources in protected areas is permitted under current law (Emerton & Mfunda, 1999).

Wildlife generates only small indirect development benefits at the whole community level through the implementation of government implemented benefit sharing mechanisms. The bulk of direct gain from wildlife is obtained through informal resource use and illegal poaching (ibid). This indicates that even benefit increase if any in local communities will be hardly appreciated if efforts for costs minimization are not there.

3.1.5 Need to Link Protected Areas and Locals` Livelihood

Resources in areas currently known as protected areas were co-existed and acted as a good source of locals needs (like bush meat, fruits, medicines and energy sources). However, the country like Tanzania gazzeted some of areas rich in biological diversity and the traditional rights over access and use of wildlife resource by rural Tanzanians were terminated following transfer of proprietorship and user rights of resources from native to the state (Kideghesho, 2001b). This was to ensure protection or conservation objectives in environmental sustainability are met.

In Serengeti ecosystem, for instance Western Serengeti plants and animals have long played an important role for agricultural households, although this role has diminished as livelihoods have undergone change, and with the gazettelement of National Parks and Game Reserves and the accompanying imposition of restrictions on wildlife use, wild resources still make an important albeit largely illegal contribution to local livelihoods (Emerton & Mfunda, 1999). Illegal access and utilization of resources in protected areas point out how locals have no alternative life mechanisms.

Following displacement and restriction of locals from protected areas, they have been experiencing some problems and difficulties in their lives. For example, Firewood restrictions have been reported as being particularly problematic (Abbott & Mace, 1999; Vedeld *et al.*, 2007; Bajracharya *et al.*, 2006), as wood provides up to 70% of the energy

consumed in Africa (Murray & Montalembert, 1992). In Tanzania, Serengeti ecosystem, over 90% of households use fire wood everyday while there is scarcity of fuel wood by 10% (Schmitt, 2010). Though scarcity by 10% is not statistically significant, but population and demand increase are directly proportion.

Despite of the local community to face all of these problems, a recent review of the effectiveness of protected areas has suggested that more restrictive protected areas are more successful in reducing deforestation than those with less restrictive access (Clark *et al.*, 2008). This shows that restriction must be there, but protected areas through their management authorities have to support livelihood of the locals.

Furthermore conservation and protected areas in many countries will only be sustainable if local communities become an integral part of conservation efforts and benefit economically from those efforts (MacKinnon, 2001). Conservation and development are linked. Protected areas can provide development opportunities for communities (Furze *et al.*, 1996). All of these justify the demand for alternative mechanisms to improve benefits flow to the locals.

3.1.6 Mechanisms in Delivering Benefits to the Local Communities

Local livelihoods may be enhanced by diversifying sources of assets, or switching livelihood strategies to a singular but rewarding activity (Twyman, 2001). Diversification entails opening up the correct assembly of opportunities for a specific community (Salafsky & Wollenberg, 2000), which can be challenging to achieve. Despite the costs that locals incur in conservation, protected areas can provide significant livelihood benefits to local communities (Coad *et al.*, 2008).

The case of the Western Serengeti benefit sharing is through implementation of government implemented benefit-sharing mechanisms which support community based projects

(like schools and dispensaries) (Emerton & Mfunda, 1999). However the role of government in increasing the local value of wildlife is limited. In their current form state implemented benefit-sharing arrangements have proved unable to make any substantial difference to the economic balance of wildlife for landholders, although have undoubtedly contributed to more positive perceptions of protected areas (ibid). Alone, they do not provide sufficient economic incentives for local communities to conserve wildlife .

The benefits which are neither pragmatic nor focusing on immediate needs for the survival of the people, will rarely change people`s deep-rooted antagonistic attitude towards conservation (Kideghesho, 2001b). Support in form of social amenities cannot offset the costs incurred by individuals or households and cannot overcome their vulnerability (ibid). This point out the need to facilitate, require or enforce more innovative mechanisms for generating community level economic gain from other sources.

3.2. Empirical Literature

3.2.1 Benefits to Local Communities

This part reviews the benefits of protected areas; both those provided by successful protection of ecosystem services, and those directly gained from the management structure of the protected area, ranging from indirect to direct benefits. Viability of those benefits to locals is also discussed by using various cases.

3.2.1.1 Indirect Benefits to Local Communities

The benefits which are neither nor focusing on immediate needs for the survival of the people, will rarely change people`s deep rooted antagonistic attitude towards conservation (Kideghesho, 2001b). Support in form of social amenities cannot offset the costs incurred by individuals or household and cannot overcome their vulnerability. For example, construction of dispensary, classroom cannot substitute fuel wood or grazing land given up

for conservation, or provide food to starving households. In essence the long term benefits can hardly be appreciated if more pressing and immediate problems are overlooked (ibid).

This is further revealed by a direct quote from Mzee Joseph Sangito of Ngurdoto village around Selous Game Reserve 10th February, 1999 in an informal interview: You have built that school (Ngurdoto) for our village. Yes, a good idea. My son asked for breakfast this morning before he left for school. I heard his mother replying, “There is no food-nothing! Didn’t you see the animals eat the last bananas? We are both hungry and hungry. Is this what you call ujirani mwema?” (Ashley *et al.*, 2002). Also (Emerton & Mfunda, 1999) revealed that, while wildlife incurs a range of economic costs on landholders in the Western Serengeti little consumptive utilization of wildlife and no exploitation of wild resources in protected areas is permitted under current law. Despite of natural resources to contribute very little to household income, there is no mechanism is in place to ensure sustainable use of natural resources (Schmitt, 2010).

However, in other Protected Areas supporting and regulating services are recognized and appreciated in areas like generating and maintaining soils, primary production, sustaining hydrological cycles, runoff control, prevention of soil erosion, and storing and cycling essential nutrients. For example, the forests of the Korup National Park, Cameroon provide flood control for agricultural land, and help to sustain downstream mangrove fisheries. The annual net benefit of these watershed functions has been estimated at US\$85 per hectare of forest (Ruitenbeek, 1992; Myers, 1996).

3.2.1.2 Direct benefits to Local Communities

Tourism in protected areas generates revenue directly, and has therefore been purported to be the ideal alternative income base on which to build sustainable conservation and developmental projects within protected areas (Metcalf, 2003). Various studies document local

benefits either through sale of goods and services to tourists, or through sharing of a portion of direct revenues such as entrance fees (Adams & Infield, 2003; Bedunah & Schmidt, 2004; Bajricharya, 2006).

Naidoo & Adamowicz (2005) argue that tourism projects in protected areas need to embrace the market values of biodiversity attractions, including the tourist's willingness to pay in their pricing. This could substantially increase the revenue acquired, and would be a significant source of funds for local communities involved in the projects. These funds may be shared directly, or invested in community activities. For example, at the KwaZulu Natal National Park in South Africa, a Community Levy Fund has been established, levying charges to visitors for developmental and economic activities both within and outside the tourism areas (Luckett *et al.*, 2003). Many tourism projects also yield significant non-financial benefits through the development of skills and increased access to information, credit and markets (Smith & Scherr, 2003). These benefits can diversify options for financial assets and income, including migration opportunities provided by new roads, as well as employment opportunities within the protected area.

In some cases tourism has stimulated environmental damage and around protected areas, through resource extraction and development of infrastructure (Liu *et al.*, 2001; Nepal, 2002). Sport hunting is a particularly controversial form of tourism, often difficult in forested areas, and not always compatible with protected area goals (McKinnon, 2001). However, some local communities have accrued substantial benefits from trophy hunting around protected areas facilitated by integrated conservation and development programs (ICDPs) such as CAMPFIRE in Zimbabwe (Hasler, 1999). In Uganda, 12% of the revenue generated goes directly to local communities (Scherl *et al.*, 2004).

Tourism is rarely shown to generate significant benefits on a large scale or to deliver sustainable alternative livelihoods (Cernea & Schmidt-Soltau, 2006; Hackel, 1999). Where it does so, there are associated risks: communities can become dependent upon the income from tourism and associated industries (West *et al.*, 2006), which can be problematic for an industry highly susceptible to outside influences ranging from armed conflict to fashion. Insignificant benefits of tourism to locals also revealed in a study conducted late 1990s in Chitwan National Park, Nepal (Dudley, 2008) found that despite high visitation rates at the time, the economic impact of ecotourism on household income was however limited to villages closest to the main park entrance. These cases point out the need for improved or innovative alternative mechanisms for increasing benefits flow to the locals.

3.2.2 Implication of Benefits in Conservation

Wildlife populations are continuing to decline in the Western Serengeti, both within and outside protected areas (Sinclair, 1979, 1995, TANAPA, 1995). While poaching and illegal resources utilization is still being carried out, an increasing area of land is coming under agriculture, to the detriment of wildlife (Emerton & Mfunda, 1999). A major reason for wildlife being lost and wild habitats destroyed is that wildlife has little economic value within the context of local livelihood systems, and that wildlife benefits accrue at an insufficient level and in an inappropriate form to balance the costs it incurs to landholders (*ibid.*).

3.2.3.1 Costs to Local Communities

A growing research based literature indicates that social and economic costs associated with land alienation, forceful eviction and increased damage to property and life has often resulted into local resentment towards conservation interventions. This also increases ille-

gal activities. Studies undertaken (Kaswamila, 2007; Loibooki *et al.*, 2002; Kideghesho *et al.*, 2005) in Serengeti ecosystem attributed wildlife poaching to increased crop loss. A direct quote from Mzee Joseph Sangito of Ngurdoto village around Arusha National Park 10th February, 1999 in an informal interview: “Look at that portion! It was raided last night. There is nothing left! They cannot compensate me. I can neither fine nor take them to court. But why? They say this is our natural resource. It is not! It is their resource” (Kideghesho, 2001b). This shows how costs incurred by local communities in conservation have exacerbated sense of ownership and impair potential support from local community in conservation effort.

Communities living adjacent protected areas are not sufficiently benefiting economically, instead they incur costs from wildlife. A study conducted by Kaswamila *et al.*, (2007) about the impacts of wildlife on household foods and income in North eastern Tanzania suggest that, crop destruction by wildlife influenced both household food security and cash income. Crop damage to households was, on average, 0.08 ton/annum equivalent to two months household loss of food and reduced household cash income by 1.3%.

3.2.3.2 Cost Implication in Conservation

The local communities create negative attitudes towards conservation as they continue to incur costs on the presence of Protected Areas (PAs). Strong opposition against conservation Programme and protected areas by local communities around different protected areas have been linked to crop damage and opportunity costs of land and other resources (Songorwa, 1999; Kideghesho *et al.*, 2007). Local communities living around Selous Game Reserve indicated their willingness to support conservation efforts on condition that their interests and livelihoods are guaranteed (Gillingham and Lee, 1999).

In Kenya's Laikipia district, crop raiding and threat to human life triggered hostility and opposition to conservation of wild animals among the peasants (Gadd, 2005). Farmers who lost crops to elephants (*Loxodonta Africana*) were more negative to Maputo Elephant Reserve, in Mozambique than the non-victims (De Boer and Baquet, 1993). The families, which were evicted from Lake Mburo National Park, Uganda in 1983 and allowed to re-settle in 1986 made a deliberate destruction of the area's conservation value by slaughtering the wildlife in order to preclude the possibility of being re-evicted (Hulme, 1997). In Norway, farmers who suffered huge losses from depredation of sheep expressed negative attitude toward large carnivores (Kalterborn *et al.*, 1999). In Wisconsin, USA, extermination of the predator population was highly preferred as option by farmers who reported losses to wolves (*Canis Lupus*) and other predators (Naughton-Treves *et al.*, 2003). All these cases show how conservation efforts cannot succeed if costs to land holders are not minimized while increasing benefits to them.

3.2.4 Balance between Benefits and Costs

The costs of protected areas include benefits or economic opportunities that are diminished or lost, such as the value of foregone output from prohibited resource uses or from wildlife damage to crops. These indirect and opportunity costs are often substantial and are incurred by a wide range of groups, particularly the poor. There are various cases which illustrate this; For example, the costs of Uganda's Lake Mburo National Park to local communities have been calculated to total more than \$700,000 a year, and accrue as direct losses in food, income and a reduced availability of critical subsistence products. This compares to the \$30,000 which is being invested in local community development activities such as education, water and health projects. A situation persists where the protected area imposes a net financial and economic cost on surrounding communities despite efforts at community benefit-sharing. Given the mismatch persisting in both the quantity

and type of conservation benefits and costs at the local level it is hardly surprising that local communities remain largely unwilling and in many cases economically unable to bear these uncompensated costs.

3.2.5 Mechanisms in Delivering Benefits to the Local Communities

In line with this, various mechanisms have been developed focusing on meeting both development and conservation objectives. Little has been achieved to deliver benefits in different ways to the community adjacent protected areas with failure to meet conservation needs or minimization of costs incurred by locals in conservation. This part illustrates some cases on mechanisms or strategies in place/used for benefit sharing in various protected areas.

For example collection of Non Timber Forest Products (NTFPs); although some NTFPs (e.g. cardamom and honey) can be cultivated without destroying their capacity to reproduce, in other cases harvesting removes the reproductive capacity (Fisher *et al.*, 1997). Using NTFPs to increase income generation does not necessarily reduce pressure on the resource. On the contrary, it often increases local demand, thus worsening pressure on the resource. In many cases the intensive resource extraction promoted by development projects will lead to the depletion of resources over time. Any type of collecting activity will affect both the species harvested and the forest community where it is found. In many parts of the tropics utilization of forest products may already be unsustainable. Research in Sarawak has shown that hunting of some species is unsustainable even when it is only done for subsistence (Bennett and Robinson, 2000). In South East Asia many plant products, such as rattans, gaharu (incense wood) and ironwood, are being overexploited (MacKinnon *et al.*, 2001).

Unlike most other parks in Tanzania (Dudley, 2008), Udzungwa Mountains has developed resource use strategies with the local communities. When the park was established in 1992, a verbal agreement was made between the park and Kilombero district council to allow communities to collect deadwood, medicinal plants and thatching grasses twice a week (on Fridays and Sundays). This informal agreement expired in 2002, at which point WWF decided to undertake an assessment of the ecological and social impacts of resource collection on the park. The ecological studies, using dung beetles as an indicator group, revealed a negative trend in the ecological diversity in areas where deadwood collection was most intense. This point out how improper mechanisms for benefit sharing can destroy ecosystem.

3.3 Policy Reviews

The first National Tourism Policy was adopted in 1991 to provide the overall objectives and strategies necessary to ensure sustainable tourism development in the country. The overall objective of the policy is to assist in efforts to promote the economy and livelihood of the people, essentially poverty alleviation through encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable.

The ministry of natural resources and tourism, reviewed tourism policy of (September 1999) with the guidelines aim at improving live hood of people living adjacent to protected areas The policy tries to stipulate the role and importance of tourism especially to the communities living adjacent to protected areas. The policy seeks to alleviate poverty by promotion of the economic and social live hood of the community living along the park, by emphasizing community participation on the management of resources. Also by encouraging community to initiate and undertake tourism income generating activities

(U.R.T Sept. 1999) all these strategies aim at bring about social economic impact to the community living adjacent to protected areas.

The rural Development Strategy of 2001 focus on stimulating economic growth and reducing poverty in rural areas. The strategy is based on the assumption that economic growth is essential if rural household are to be less vulnerable to climatic and economic fluctuations, recognizes the interaction between rural communities and its environmental and strategy intervention including increasing opportunities and access to services.

The small and Medium Enterprise Policy of 2002, aims to promote income generating activities and support diversification of private sector activities. This includes the development of commercial opportunities in marketing and processing agricultural produce. The policy acknowledges that there is currently unfavorable legal and regulatory framework, undeveloped infrastructure and poor business development services. A series of measures are proposed in the strategy to resolve these problems, with particular attention given to rural industrialization, which would stimulate local marketing and processing, and realize value- added close to the source of production. Although policy states well still there are problem facing communities living around the protected areas with relations to national parks. It observed that there is no good relationship between tourism industry and the market to the locally produced goods to the poor people living adjacent to protected areas. Many studies have been revealed the situation of absence of market to the locally produced goods in tourism sector.

3.4 Literature Review Summary

The key benefits social, conservation, Environmental and Development concepts relevant to the research study and their relationship are described in Figure 1. According to Figure

1, limited access to conservation benefits being a problem to the local communities adjacent protection area (Pas); it has been caused by the presence of improper mechanisms to deliver conservation benefits to the locals, forms of conservation benefit which do not address the immediate needs of the locals, and ignorance and poverty within local communities. As a result Protected Areas have failed to deliver conservation benefits to a level which satisfy and address poverty within the communities adjacent the Protected Areas. Illegal utilization of resources has been caused by poverty and limited access to conservation benefits by the locals a thing which exacerbated conservation and lead to environmental un sustainability within and adjacent Protected Areas.

CHAPTER FOUR

PROJECT IMPLEMENTATION

4.0 Introduction

This chapter include information's on how the project was planned, action taken at every step of project implementation. It analyses products and output from the project, activities undertaken to congregate the objective, resources needed, responsible personnel and time frame to accomplish the project. It also analyses tentative budget for purchase of tools/equipment and other running expenses. Nevertheless it shows obligations of various stakeholders as they showed huge interest to support the project implementation during the interview focus group discussions. These commitments include Serengeti District Council the implementer of the project, support of funds and Building material from Grumet Funds. The Access to tourism market Project (ATOMP) had been planned to start operation by on 21st February, 2013 after accomplished all activities except the mid and annual evaluation that will be carried after the project take off.

Project outputs include identified interested stakeholders in the project, available and reliable market for local products, skills development on market and rural finance services and leadership. The predictable project product was sustainable Economic Development of community around Protected Areas. The impact of the project will be recognized later as the project is at the implementation stage. Thus the evident will be after annual evaluation of the project by July 2014.

4.1 Products and Outputs

The expected product and output of the establishment of ATOMP was to have reliable, viable tourism market for local products, collaboration with other stakeholders / development partners, gained knowledge, experiences and market and rural finance services skills

that enable efficiency in local production as per tourism market demand. The outcome is possibly to be attained after recognized of income from local product to tourism market business. In order to meet the goal the following activities were planned and implemented except for evaluation of project activities the implementation will take place on July 2013.

- i. To conduct 1 stakeholders meeting
- ii. To conduct 3 village council meeting
- iii. To conduct 3 village sensitization meeting about the project benefit and entrepreneurship skills
- iv. To facilitate formation of 1 Market Co-operatives
- v. To conduct introduction training for 1 group on market and rural finance services
- vi. To conduct introductory courses for 40 group leader on their role and responsibility in Common Interest group
- vii. To facilitate construction of 1 strategic market center at Natta village
- viii. To conduct marketplace inauguration at Natta village
- ix. To facilitate 4 periodic meeting of stakeholders
- x. To conduct 2 evolution and disseminate to stakeholders
- xi. To conduct follow up and supervision on project activities

4.1.1 Achievements

1 stakeholder meeting conducted, 3 village council sensitization meeting conducted, 3 village assemble sensitization meeting on project benefit and entrepreneurship skills and a total of 978 community members including community leaders, influential people were sensitized (Natta 398, Bonchugu 245 and Ikoma Robanda 335), 1 Market cooperation formed called Grumet Horticulture Market Cooperative Society(GHOMACOS), Introductory course for 40 group leader conducted on role and responsibility in common interest group, 1 market center constructed and inaugurated, Letters of acknowledgement submit-

ted to stakeholders who supported the project, 2 stakeholder meetings conducted and another 2 meeting will be conducted at June and December 2013, follow-up and supervision activities conducted (1 bicycle procured, Honorary for 2 volunteers paid for nine months and office consumables procured).

4.2 Project Planning

Project planning is the key element in the project development process. The project planning concerned the following major steps: Identifying project objectives, Sequencing activities, Identifying responsible person for carrying out the activities, Identifying facilities equipments and service needed, Preparing the budget and implementation.

4.2.1 Implementation Plan

A work plan was prepared demonstrating different activities to be carried out, the required resources, time frame and responsible person for each project objective. The project implementation of the project involved different stakeholders physically and others were consulted at their working places to get their views especially on technical aspects. The GHOMACOS leaders was fully engaged from the beginning this as they are key implementers of the project. The implementation follows the project implementation plan as shown on table 9.

Among the major activities in project implementation are securing community participation, coordination of activities, monitoring and evaluation. The project implementation involves community, GHOMACOS members, and extension staff with deferent professions from the District council. Constant coordination has been done to prevent duplication of activities, to promote efficiency and to reduce costs. Monitoring has been carried out for checking whether the work is proceeding according to the plan and taking care of unforeseen events.

Stakeholders and individuals person in the community have been involved in implementing the project to promote efficiency and to reduce costs.

Table 9: Implementation plan

Objectives	Outputs	Activities	Project Month												Resources Needed	Person Responsible	
			2012						2013								
			7	8	9	10	11	12	1	2	3	4	5	6			
a) Capacity of community to improve their livelihoods strengthened.	1 stakeholder meeting conducted	to conduct stakeholder meeting														Facilitators, Time, Transportation Stationery	CED Student, DED-Serengeti
	3 village council meeting conducted	to conduct 3 village council meeting														Facilitators, Time, Transportation Stationery	CED Student, DCDO, DTO, DALDO, GRUM ET FUND,
	3 village meeting conducted on sensitized and mobilized about project	to conduct 3 village sensitization meeting about the project benefit and entrepreneurship skills														Facilitators, Community, Time, Transportation Stationery	CED Student, DCDO, DTO, DALDO, GRUM ET FUND,
	1 group formed to run the project	To facilitate formation of Market Co-operatives														Facilitators, Time, Transportation Stationery, brunches	CED Student, DCDO, DCO GRUM ET FUND

	40 group member trained on Market Management	to conduct introduction training for group on market and rural finance services												Facilitators, food & Refreshment, Transportation, Training materials, funds	CED Student, DTO, DCO Group - Secretary GRUM ET FUND
	5 group leader trained on management	to conduct introductory courses for group leader on their role and responsibility in Common Interest group												Facilitators, food & Refreshment, Transportation Training materials, funds	CED Student, Group - Secretary HRO DCO GRUM ET - FUND
b) Farmers' access to markets enhanced	1 market center constructed	to facilitate construction of 1 strategic market center at Natta village												Technical skills building materials	CED Student, Group - Secretary GRUM ET FUND
	1 market inaugural ceremony conducted	to conduct Market inauguration at Natta village												Guest of Honor Time, Transportation, brunches, food & refreshment	Group - Secretary Stakeholders GRUM ET - FUND CED Student, Community

c) Organizational capacity strengthened	4 periodic stakeholder meeting facilitated	to facilitate 4 periodic meeting of stakeholders												food & Refreshment, stationery, funds	Group - Secretary Stakeholders GRUM ET – FUND
	2 Project evaluation conducted and disseminated	to conduct 2 evolution and disseminate to stakeholders												food & Refreshment office consumables, Funds	Group - Secretary, DPLO Stakeholders GRUM ET FUND
	follow up and supervision frequently conducted	to conduct follow up and supervision on project activities												office consumables, Funds, Bicycle	Group - Secretary DTO, DCO GRUM ET FUND

Source: Study Finding 2012

In the implementation process, the project planned to involve mainly four key stakeholders as follows: - The researcher Community Economic Development (CED) student, Officers from Serengeti District Council (LGA), Officials from Grumet Funds and GHAMACOS

Resources for implementing the project were contributed by various institutions being Serengeti District Council contributed funds for project professionals who will facilitate trainings and follow ups. Other stakeholders were Grumet Funds which supported the project with building materials and office equipment being funds, while the GHOMACOS contributed human resource and the target group contributed labor force and production of local product suitable to tourism market. The CED student was responsible for facilitating

trainings and advice in project management, planning, implementation, and monitoring of planned activities.

Table 10: Project Logical Framework

Hierarchy of Objectives	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV)	Assumption
Goal(impact) To increase Market access and rural poor enjoy greater benefits from the protected areas by 2014	> increase in number of income generating activities being undertaken by village community > reduction in number of people below the poverty line	> District statistics collected through the participatory process and kept in the District data base > Observation	The people of Natta are willing to engage in project activities
Purpose To empower community around protected area to generate income through local products to access tourism market	> increase in number of income generating activities being undertaken by village community > reduction in number of people below the poverty line	> District statistics collected through the participatory process and kept in the District data base > Observation	
Objective 1 Capacity of community to improve their livelihoods strengthened			
Output 1:1. stakeholder meeting conducted	Number of Stakeholders attended the meeting.	Attendance register Minutes Activity report Quarterly and Annual reports	Willingness by all stakeholders to support the projects through an integrated approach.
Activity 1:1. to conduct 1 stakeholder meeting	1 stakeholder meeting conducted	Attendance register Minutes Activity report Quarterly and Annual reports	
Output 1:2. 3 village council meeting conducted	Number of village's council conducts the meeting.	Attendance register Minutes Activity report Quarterly and Annual reports	Rejection of project at village leader level
Activity 1: 2. to conduct 3 village council meeting	3 village's council conducts the meeting.	Attendance register Minutes Activity report Quarterly and Annual reports	

Output 1:3. 3 village meeting conducted on sensitized and mobilized about project	Number of villages' members attended the meeting.	Attendance register Minutes Activity report Quarterly and Annual reports	Community willingness to be involved and manage the project
Activity 1:3. to conduct 3 village sensitization meeting about the project benefit and entrepreneurship skills	3 villages' members attended the meeting.	Attendance register Minutes Activity report Quarterly and Annual reports	
Output 1:4. 1 group formed to run the project	Number of group formed to run the project.	Minutes Activity report Quarterly and Annual reports	That community interest in group formation does not meet with the project objectives
Activity 1:4. To facilitate formation of 1 Market Co-operative	1 Market Cooperative formed	Minutes Activity report Quarterly and Annual reports	
Output 1:5. 40 group member of trained on Market Management	number of group member trained	Training report Attendance register Quarterly and Annual reports	that the learning process is not rushed allowing adequate time those involved participatory process, develop competent skills in management and confidence needed to state priority needs
Activity 1:5. to conduct introduction training for 40 group members on market and rural finance services	40 group member trained	Training report Attendance register Quarterly and Annual reports	
Output 1:6. 5 group leaders trained on management	number of group leaders trained	Training report Attendance register Quarterly and Annual reports	In active participation by group leader at training.
Activity 1:6. to conduct introductory courses for 5 group leaders on their role and responsibility in	5 group leaders trained	Training report Attendance register Quarterly and Annual reports	

Common Interest group			
Objective 2: Farmers' access to markets enhanced			
Output 2:1. 1 market center constructed	number of market center constructed	physical Observation Quarterly and Annual reports	willingness by all stakeholders to support the projects
Activity 2:1. to facilitate construction of 1 strategic market center at Natta village	1 strategic market center constructed	physical Observation Quarterly and Annual reports	
Output 2:2. 1 market inaugural ceremony conducted	Cerebrate and business conducted	Handover letter, Letter of acceptance	willingness of community to attend market inauguration
Activity 2:2. to conduct 1 Market inauguration at Natta village	Cerebrate and business conducted	Handover letter, Letter of acceptance	
Objective 3: Organizational capacity strengthened			
Output 3:1. 4 periodic stakeholder meeting facilitated	Number of Stakeholders attended the meeting.	Attendance register Minutes Quarterly and Annual reports	there is uniform approach and method for support project by all stakeholder in general.
Activity 3:1. To facilitate 4 periodic meeting of stakeholders	4 Stakeholders meeting facilitated	Attendance register Minutes Quarterly and Annual reports	
Output 3:2. 2 Project evaluation conducted and disseminated	number of project evaluation conducted and disseminated	Attendance register Minutes Evaluation report Quarterly and Annual reports	staff will be provided in adequate number and qualification
Activity 3:2. To conduct 2 evolution and disseminate to stakeholders	2 project evaluation conducted and disseminated	Attendance register Minutes Evaluation report Quarterly and Annual reports	
Output 3:3. Follow up and supervision frequently conducted	number of follow-up conducted	Field visits and routine report service delivery and commodities records, progress report Quarterly and Annual	Incompetence of organization leader during the project performance

		al report	
Activity 3:3. To conduct follow up and supervision on project activities	number of follow- up conducted	Field visits and routine report service delivery and commodities records, progress report Quarterly and Annual report	

Source: Study Finding 2012

4.2.2 Inputs

Project implementation engaged various inputs include human resources inputs from, financial resources inputs and materials input. Human resources were GHOMACOS members, Officers and extension staff from Serengeti District Council. Financial resource is the major component in the implementation which was used for capacity building, purchase of project facilities and for payment of various expenses such as consultation cost, fares and transportation. Taking into account the consequence of the project Grumet Funds supported the project with Material input and funds.

4.2.3 Staffing Pattern

The project has two voluntary staff being a project Secretary and one Watchman who will be paid in terms of honoraria. However, the implementation to a great extent was and will be assisted by Co-operative Officer, with assistance from Trade department, Agricultural Department, group leadership comprise of the chairperson, vice chairperson, Secretary and ward extension staffs.

4.2.4 Project Budget

The project annual budget was TZS.39,942,800/=. Out of the total budget TZS 30,281,800/= cash was a contribution from Grumet Funds, Community (GHOMACOS) contributed TZS 8,300,000/= (3,500,000/= for civil works and 4,800,000/= for voluntary

staff), Serengeti District Council contributed TZS 1,361,000/=. All resources and inputs are in place. Costing of items and for project equipments was done in collaboration with community leaders, Grumet Funds and District council professions. The procurement was done by Grumet Funds' leaders and technical personnel from the Serengeti District Council. The project budget was developed as table 11 indicates.

Table 11: Project Budget

Objectives	Outputs	Activities	Resources Needed	Quantity	Unity cost	Total TZS	
a) Capacity of community to improve their livelihoods strengthened.	1 stakeholder meeting conducted	to conduct stakeholder meeting	Facilitators Allowance	1	10,000	10,000	
			Flip Chart	1	10,000	10,000	
			Maker pen	1	5,000	5,000	
			fare	1	10,000	10,000	
			pen	1	5,000	5,000	
			note book	10	1,000	10,000	
			Refreshment	10	5,000	50,000	
	Activity Sub Total						100,000
	3 village council meeting conducted	to conduct 3 village council meeting	Facilitators Allowance	6	10,000	60,000	
			Flip Chart	3	10,000	30,000	
			fare	6	10,000	60,000	
			Maker pen	3	5,000	15,000	
			A4 paper	1	12,000	12,000	
			Activity Sub Total				
	3 village meeting conducted on sensitized and mobilized about project	to conduct 3 village sensitization meeting about the project benefit and entrepreneurship skills	Facilitators Allowance	6	10,000	60,000	
			fare	6	10,000	60,000	
			A4 paper	1	12,000	12,000	
			Activity Sub Total				
	1 group formed to run the	To facilitate formation of	Facilitators Allowance	2	10,000	20,000	
			fare	2	10,000	20,000	

	project	Market Co-operatives	A4 paper	1	12,000	12,000	
			Brochures	600	500	300,000	
			Activity Sub Total			352,000	
	40 group member trained on Market Management	to conduct introduction training for group on market and rural finance services	Facilitators	3	10,000	30,000	
			food & Refreshment	43	5,000	215,000	
			Transportation	3	10,000	30,000	
			Training materials	43	5,000	215,000	
			Activity Sub Total			490,000	
	5 group leader trained on management	to conduct introductory courses for group leader on their role and responsibility in Common Interest group	Facilitators	2	10,000	20,000	
			food & Refreshment	7	5,000	35,000	
			Fares	2	10,000	20,000	
			Training materials	7	5,000	35,000	
			Activity Sub Total			110,000	
	b) Farmers' access to markets enhanced	1 market center constructed	to facilitate construction of 1 strategic market center at Natta village	civil work	1	3,500,000	3,500,000
				building material	1	23,000,000	23,000,000
furniture fittings				1	1,676,000	1,676,000	
supervision				2	100,000	200,000	
fuel				200	2,220	444,000	
Activity Sub Total				28,820,000			
1 market inaugural ceremony conducted		to conduct Market inauguration at Natta village	Guest of honor	1	-	-	
			Fares	1	10,000	10,000	
			food & Refreshment	300	5,000	1,500,000	
			Fuel	40	2,220	88,800	
			Brochures	300	500	150,000	
	Activity Sub Total			1,748,800			
c) Organizational capacity strengthening	4 periodic stakeholder meeting	to facilitate 4 periodic meeting of	food & Refreshment	45	5,000	225,000	
			note book	45	1,000	45,000	
			pen	1	5,000	5,000	

ened	facilitated	stakeholders	printing material	45	3,000	135,000
	Activity Sub Total					410,000
	2 Project evaluation conducted and disseminated	to conduct 2 evolution and disseminate to stakeholders	office consumables	2	100,000	200,000
			food & Refreshment	22	5,000	110,000
			note book	22	1,000	22,000
			pen	1	5,000	5,000
			consultancy fees	2	500,000	1,000,000
			printing material	22	3,000	66,000
			Activity Sub Total			
	follow up and supervision frequently conducted	to conduct follow up and supervision on project activities	office consumables	12	100,000	1,200,000
			Bicycle	1	200,000	200,000
			Honorary	48	100,000	4,800,000
			Activity Sub Total			
	TOTAL BUDGET					39,942,800

Source: Study Findings 2012

4.3 Project Implementation

4.3.1 Project Implementation Report

The implementation of the project was the meticulousness of CED student, target group and other stakeholders to guarantee that project actions are well implemented. The implementation started by early July, 2012 as been seen in the project plan which followed in order of activities that resulted into project objectives attainment.

Implementation of the project was done in a participatory way involving various stakeholders and divided into three dimensions being awareness rising to Serengeti community, Capacity building to implementers (Group leaders, Project staff, target group (GHOMACOS)).

Training was conducted in collaboration with District Cooperative Officer, District Community Development Officer, District Trade Officer, CED- Student. Various training methodologies were used that includes lecture method, panel discussion, group discussion and case study. Additional element includes collaboration with different stakeholders and development partners facilitated to access funds for project implementation.



Figure 9: Natta Village Assemble Meeting

Source: Study Findings at Natta village 2012

The last dimension was to ensure the community to access tourism market. The CED student in cooperation with District council leaders, and other stakeholders play a part in all agreement of project take off. Monitoring of day to day activities was conducted under the supervision of GHOMACOS committee member on duty. The CED student, GHOMACOS leaders and Ward Community Development officer will conduct monitoring on weekly basis for the first three months. Evaluation of the progress of project implementation will be done later as the project is at initial stage, therefore GHOMACOS and sector professionals and various stakeholders will conduct mid and annual evaluation after the take off.

The objectives and planned activities were done accordingly except evaluation of project implementation that will take place on mid and annual basis. An expectedly project defeated the interest of various development partners. It was planned to start with few resources depending on GHOMACOS capital, but very interesting various stake holders who were approached happened to respond positively. This has motivated the GHOMACOS members and community to work hard in order to achieve the project goal.



Figure 10: Natta Village Council Meeting

Source: Study Findings at Natta village 2012

Training to GHOMACOS members and project staff on entrepreneurial skills will contribute a lot to the success of the project. The CED student managed to get in touch with various stakeholders who played big role in training GHOMACOS members whereas now members are skilled to run the project. Lodges/Hotels in protected areas also supported community development by provide market for community local products.



Figure 11: Natta (GHOMACOS) Market

Source: Study Findings 2013

The Grumet lodge has built Market Building at Natta, the marketplace was officially launched in Natta village on 28 February 2013 by Minister for Natural Resource, Ambassador Hamisi Kagasheki (MP), where local residents' entrepreneurs supplies livestock products (milks and meat) and vegetables and potatoes. While meat and milk are not consumed by tourist because of low quality (only for local workers), potatoes and vegetables sold at Natta villages are consumed by both i.e. tourist and hotel workers.

	run the project	Market Cooperatives																		
	40 group member trained on Market Management	to conduct introduction training for group on market and rural finance services																		
	5 group leader trained on management	to conduct introductory courses for group leader on their role and responsibility in Common Interest group																		
b) Farmers' access to markets enhanced	1 market center constructed	to facilitate construction of 1 strategic market center at Natta village																		
	1 market inaugural ceremony conducted	to conduct Market inauguration at Natta village																		
c) Organizational capacity strengthened	4 periodic stakeholder meeting facilitated	to facilitate 4 periodic meeting of stakeholders																		
	2 Project evaluation conducted and disseminated	to conduct 2 evolution and disseminate to stakeholders																		
	follow up and supervision frequently conducted	to conduct follow up and supervision on project activities																		

Source: Study Findings 2012

CHAPTER FIVE

PROJECT PARTICIPATORY MONITORING, EVALUATION AND SUSTAINABILITY

5.0 Introduction

Monitoring is the routine assessment of ongoing activities and progress. It is the systematic and continuous assessment of the progress of a piece of work over time. It is a basic and universal management tool for identifying strengths and weaknesses in a project. Its purpose is to help all the people involved make appropriate and timely decisions that will improve the quality of the work. Evaluation is episodic assessment of overall achievements of project objectives. Evaluation focuses on measuring whether planned outcomes and impacts have been realized. Therefore, it is necessary to first evaluate the process then the output/outcomes and finally the impact. Evaluation tries to establish a causal link between process output/outcome and impacts indicators whether they are achieved or not. That is why monitoring and evaluation are always treated as one component or entity. The major difference between them is that, monitoring is routine, continuous assessment of ongoing activities and progress.

Participatory monitoring and evaluation is an action of involving all stakeholders of the project from the beginning to an end. In so doing participants become aware of proceedings and once they overcome challenges they discuss and come with solutions and ultimately creates sense of ownership hence contribute to project sustainability. The chapter is divided into the following parts; monitoring information system, participatory monitoring methods, participatory monitoring plan, participatory evaluation plan, performance indicator, participatory evaluation methods, project evaluation summary and project sustainability.

5.1 Participatory monitoring

Participatory monitoring is the continuing process which involves the community in gathering their project activities information. Monitoring covers a wide variety of techniques and methods and applies to the management of finance, personnel, building, progress of project activities and the way the activities are carried out.

Participatory monitoring was intended to monitor the implementation of all activities, that include advocacy meetings to stakeholders, villages councils and villages members, formation of Market Co-operatives, conducting introduction training for group on market and rural finance services, conducting introductory courses for group leader on their role and responsibility in Common Interest group, facilitate construction of strategic market center and conduct Market inauguration at Natta village. Other activities are facilitating periodic meeting of stakeholders, conduct evolution and disseminate to stakeholders and conduct follow up and supervision on project activities all stages of project implementation allowed group member and other stakeholder to be aware on the activity progress hence creates room for decision making.

5.1.1 Monitoring Information System

The CED student together with GHOMACOS committee members and representative from District council and Grumet Fund prepared a daily service delivery and commodities records sheet that allows anyone to see daily proceedings. It was done so because the GHOMACOS member is responsible to check daily records which will enable him/her to prepare a week report to be presented in a monthly meeting.

5.1.2 Participatory Monitoring Methods used to engage community in the monitoring of project.

5.1.2.1 Key informants interview

CED- Student gathered information through key informants that includes wards extension officers, GHOMACOS members and District Councils staffs and agreed to measure to what extent the project is going to operate. They insisted the training to community in value added chain and quality of products produced so that they benefit from the project.

5.1.2.2 Observation

CED- Student in collaboration with group member leaders observed if all activities are implemented as planned. Thus observed training and advocacy meeting carried out, number of participants attended, market building constructed and project take off.

5.1.2.3 Documentation

Documentation involve minutes of monthly meetings whereby group members will get feedback on project progress. The GHOMACOS secretary was required to take note on each agenda during the meeting especially on discussion about achievements, challenges, solutions and the way forward. The CED student, extension staff and other invited stakeholders attend meetings and respond to any technical issues and challenges as experienced by members. In case there are problem encountered, this forum creates a room for discussion and agree on measures to improve the situation. Also information about all transactions in relation to project is documented in relevant books. For example financial records books including receipt books, payment vouchers, cashbooks, ledger and journals.

5.1.3 Participatory Monitoring Plan

Table.13 Participatory Monitoring Plan

Objectives	Outputs	Activities	Indicators	Data source	Methods / Tools	Resources Needed	Person Responsible	Time Frame
a) Capacity of community to improve their livelihoods strengthened.	1 stakeholder meeting conducted	to conduct stakeholder meeting	Number of Stakeholders attended the meeting.	Attendance register, Minutes, Activity report, Quarterly and Annual reports	meeting, Facilitation	Facilitators, Time, Transportation Stationery	CED Student DED-Serengeti	Jul-12
	3 village council meeting conducted	to conduct 3 village council meeting	Numbers of village's councils' conduct the meeting.	Attendance register, Minutes, Activity report, Quarterly and Annual reports	meeting, Facilitation	Facilitators, Time, Transportation, Stationery	CED Student DCDO, DTO, DALDO , GRUMET FUND	Jul-12
	3 village meeting conducted on sensitized and mobilized about project	to conduct 3 village sensitization meeting about the project benefit and entrepreneurship skills	number of village members attended the meeting.	Attendance register , Minutes, Activity report, Quarterly and Annual reports	meeting, Facilitation	Facilitators, Community, Time, Transportation , Stationery	CED Student DCDO, DTO, DALDO , GRUMET FUND,	August 2012
	1 group formed to run the project	To facilitate formation of Market Cooperatives	number of group formed	Minutes, Activity report, Quarterly and Annual reports	meeting, Facilitation	Facilitators, Time, Transportation , Stationery, brunches	CED Student DCDO, DCO GRUMET FUND	Sep-12
	40 group member trained on Market Management	to conduct introduction training for group on market and rural finance services	number of group member trained	Training report Attendance register Quarterly and Annual reports	Facilitation, case study, group discussion	Facilitators, food & Refreshment, Transportation, Training materials, funds	CED Student DTO, DCO Group - Secretary GRUMET FUND	Oct-12

	5 group leader trained on management	to conduct introductory courses for group leader on their role and responsibility in Common Interest group	number of group leader trained	Training report Attendance register Quarterly and Annual reports	Facilitation, case study, group discussion	Facilitators, food & Refreshment, Transportation, Training materials, funds	CED Student, Group - Secretary HRO DCO GRUMET FUND	Nov-12
b) Farmers' access to markets enhanced	1 market center constructed	to facilitate construction of 1 strategic market center at Natta village	number of market center constructed	physical Observation Quarterly and Annual reports	material mobilization, Local Artisans, Local materials	Technical skills building materials	CED Student, Group - Secretary GRUMET FUND	Jan-13
	1 market inaugural ceremony conducted	to conduct Market inauguration at Natta village	Cerebrate and business conducted	Handover letter, Letter of acceptance	community celebration	Guest of Honor Time, Transportation, brunches, food & refreshment	Group - Secretary Stakeholders GRUMET FUND CED Student, Community	Feb-13
c) Organizational capacity strengthened	4 periodic stakeholder meeting facilitated	to facilitate 4 periodic meeting of stakeholders	Number of Stakeholders attended the meeting.	Attendance register, Minutes, Quarterly and Annual reports	meeting, reporting and discussion	food & Refreshment, stationery, funds	Group - Secretary Stakeholders, GRUMET FUND	Jun-13
	2 Project evaluation conducted and disseminated	to conduct 2 evolution and disseminate to stakeholders	number of project evaluation conducted and disseminated	Attendance register, Minutes, Evaluation report, Quarterly and Annual reports	meeting, consultant, reporting and participation	food & Refreshment of- fice consumables, Funds	Group - Secretary, DPLO, Stakeholders, GRUMET FUND	After six months

	follow up and supervision frequently conducted	to conduct follow up and supervision on project activities	number of follow-up conducted	Field visits and routine report , service delivery and commodities records, progress report , Quarterly and Annual report	Routine follow-up reporting and feedback	office consumables, Funds, Bicycle	Group - Secretary DTO, DCO GRUMET FUND	frequently
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Source: Study Findings 2012

5.2 Participatory Evaluation

Participatory evaluation advocates for involvement and participation of community members and other stakeholders in the design and execution of the evaluation process. Such approach is most preferred especially in rural development activities as it instills ownership, responsibility, commitment and empowers communities to appreciate their progress and achievement in the fight against poverty.

Though implementing the ATOMP the community members and other stakeholders were involved in the community needs assessment exercise they found that establishment of ATOMP were valuable for sustainable economic development of community around the protected area (PA). After they agreed on the project they discussed and set project goal, objectives and activities that need to be implemented. Also they discussed when to conduct evaluation how, when and who will be responsible. With the assistance of CED student they prepared an action plan agreed to evaluate the project after six month and twelve month (Mid and Annual).

5.2.1 Performance Indicators

Performance indicators of the Access Tourism Market project fall in two categories qualitative and quantitative based on project objective and project goal. To measure the input indicator members were to examine resources that were utilized in project implementation that include number of hours, money spent, staffs and facilities while for output indicators involves number of group members and group leaders trained, Quality of service, knowledge of entrepreneurship whereas impact indicators will be measured by examining actual change to community, economic impact, coping capacity in community, transparency and accountability. Those communities are expected to improve their standard of living by fulfilling their basic needs and rural poor enjoyed greater benefits from the protected areas. Project goal and project objectives performance indicators were developed as shown in TableNo.14.

Table14. Project Performance Indicator

Objectives	Outputs	Activities	Data source	Resources Needed	Performance Indicators
a) Capacity of community to improve their livelihoods strengthened.	1 stakeholder meeting conducted	to conduct stakeholder meeting	Attendance register, Minutes, Activity report, Quarterly and Annual reports	Facilitators, Time, Transportation, Stationery	Number of Stakeholders attended the meeting.
	3 village council meeting conducted	to conduct 3 village council meeting	Attendance register Minutes Activity report Quarterly and Annual reports	Facilitators, Time, Transportation, Stationery	Numbers of villages' councils conduct the meeting.
	3 village meeting conducted on sensitized and mobilized about pro-	to conduct 3 village sensitization meeting about the project benefit and entrepreneurship skills	Attendance register Minutes Activity report Quarterly and Annual reports	Facilitators, Community, Time, Transportation, Stationery	Number of village members attended the meeting.

	ject				
	1 group formed to run the project	To facilitate formation of 1 Market Co-operatives	Minutes Activity report Quarterly and Annual reports	Facilitators, Time, Transportation, Stationery, brunches	number of group formed
	40 group members of trained on Market Management	to conduct introduction training for group on market and rural finance services	Training report Attendance register Quarterly and Annual reports	Facilitators, food & Refreshment, Transportation, Training materials, funds	number of group member trained
	5 group leaders trained on management	to conduct introductory courses for 5 group leaders on their role and responsibility in Common Interest group	Training report Attendance register Quarterly and Annual reports	Facilitators, food & Refreshment, Transportation, Training materials, funds	number of group leaders trained
b) Farmers' access to markets enhanced	1 market center constructed	to facilitate construction of 1 strategic market center at Natta village	physical Observation Quarterly and Annual reports	Technical skills , building materials	number of market center constructed
	1 market inaugural ceremony conducted	to conduct 1 Market inauguration at Natta village	Handover letter, Letter of acceptance	Guest of Honor, Time, Transportation, brunches, food & refreshment	Cerebrate and business conducted
c) Organizational capacity strengthened	4 periodic stakeholder meeting facilitated	to facilitate 4 periodic meeting of stakeholders	Attendance register Minutes Quarterly and Annual reports	food & Refreshment, stationery, funds	Number of Stakeholders attended the meeting.
	2 Project evaluation conducted and disseminated	to conduct 2 evolution and disseminate to stakeholders	Attendance register Minutes , Evaluation report, Quarterly and Annual reports	food & Refreshment office consumables, Funds	number of project evaluation conducted and disseminated

	follow up and supervision frequently conducted	to conduct follow up and supervision on project activities	Field visits and routine report , service delivery and commodities records, progress report Quarterly and Annual report	office consumables, Funds, Bicycle	number of follow- up conducted
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Source: Study Finding 2012

5.2.2 Participatory Evaluation Methods

For Access Tourism Market Project Key informants were GHOMACOS leaders and village leaders. Observation was used to examine the information collected during the sensitization meeting, Focus Group Discussion, and Key Informant Interview. The collected data and information involved investigating project performance in line with participatory evaluation objectives. That is to check whether planned activities were accomplished according to plan then project outcome were evaluated. Based on participatory evaluation exercise the following results were observed.

Capacity building community members and group leaders has a trickledown effect of development all areas of intervention. The GHOMACOS members are part and parcel with the Serengeti District Council staffs since they mobilize community members about the project output or outcome. The implementation of first objective (Strengthening Capacity of community to improve their livelihoods) was done as planned by 100%.

Objective of enhance farmers' access to markets was done by collaborating with other stakeholders to seek advice and support were met as stakeholders showed immediate positive response. Grumet Funds played a great role in the implementation of the project and achievement of project objective.

Surprisingly, third objective strengthening organizational capacity used to establish project planning, budgeting, project implementation and evaluation plan are methodologies that contributed to get support from the stakeholders. Although it is too early to evaluate achievements of the project still community set up some activities.

5.2.3 Project Evaluation Summary

The project has implemented a number of activities. The outputs of these activities have been reported on quarterly progress Reports. The most important activities and related outputs in which CED- Student has played a supportive role are mention under the respective objectives below.

Table 15: Project Evaluation Summary

Ob-jective s	Outputs	Activi-ties	Data source	Resources Needed	Perfor-mance In-dicators	Ex-pected Out-come	Actual Out-come
a) Ca-pacity of com-muni-ty to im-prove their liveli-hoods strengt hened.	1 stake-holder meeting conduct-ed	to con-duct 1 stake-holder meet-ing	Attend-ance register, Minutes, Activity report, Quar-terly and Annual reports	Facilita-tors, Time, Transpor-tation, Station-ery	Number of Stakehold-ers attended the meeting.	positive respond from stake-holder	Real respond from stake-holder
	3 village council meeting conduct-ed	to con-duct 3 village council meet-ing	Attend-ance register Minutes Activity report Quarterly and Annual reports	Facilita-tors, Time, Transpor-tation Sta-tionery	Number of villages' councils conducts the meeting.		
	3 village	to con-	Attend-	Facilita-	Number of	Availa-	com-

meeting conducted on sensitized and mobilized about project	duct 3 village sensitization meeting about the project benefit and entrepreneurship skills	ance register, Minutes Activity report , Quarterly and Annual reports	tors, Community, Time, Transportation, Stationery	village members attended the meeting.	bility of communities with high development morale	munities with high development morale
1 group formed to run the project	To facilitate formation of Market Co-operatives	Minutes Activity report, Quarterly and Annual reports	Facilitators, Time, Transportation Stationery, brunches	number of group formed	Group internal accountability	Smooth operational of project
40 group member trained on Market Management	to conduct introduction training for group on market and rural finance services	Training report , Attendance register, Quarterly and Annual reports	Facilitators, food & Refreshment, Transportation, Training materials, funds	number of group member trained	Fostering the group's management skills.	Change in business trendy
5 group leader trained on management	to conduct introductory courses for group leader on their role and responsibility in Common	Training report , Attendance register , Quarterly and Annual reports	Facilitators, food & Refreshment, Transportation, Training materials, funds	number of group leader trained	There is good and committed visionary leadership	Good and committed visionary leadership

		Interest group					
b) Farmers' access to markets enhanced	1 market center constructed	to facilitate construction of 1 strategic market center at Natta village	physical Observation Quarterly and Annual reports	Technical skills , building materials	number of market center constructed	There is market infrastructure available	Increase in economics support.
	1 market inaugural ceremony conducted	to conduct Market inauguration at Natta village	Handover letter, Letter of acceptance	Guest of Honor , Time, Transportation, brunches, food & refreshment	Cerebrate and business conducted	To disseminate information and promote the local products	Increase in social support
c) Organizational capacity strengthened	4 periodic stakeholder meeting facilitated	to facilitate 4 periodic meeting of stakeholders	Attendance register, Minutes, Quarterly and Annual reports	food & Refreshment, stationery, funds	Number of Stakeholders attended the meeting.	Smooth running of the project	Project still in progress and business conducted
	2 Project evaluation conducted and disseminated	to conduct 2 evolution and disseminate to stakeholders	Attendance register, Minutes, Evaluation report, Quarterly and Annual reports	food & Refreshment office consumables, Funds	number of project evaluation conducted and disseminated	community benefit from protected areas	will be examined later

	follow up and supervision frequently conducted	to conduct follow up and supervision on project activities	Field visits and routine report , service delivery and commodities records, progress report Quarterly and Annual report	office consumables, Funds, Bicycle	number of follow- up conducted	Smooth operation of the project	fre- quently follow- up con- ducted and it's an on- going process
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Source: Study Finding 2013

5.3 Project sustainability

Project sustainability is the capacity of a project to continue functioning, supported by its own resource (human, material and financial) even when external source of funding have ended. It is commonly known as a state whereby the project functions will totally depend on its own resources. However, it is very important to the Organization /CBO/NGO to develop its own definition of sustainability, the links between organization's own contexts, focus, and the state of affairs.

5.3.1 Institutional sustainability

The sustainability of access to tourism market project in Natta Mbiso village is most likely to be sustainable since human resource (CBO members, community members, project staff, extension staff and other stakeholders) are readily available towards project implementation. Essentially the materials required as inputs are produced by the beneficiaries themselves (fruit, vegetable, egg and milk). Other material input are in place that once depreciate replacement is within the project's capacity.

Capacity building has done to community member on entrepreneurship. Referring to the information gathered from key informants and focus group discussion during the CAN exercise, it was revealed that despite there are absence of market to locally produced goods still they appreciated that they gains money to access basic needs. Thus established ATOMP is a liberty since it will enable community around the protected area to be engaged in other socio-economic activities due to time saved from going around house to house looking for customers. Also training to CBO members and project staff on skill market, rural finance and leadership role and responsibility in common interest group will contribute to project sustainability since they are sure of profit making and employment. The community participation in identifying, designing, planning, implementation, monitoring and evaluation of the project is the key issue that creates sense of ownership that leads to sustainability of the project.

Another arrangement putted in place to ensure institutional sustainability including clear and shared vision, mission and values that will help to keep the project alive, A monitoring and evaluation plan for a number of years developed and various policies (e.g. in finance, personnel etc) procedures developed to help run the project.

5.3.2 Financial sustainability

The GHOMACOS collect funds as per agreement with community and group member by charging a certain percentage per product selling through their market .As it was proposed by community during the training that suppliers will form an organization whereby money will be raised from entering fee and monthly contributions for capital investment. Organization members will get loan that capital investment and pay a reasonable interest that will be used for development of members and the project.

Since the project is located at the centre of the Natta Mbiso village, nearby the high way and hotel and tented camp, and being the only market project in the district it is obvious to

win the tourism market. Based on the plans the project is expected to expand .Through collaboration with other development partners such as Singita/Grumet Hotel, tented camps, FZS and IKONA WMA they encourage and insist the ATOMP to acquire and allow quality product to win the tourism market. Therefore having such qualifications the project will be financially sustainable since it will be in business with local market, National and International levels. Support from Serengeti LGA particularly extension staff from key departments will continue to support the project even after completion of the project of which reduce project expenses. The group manage to sell the product at the average of Tsh 30,000,000 per month and every member earn almost Tsh 500,000 per month and manage to contribute Ths 50,000/= per month to the Cooperative and open the bank account at CRDB Bank - Musoma Branch for unpredicted expenses and other project cost.

5.3.3 Political sustainability

The Access to tourism market project is directly supporting the Tanzania Agricultural Livestock Policy, National tourism policy and the Nation Strategy for growth and Reduction of Poverty II. That being a case, the local leaders at village level, Councilors, Executive Officers at village and ward level and District Council chairperson and District Executive Director are in favors of the project. Efforts done by various stakeholders, development partners to support the project has created good environment between local government and community members. Advocacy meetings for development issues and contact the media to publicize project activities sustain the project.

CHAPTER SIX

CONCLUSION AND RECOMMENDATION

6.0 Introduction

This chapter gives a summary of the access to tourism market project for sustainable economic development of community around protected areas in Natta Mbiso village . Briefly it analyzes on the processes that were carried out from project identification up to the project implementation result. The information within the chapter includes Community Needs Assessments, Problem identification, Literature review, Project implementation, Participatory Monitoring, Evaluation and sustainability of the project. However, the chapter will carry a conclusion which will enable researchers, decision makers, policy makers and other developments partners in the Natural resource sector get the necessary information about the project and come up with concrete suggestions and improvement.

6.1 Conclusions

The access to tourism market project is directly supporting the Tanzania Development Vision 2025, the National Strategy for growth and Reduction of Poverty II. Natta village community with the assistance of CED student conducted CNA exercise which showed that there are many opportunities and possibilities to support Community around the protected areas , hence bringing sustainable economic development.

During household survey respondents were asked to mention potentials in which locals may benefit on the presence of PAs. The results from households respondents indicate that in Overall results indicate that locals in all villages could be employed (35.56%), crop products(31.11%) and produce production livestock(28.89%) and, but also seldom producing arts and crafts products(4.44%). However, according to households respondents'

views the market for meat found in PA is only limited to the few people who are rich from either Mugumu town located about 30 km from the study area or Arusha town which is located about 400 km from the study area. Thus, the results imply that, this is not yet a practical area for locals gaining benefits from PAs.

Overall results indicate that the most desired way through which locals may improve benefits from or on the presence of PAs is the locals to be penetrating market for local produces at PAs (18.89%) followed by employed in PAs and building good relationship between locals and PAs (16.67%), improvement of social amenities, and Artisanng entrepreneur groups by PAs.

At an individual level, benefit-sharing in Serengeti ecosystem involved development expenditures of an average of US\$ 2.5 per household per year (Emerton and Mfunda, 1999).Despite the fact that the amount was indirect, it was little to be felt. While wildlife incurs a range of economic costs on land holders in the western Serengeti, there is little gain through conservation benefits (ibid). This implies the impossibility of inspiring local support in conservation efforts. Households in the Northwest and Southwest of Serengeti ecosystem are worse off with averages of US \$0.16 a day and US \$0.17 a day respectively (Schmitt, 2010). These communities will remain poor with increase in illegal utilization of resources if these problems are not addressed. For instance in Western Serengeti, the majority of people arrested for illegal hunting were typically poor males that owned few or no livestock (Loibooki *et al*, 2002) implying that poaching is pursued as an economic necessity to cope with poverty.

The general picture of Tanzanian economy reflect: development has generally been characterized by low level of mobilization of domestic natural, human and financial resources

to produce wealth and to raise the standards of living of the people. (URT, 1999) Harnessing the power of market and dynamism of private initiative to achieve a high economic growth, before establishing the ATOMP the planning, designing implementation, and evaluation involved various stakeholders who are committed to support the project. Stakeholders includes Grumeti Reserves for support funds and building materials and Serengeti District Council for support community capacity building and extension services and SENAPA, Frankfurt Zoological Society plays role of Public, Private Partnership (PPP), From the information gathered during the CNA exercise and literature review was the pouring force to the CED student to establish the ATOMP in Natta Mbiso village. These pouring force include readiness of community members towards economic development, presence of opportunities to facilitate the operation of the project examples accessibility to tourism market points such as big tourism hotels, camp sites and high way from Arusha – Mugumu-Musoma- Mwanza. Also the project location is surrounded by villages with a high Agricultural and livestock product and culture tourism operated.

The progress of the implementation project has been covered by all three objectives and ten activities were implemented except mid and annual evaluation that will be conducted six months after the project taken off.

Ensuring that the project will bring sustainable economic development the CED student involved the community members, CBO members and other stakeholders from the project identification, project planning, implementation and monitoring and evaluation of ongoing activities. In the process of project implementation the CED student realized that community and CBO members are capable enough to run the project in absence of CED student. For project sustainability GHOMACOS members opening bank account at CRDB BANK for unpredicted expenses and other project cost.

After the project take off farmers in Natta Mbiso village and surrounding villages are able to sell their product produced at group market and that product sold to tourism hotel and camps site. Income of community will be increased as the result standard of life improved as they will afford to access basic needs. The success of this project will encourage community other villages, sector expert and other stakeholders to establish such a project as the result per capita income and the GDP will be increased.

6.2 Recommendations

From implementation experiences of ATOMP it was realized that when participatory community needs assessment is done accordingly community members or beneficiaries are always ready to give over their time, work force and material resources. Transparency and sense of ownership can easily be strong-minded and are the roots of project sustainability. For a person/group/ who interested to establish local produces market to tourism project I would recommend by designing marketing interventions that may impact on specific communities', surveys need to be undertaken, a participatory approach, using focus groups of producers, to assess existing marketing channels. Marketing networks reflect varied and complex social and economic interrelationships.

Nevertheless, there are strategies that need to be addressed for the natural resources and tourism sector's effective contribution toward the project like this one, include the following:

- a) Activities conducted in protected area (eg. Tourism activities) should be promoted not only in the areas of study, but also in other area of the country with tourist attractions.

- b) The flimsy nature of tourism sector puts into the stability on the standard of living on those dependent on it. It is critical importance to encourage participants in the tourism sector both at national and local levels to diversify their investment assortment. Promotion of domestic tourism needs to be optimistic.
- c) Opportunities to employment for the locals are observed to be in the low cadres with low skills and remuneration. In order to increase the impact of protected area (PA) to sustainable development, there is need to establish training programmes that would ultimately provide chance for the people around the area to be employed in high cadres with high pay.
- d) Cultural tourism is budding as key tourist attraction with no significant investment necessities. Given that in most of rural Tanzania the popular have low education and be deficient in capital, this type of tourism need to be encouraged in order to contribute towards poverty alleviation. There is need to enhance the linkage of activities performed in protected area (PA) to the local economy.
- e) Quality of rural to market road to be improved; there is a great deal of evidence that the rural roads in existing populated areas are not in good condition to transfer production and marketing of agricultural products especial inaccessible areas - where the opening-up from a new road can have a major impact. However, the impact of road improvements on increasing the delivery and quality of other services, such as health and education, is highly significant and often underestimated.
- f) To promote the use of technology for improvement of agriculture production and productivity. Adequate infrastructures for local products processing and marketing are needed, there are highly subsidized products from outside the country that discourage investments and create unfair completion of locally produced products in the tourism industry.

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APPENDICES

Appendix 1: Household Questionnaire

Village_____ Ward_____

Division_____ District_____

Region_____

Section A: Demographic Information

1. **Gender:** 00 Male _____ 01 Female _____
2. **Age:** 00 18-38 ____ 01 39- 59____ 02 60 and above_____
3. **Tribe:** 00 kurya ____ 01 Ikoma __ 02 Natta ____ 03 jita ____ 04 sukuma__ 05 others____
4. **Number of people living in the household:** 00 2__ 01 3-5__ 02 6-9__ 03 10 and above _____
5. **Main occupation of household head:** 00 crop production ____01 livestock keeping _____
 02 crop business ____ 03 petty trade____ 04 civil servant____

Section B: Economic Production

6. **Do you own a farm?** 00 No _____ 01 Yes _____ 02 Rent ____
- If yes or **rent**, go to question 7, If No, go to question 8
7. What **type of crops** do you produce?
 00 maize ____ 01 sorghum __ 02 finger millet ____ 03 tobacco ____ 04 cotton ____ 05 others _____
 8. What are the major **type of livestock** do you keep?
 00 cattle____ 01 goats ____ 02 sheep ____ 03 chicken____ 04 others _____
 9. What are the other **economic activities** you have engaged apart from crops and livestock production?

Section C: Status of benefit flow to the local communities

10. Are you **benefiting** from the presence of protected areas? 01 YES ___ 02 NO ___

If yes, go to question 11. If No, go to question 14.

11. What are the benefits? (Mention at least three)

Direct benefit 00 Paying school fees___ 01 funds for IGAs___ 03 Employment opportunities___

04 others___

Indirect benefit 00 Construction of classrooms___ 01 Construction of dispensaries_____

02 dams ___ 03 dormitory ___ 04 provision of furniture for schools_____ 05 others

12. What is the **level of satisfaction**?

01 Very satisfied ___ 02 moderately satisfied___ 03 not satisfied ___

13. Why you have chosen that level of satisfaction? (Mention at least three)

14. What makes you not benefiting? (Mention at least three)

15. Why the mentioned **factors** in question 14 make you **not benefiting**?

00 Lack of participation_____ 01 institution interest___ 02 market for local produces ___

03 favor to other regions (Arusha) ____ 04 Education qualification of the locals ____ 05 employment opportunity __ 06 others _____

16. What have you done **in order to** make sure you **benefit** from Protected Area?

Section D: Potential opportunities in benefit gaining

17. What **potentials you have** that can be used by Protected Areas for **you to benefit**?

(Mention at least three)

18. What do you think **protected areas can do** for you **to gain benefits**? (Mention at least three)

19. What **mechanism** do you think should put in place **to improve benefits** you receive?

00 Employment opportunities _____ 01 Market for local produces _____

02 Funds for entrepreneurs' group _____ 03 Improve social amenities _____

04 Stopping crops raiding _____ 05 Building good relationship _____

06 others _____

Appendix 2: Checklist for Focus Group Discussions (FGDs)

1. Benefits gaining by the locals from Protected Areas (PAs)

2. Types of benefits gained from Protected Areas (PAs)
 - (a) To individuals
 - (b) To Households
 - (c) To Community

3. Barriers for benefits gaining by the local community from Protected Areas

4. Potentials within locals towards improving benefits flow from Protected Areas (PA)

5. Mechanism that can improve benefits gaining

Appendix 3: Checklist for Interview with Protected Areas` Officials

1. Benefits that are delivered to locals adjacent Protected Areas (PAs)
2. Forms of benefits delivered
3. Response/perception by the local community on the benefits delivered to them
4. Challenges faced in delivering benefits to the locals
5. Opportunities that can be used by the locals to gain benefits from Protected Areas (PAs)
6. Efforts done/in place to improve benefits flow to the locals
7. Mechanisms to improve benefits gaining by the local community

Appendix 4: Checklist for interview with VCs/VEOs

1. Benefits received from Protected Areas (PAs)
2. Forms of benefits received
3. Communities response/ perception to the benefits received
4. Opportunities that can be used by the locals to gain benefits
5. Mechanisms to improve benefits flow to the locals