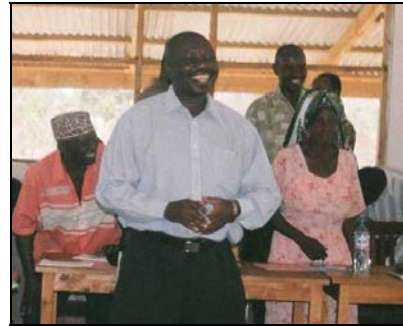


**Environmental Management and Biodiversity Conservation of Forests,
Woodlands, and Wetlands of the Rufiji Delta and Floodplain**

**Report on Workshop to Consider a Strategy on
Tourism Development in Rufiji District**

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**Technical Report No. 43
August 2003**

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¹ The Rufiji District Council implements Rufiji Environment Management Project with technical assistance from IUCN – The World Conservation Union, and funding from the Royal Netherlands Embassy.

Rufiji Environment Management Project – REMP

Project Goal: To promote the long-term conservation through ‘wise use’ of the lower Rufiji forests, woodlands and wetlands, such that biodiversity is conserved, critical ecological functions are maintained, renewable natural resources are used sustainably and the livelihoods of the area’s inhabitants are secured and enhanced.

Objectives

- To promote the integration of environmental conservation and sustainable development through environmental planning within the Rufiji Delta and Floodplain.
- To promote the sustainable use of natural resources and enhance the livelihoods of local communities by implementing sustainable pilot development activities based on wise use principles.
- To promote awareness of the values of forests, woodlands and wetlands and the importance of wise use at village, district, regional and central government levels, and to influence national policies on natural resource management.

Project Area

The project area is within Rufiji District in the ecosystems affected by the flooding of the river (floodplain and delta), downstream of the Selous Game Reserve and also including several upland forests of special importance.

Project Implementation

The project is run from the district Headquarters in Utete by the Rufiji District Administration through a district Environmental Management Team coordinated by the District Executive Director. The Project Manager is employed by the project and two Technical Advisers are employed by IUCN.

Project partners, particularly NEMC, the Coast Region, RUBADA, The Royal Netherlands Embassy and the Ministry of Natural Resources and Tourism, collaborate formally through their participation in the Project Steering Committee and also informally.

Project Outputs

At the end of the first five –year phase (1998-2003) of the project the expected outputs are:
An Environmental Management Plan: an integrated plan for the management of the ecosystems (forests, woodlands and wetlands) and natural resources of the project area that has been tested and revised so that it can be assured of success - especially through development hand-in-hand with the District council and the people of Rufiji.

Village (or community) Natural Resource Management Plans: These will be produced in pilot villages to facilitate village planning for natural resource management. The project will support the implementation of these plans by researching the legislation, providing training and some support for zoning, mapping and gazettement of reserves.

Established Wise Use Activities: These will consist of the successful sustainable development activities that are being tried and tested with pilot village and communities and are shown to be sustainable

Key forests will be conserved: Forests in Rufiji District that have shown high levels of plant biodiversity, endemism or other valuable biodiversity characteristics will be conserved by gazettement, forest management for conservation, and /or awareness-raising with their traditional owners.

Executive Summary

Tourism takes place in Rufiji district, but is confined to the area in and around the Selous Game Reserve and the main foci are wildlife photography and hunting pursuits.

However, since it is often suggested that tourism could contribute more substantially towards reducing poverty and increasing District Council revenues, Rufiji District council is in the process of developing a strategy for Tourism Management and Development within its broad aspiration to improve management of the district's environment.

As part of the process of developing such a strategy it was decided by the District Environment Management Team to establish a Tourism Task Force, which would organise a workshop, whose aims were:

- To raise the knowledge level of participants regarding tourism and tourism issues
- To summarise the present situation regarding the economic, political and environmental status of tourism and related enterprise.
- To stimulate critical analysis of tourism and impart skills to do this.
- To facilitate the initial steps in the development of tourism strategies for villages and the District Council.

This report gives details of the workshop's proceedings, summarises the participant's recommendations and action points and provides advice regarding the next steps towards developing the District Tourism Strategy.

The workshop was held over a three-day period, had forty-eight participants (43 – male and 5 – female) who comprised District Council staff, Councillors, village representatives and staff from Selous Game Reserve and the Mangrove Management Project. External facilitators, who have experience of running and evaluating tourism enterprises, together with the Tourism Task Force, members of which has recently been trained in eco-tourism, led the proceedings using a participatory approach based on experiential learning. A general overview of the present economics of tourism enterprises, the national policies and plans and Rufiji's place in those plans was presented to the participants. Case studies from Tanzania and Botswana were used to stimulate discussion and practical site assessment activities were used to give participants the opportunity to view their District's natural and historical assets through the eyes of entrepreneurs and environmental managers. Contributions were lively especially during group tasks where visions of the kind of tourism desired in Rufiji were expressed. The workshop was evaluated positively by the majority of participants who advised that the time was too brief, and their experience too limited, to complete some activities such as preparing a collective vision and an action plan.

The participants put forward many ideas, under the broad categories of Procedures and Guidelines, Site identification/development, Awareness raising, Promotion and Infrastructure/Hunting/Security, about actions needed to ensure that tourism development in Rufiji would benefit the communities while sustaining the natural environment which is the capital asset on which tourism will depend. Six resolutions were agreed by the plenary as follows:

1. Tourism is welcomed by the participants
2. The participants of this workshop have agreed to participate in planning for tourism development in Rufiji District, to raise awareness on the issues, to take action, to oversee and to follow up.
3. Tourism development should be strategically targeted so as to promote economic development and participation of the poor.

4. Guidelines and laws should be developed and made transparent for investors so that they can invest in tourism in line with district strategies.
5. The booklet “Guidelines for Coastal Tourism Development in Tanzania” (MNRT 2003) should be translated into Kiswahili and used as a basis for training and raising awareness at community level.
6. A specific committee should be formed to take forward many of the recommendations that have come up in this workshop, especially those detailed in the group work that developed action plans.

Together with the above resolutions the workshop facilitators propose the following recommendations:

The District Council needs to clarify whether tourism development is a priority in its development planning proposals.

If it is a priority then, in order to have a strategic, coordinated and consultative approach, it is advised that:

1. An executive committee should be established to maintain interest in the tourism agenda and follow up on relevant activities.
2. Outputs of this workshop from the “vision” activity and the development of “action plans” should be utilised to develop a District Tourism Development and Management Strategy and Plan which is integrated with the overall District environment and development plans. Further community consultations should be held in order that the strategy and programme provide for ‘pro-poor’ tourism which retains local control of assets and seeks to protect local culture. Such a document should be used to attract and guide the interest of private investors and donors.
3. Many contributions in the workshop linked tourism with conservation, both as an imperative and as motivation for conservation. This link should not be missed but heavily stressed at all times since it is the cornerstone of sustainable development and sustainable tourism. If the quality of the environment or tourism attractions is lost, then so is the revenue.
4. The workshop report, in Swahili, should be copied to all of the participants.
5. A carefully designed, awareness-raising programme which includes caution and adherence to ‘realistic expectations’, should be implemented to alert decision-makers at all levels to the need for setting and applying guidelines and procedures for tourism development.
6. Potential tourist sites need to be identified and promoted on a District map, with zoning where appropriate (wild-life management areas, hunting block, wild-life photographic areas where animals are not scared from hunting, historical sites etc.)
7. Village Assembly and Village Government participation should be sought in the identification of sites to ensure ownership and incorporation in Village Environment Management Plans, thus increasing the chances of their protection.
8. Priorities need to be set for area development to ensure that infrastructure is developed in a coordinated way, ‘honey pot’ attractions are protected and the best use is made of opportunities that form natural clusters (don’t spread too thin to try and cover a forest here, a beach there etc.)
9. A survey of existing tourist ventures in Rufiji District should be made to explore the actual constraints and potential currently experienced by established investors. A wider survey of the private tourism sector could be useful to establish the reasons why investors have not shown strong interest in Rufiji to date.
10. Donor funds and technical advice should be sought to support the District in facilitating the development of potential attraction sites, promotion of tourism in the Rufiji District, capacity building, training for community based enterprises and developing language skills.
11. For design of procedures and guidelines, and for identification of sites and ‘Unique Selling Points’ in terms of flora, fauna and landscape, the technical advice provided in the District Environment Library, in REMP documents and by their authors should be fully applied.

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Acronyms

CBNRM	Community Based Natural Resource Management
DTC	District Tourism Committee (proposed for the future)
EIA	Environmental Impact Assessment
EMT	Environment Management Team (of the Rufiji District Council)
JTMC	Joint Tourism Management Committee
MMP	Mangrove Management Project
MNRT	Ministry of Natural Resources and Tourism
NEMC	National Environment Management Council
PPT	Pro-Poor Tourism
RDC	Rufiji District Council
REMP	Rufiji Environment Management Project
SAMP	Special Area Management Plan
SGR	Selous Game Reserve
TCMP	Tanzania Coastal Management Partnership
TIC	Tanzania Investment Centre
TTF	Tourism Task Force (of Rufiji District)
VEO	Village Executive Officer
WEO	Ward Executive Officer

Acknowledgements

The workshop was organised by the Rufiji Environment Management Project, a joint initiative of Rufiji District Council and IUCN, funded by the Netherlands Government via the Royal Netherlands Embassy to Tanzania, Dar es Salaam.

The Rufiji District Tourism Task Force (comprising members from Council Departments, REMP Technical Advisers and the Mangrove Management Project) did a commendable job of organising and conducting the workshop.

Tourism Task Force members Mr. Frank Sima (Mangrove Management Project) and Mr. John Eniyoye (DGO) acted respectively as Facilitator/Master of Ceremonies and Workshop Chairman. Mrs. Anne de Villiers, the technical resource person, provided essential back-up in structuring the workshop and planning and facilitating the group exercises and plenary sessions.

All the workshop participants should be congratulated for their consistent efforts and unstinting input over three long working days.

1 Background and Context

Tourism earns about 40% of Tanzania's export earnings and accounts for approximately one third of its employed labour force. The industry is showing encouraging growth rates with about 525,000 tourists visiting Tanzania in 2001 compared to 295,000 in 1995. That is approximately 70% growth over five years. In recent years the Tanzanian government has produced important policy and planning documents which express its goals in relation to tourism. These documents include The National Tourism Policy (MNRT, 1999), The Tourism Master Plan (MNRT, 2002), Guidelines for Coastal Tourism Development in Tanzania, (T C M P for MNRT, 2003) and The National Integrated Coastal Environment Management Strategy (NEMC, 2003).

The National tourism policy seeks 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.*

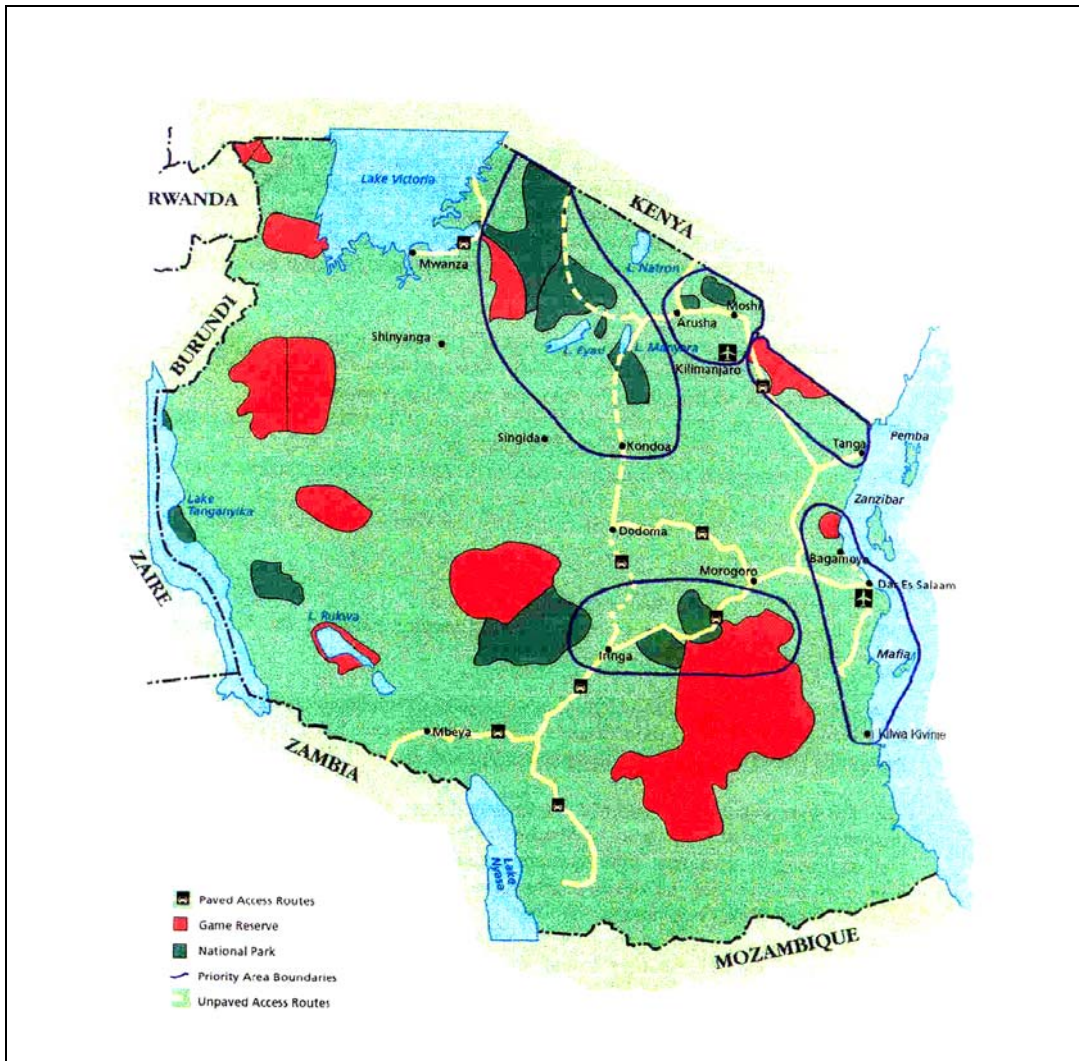
It intends to do this by broadening and diversifying the nature-based tourism product offerings of Tanzania into:

- **Resort Tourism** (with tennis, golf, water sports)
- **Coastal Tourism** (with scuba diving, deep sea fishing)
- **Special interest tourism** (bird watching, botanical tours)
- **Cultural Tourism** (Ruins, historical tours, villages)

The national government wishes to

- Reduce some of the pressures felt in the northern circuit due to the large numbers of tourists in the high season.
- Spark economic development in other parts of the country.
- Diversify the tourism sector away from wildlife tourism
- Respond to market demand
- Designate Tourism Development Zones
- Enhance & diversify the northern wildlife area.
- Extend into Usambara/Tanga/Pangani
- Develop a strong Southern Circuit (North Selous/Mikumi/Udzungwa/Ruaha.
- Develop Coastal Zones (Bagamoyo, Saadani, Mafia, Kilwa).
- Provide a Linking Corridor between Northern & Southern areas.
- Develop of Dar-es-Salaam & its environs

It can be concluded that Rufiji District, except the Selous Game Reserve, is not a short-term priority for development in the MNRT Integrated Tourism Master Plan for Tanzania. This is indicated by the map below:



Map 1: Priority Tourism Areas in Tanzania

It seems, however to be considered as of long-term interest to the government as can be read from the following quotations:

“Over the long term (6-10 years)...areas that are likely to attract significant tourism investment include...certain areas of the Rufiji Delta. ...The expansive river and tributary network of the Rufiji Delta could attract eco-tourists and adventure travellers once basic infrastructure is put in place.”
Source: GoT/TCMP, January 2003.

“An interesting possibility is to link Mafia Island to the Rufiji Delta, and to provide a memorable journey along the Rufiji River into the Selous.....soft adventure holidays which could be further developed (and at minimal cost) would include river safaris along the Kilombero/Rufiji.” Source: GoT, April 2002.

“Rufiji - the sleeping giant of tourism in Tanzania. ” Source: GoT, 2003

With a few exceptions, investors in tourism in Tanzania also take a poor view of investment in the area. They say, “it’s too far, too difficult, too expensive and with too many poor and hungry people seeking a share in the benefits”

But Rufiji District Council feels that perhaps it is time to consider what it should do in the short and long terms to make the best of the possibilities it might have for benefiting from the 'wise' development of local tourism. The Council is aware that, for decades visitors from other countries, including British colonials as per the quotation below, find its district attractive. It is also aware that one of the richest districts for natural resources in Tanzania is also one of the poorest in terms of human development. Through Rufiji Environment Management Project (REMP), it found technical advice and financial support to kick start the process of analyzing the present situation regarding tourism in the district, and of proposing ideas for a District Strategy for more pro-active tourism management.

Rufiji is unfairly denounced by collective minds influenced by the strong consensus of opinions resulting from those....who chanced to see Rufiji during its flood period of 1917.... Normal conditions are less generally known and seasonal changes give the area months of favourable phases when visitors with guides might find much enjoyment, thrill and benefit from rambling about the riverine scenes of East Africa's most important river." Source: Barker, R. de la B, 1937.

2 Introduction

The Rufiji Environment Management Project (REMP) based at Utete town, the headquarters of Rufiji District, Tanzania has as its goal *to promote long-term conservation through “wise use” of the lower Rufiji Forests, woodland and wetlands such that biodiversity is conserved, critical ecological functions are maintained, renewable natural resources are used sustainably and the livelihoods of the area’s inhabitants are secured and enhanced.* In REMP tourism issues relate mainly to the objective *b) to promote the sustainable use of natural resources and enhance the livelihoods of local communities by implementing sustainable pilot development activities based on “wise use” principles.* A Tourism Task Force (TTF) was initiated in late 2001 when REMP had made initial presentations to the EMT in order to stimulate interest in developing a District Tourism Strategy. A workshop concept was prepared during 2002. In early 2003 a wildlife tourism specialist visited various sites and contributed to the process of stimulating the development of a tourism strategy for the District. In April 2003, the Tourism Task Force, which had been inactive, was revived and strengthened by new members who had attended training in eco-tourism. A workshop was proposed to raise the levels of knowledge and awareness of tourism and its possible impacts in Rufiji and to raise the capacity within the district to critically analyse tourist venture proposals from economic, social and ecological perspectives. Specific objectives of this consultancy included the following:

1. To raise the knowledge level of participants regarding tourism and tourism issues
2. To summarise the present situation regarding the economic, political and environmental status of tourism and related enterprise.
3. To stimulate critical analysis of tourism and impart skills to do this.
4. To facilitate the initial steps in the development of tourism strategies for villages and the District Council.

A workshop was held over a three-day period in order to achieve the above, and was attended by forty-eight participants (43 – male and 5 – female). A participatory approach, based on experiential learning was used throughout the workshop. This report details the activities that were incorporated in the workshop and the training materials that were used by the facilitator.

3 The Participants

The Tourism Task Force was initiated at the monthly meeting of the District Environmental Committee, April 2003, specifically to prepare for this workshop. They invited a range of participants to attend the workshop based on their perceived potential involvement in Tourism. These included the District Councilors and their chairman; various District Officers (Lands, Natural Resources and Environment including Game/Wildlife, Fisheries, Forest) Agriculture and livestock, Water, Community Development and Education); Officers from the Mangrove Management Project, the Game Warden from the Selous Game Reserve and community representatives from areas where tourism ventures are being implemented or tentatively piloted. Please see Appendix.1. for a full list of participants. The gender imbalance is accounted for by the desire, in this first such workshop, to invite local leaders most of whom are male at present.

Table 1: Profile of the Participants

Position	Female	Male	Total
Councilors	2	16	18
District Officers	1	15	16
Ward Executive Officers	0	6	6
Village Executive Officers	0	1	1
Village Environ. Committees	2	2	4
Village Government Reps	0	3	3
Totals	5	43	48

4 The Workshop Proceedings

4.1 Workshop Timetable

Day 1:

Opening Ceremony:	MP Rufiji District: - Honorable Bakari Mbonde
Introduction	Participants introduced themselves by name and a short summary of their personal experience in Tourism.
Presentation	Introduction to Workshop Goals and Agenda
Group Work	Exploring Tourism Concepts through looking at pamphlets and brochures of existing operations in Tanzania, and translating some of the common terms used in the trade into Swahili.
Lecture:	The Context of Tourism in Tanzania, policy and legislation
<i>Lunch</i>	
Group Work	Existing tourism ventures in Rufiji and impact (positive & negative)
	Potential Tourism sites in Tanzania. Priorities for Development
Collective Work	Vision for tourism in Rufiji, aspects that you want to see in tourism and aspects that should be guarded against.

Day 2:

Full Session:	Review of Day 1
Group Work:	Discussion and resolution of various scenarios related to tourism development in Rufiji
Case Study Lecture:	Chole Mjini, Mafia
Lecture:	The Pro-Poor Tourism Agenda
<i>Lunch</i>	
Field work:	Role-play in site assessment of ChemChem and Lugongwe
Collective Work:	Continued development of a 'Vision for Tourism in Rufiji'

Day 3:

Full Session:	Review of Day 2
Case Study Lecture:	Community Based Natural Resource Management in Botswana.
Collective work:	Action points for developing Tourism in Rufiji
Group Work:	Planning for Tourism Development in Rufiji.
Closing Ceremony:	District Commissioner – Honorable Jafari Mpili

4.2 Outline of Methods used in the Workshop, and details of group work.

Lecture notes are provided in Appendix 2,3,4 and 5. Reference materials made available at the workshop are listed in Appendix 6. Each session is described here below under the headings, objective, task and comments. The methodology of each session is described as an integral part of the session's description.



Day 1

4.3 Self Introductions

Objective: To have participants know each other and relax with each other. To give the facilitators an opportunity to understand the level at which to pitch the sessions in order to match participants knowledge, interests and needs. To give everyone an opportunity to speak in order to “warm” them up and make them feel free to contribute later. To encourage each participant to focus on the subject of the workshop.

Task: Participants were invited to introduce themselves and to give some detail of their own experience in Tourism, of tourists or of being a tourist.

Comments on output of the exercise

The exercise was time consuming since it included all the participants and the dignitaries of the opening ceremony, but it was considered well worth it. It was a useful ice-breaker since it helped us know our fellow participants and was also useful in setting the scene since the range in experiences themselves were extensive. Some participants acknowledged that they had no experience at all, others had enjoyed serving kisamvu (cassava leaves) to some tourists in a village cafe, whilst others had seen them driving past in cars, others had been guides in the National Parks, or on Mount Meru. Others had received training in tourism as part of their studies at the National College for Wildlife Management, Mweka. Many of the participants had travelled to a number of the National Parks in Tanzania, and one of the participants visited the Great Wall in China, as a tourist.

4.4 Group Work - Analysis of pamphlets and brochures

Objective: To show participants the range of hotels, lodges and camps that are currently operating in Tanzania and to encourage discerning assessment of the range of tourism activities. Also to look at the type/quality of promotional materials that are used in the trade. Further to begin to consider the range of tourist type ventures and the vocabulary used in the trade.

Task: Participants were subdivided into groups and were asked to categorize the different types of hotels, and the different kinds of activities that might be offered from these different establishments. The groups were also asked to look at the brochures and to discuss the quality of brochure, the good qualities and the bad qualities and difficulties that they might encounter if they were to produce brochures for the Rufiji. One group was asked to translate a sample of tourism descriptors into Swahili; these are listed in Appendix 7.

Comments on the outcomes.

As described by one of the village participants the first exercise was difficult because they were “cold” (they had only just put their thinking caps on), but the pamphlets were very useful in giving them an overview of the different kinds of hotels. All of the pamphlets were in English and thus it was difficult for many of the participants to evaluate the content other than by looking at the pictures. Some of the comments presented back in plenary included:

The pamphlets were low on information of the people of Tanzania and their customs.

Web sites, email addresses, telephone numbers or fax numbers were an integral part of the brochures that required a certain level of investment in communications in order to benefit from the promotion expected.

The quality of the pamphlets was a significant factor in attracting people to read the leaflets, newsprint/black and white print was not considered attractive.

Some of the pictures on the leaflets were not in keeping with Tanzanian culture (e.g.: Nungwi Beach Hotel showing women in bikinis, a Zanzibari man carrying a western woman in a bikini). Other pamphlets had many good pictures and few words and were considered more effective in demonstrating the attraction than a wordier example.

It was observed that they would be expensive to produce.

All the leaflets were printed in English except for one advertising the 'Nyumba ya Sanaa' which was printed with English one side and the Swahili on the other. This design was appreciated since it enabled the local people to remain in touch with what is happening in Tourism. It was acknowledged that the target group would not know Swahili and therefore English was a prerequisite and a wider knowledge of the language was required for Rufijians to participate in tourism.

It should be noted that it was in fact difficult to get hold of the pamphlets in Dar-es-Salaam since many of the agents and operators had their promotional material on disk and were able to show prospective clients computerized promotions of a number of destinations. This leap in technology is yet another factor that makes it difficult for villages to promote cultural activities without financial support from a partner organisation.

Holiday Types:

It was recognised that there were sub-divisions in tourism in the type of people and the type of holidays that they might be interested in. These included hunting safaris, photographic safaris, ecological activities, cultural and heritage activities and beach holidays. Breaking tourism up like this and targeting different types of tourists and activities was appreciated by the participants and they instantly began to subdivide the potential attractions in the Rufiji in this context.

4.5 Group work to detail the existing and potential tourism activities in Rufiji

Objective:

- a) To make an inventory of the existing activities and to critically assess the impact of these to date.
- b) To detail the potential sites that could be developed for tourism and to critically assess the kind of tourism that should be promoted and that which should be discouraged.

Task: The participants were divided into four groups, two of the groups looked at the existing activities and two of the groups looked at the potential activities. The participants were asked to mark the sites on a map provided and prepare a key with details for presentation. In addition the group detailing existing tourism developments were asked to give information of whom the development was owned by, when it was started and the approach used to initiate the development (from Government, through District, or an initiative that was started at village level).

Outcomes.

Existing Tourism Ventures

Existing campsites and tourist accommodations are mostly clustered in the Selous. Those listed included: Rufiji River Camp, Mbuyu Camp, Selous Safari Camp, Behobeho, Sand Rivers, Nomad Kibambawe Camp, Impala Camp, Stiegler's Gorge Camp.

There are four tourist camps bordering the Selous in the Mloka area: Mbega, Hidden Paradise Camp, Patrick and Kenneth Camp, Msigani

There are no tourist camps or hotels in the rest of the plains or delta, though Mtanza and Msona sub-villages are piloting campsites and the Mangrove Management Project is initiating tourist activities through setting up campsites in Nyamisati and Dima Island in the Delta.

The recently declared wildlife management (candidate for WMA status) area of Ngarambe has been utilised for tourist hunting activities.

The information on the ownership of the camps, date started and nature/process of set-up was not compiled by the groups in the time frame. It is recommended that the nature of tourism ventures past and present in the Rufiji be surveyed/studied to ascertain the pros and cons of setting up in the Rufiji district and to improve understanding of how the existing operators have succeeded to date.

Professional Hunting companies known to operate in Rufiji were listed as:

- Luka Samaras Hunting Safaris
- Tanganyika Wildlife Safaris
- Game Frontiers

Research visitors:

Researchers were also listed in “Existing tourism”. Multiple minor research projects have taken place over the years with natural scientists from all over the world visiting and camping in a range of sites all over the District to study the flora and fauna that is so special in the Rufiji District. These activities offer a huge resource base for developing information and promotional materials for the Rufiji. The sites that have been studied include: Kichi Hills, Ngumburuni, Rufiji River, Rufiji Delta, Ngarambe, Tapika, Mbunju Mvuleni, Mtanza Msona, Kipo Hill. The topics of study range from fish, birds, mammals, plants and the people themselves.

Table 2: List of present and potential tourism activities generated by participants for Rufiji

Photographic	Research	Hunting
Sand River Camp (SGR)	Kichi Hills	Msigani (non-registered fly camp site)
Selous Safari Camp (SGR)	Ngumburuni	Ngarambe
Beho Beho Camp (SGR)	Rufiji River & Lakes	Tapika
Rufiji River Camp (SGR)	Delta	Chemchem (South of Utete)
Mbuyu Camp (SGR)	Ngarambe	Other areas of Rufiji District bounding Selous Game Reserve e.g. Siasa, Mloka.
Mbega Camp	Tapika	
Hidden Paradise Camp	Mbunju Mvuleni	
Patrick & Kenneth Camp	Mtanza Msona	
Lake Utunge (M. Allard)	Kipo Hill	
Ngumburuni (potential)		
ChemChem, Utete (potential)		
Delta Rufiji- (potential)		
Kichi Hills (potential)		
Ngarambe (potential)		
Tapika (potential)		
Mbunju Mvuleni (potential)		
Mtanza Msona (potential)		
Kipo Hill (potential)		

Details of impact

When asked what were the positive and negative impacts of the present tourism activities, the participants' main comments were as follows:

- Positive

Improvement in community services – hospitals, classrooms, teacher's houses, milling machines, communications and solar equipment.

Improvement in roads (Utete – Ngarambe)

Employment – road maintenance, skinning and curing pelts as a by-product of the hunting trade, and employment in the various camps.

Environment – Better management of the environment has been seen since the businesses have started.

- Negative.

An increase in crop damage by wild-life

An increase in human accidents/deaths due to wildlife

Destruction of human assets by wildlife, including wells and houses.

Conflicts between villages and the protected area management.

Increased levels of illegal hunting.

- Things to avoid when planning for tourism

Environmental destruction

Boundary conflicts

Disorganized and destructive harvest e.g. trawling near coral reefs

Damage to historical sites

Dynamite fishing

Wildfires

Comments on the Outcomes

It is important to remark that the negative impacts of improving access by the opening of the new bridge or making new roads through highly biodiverse forests were overlooked by participants. Improper disposal of rubbish, particularly polythene and other non-biodegradable petroleum-based products was not mentioned as something to avoid. This indicates that the levels of environmental awareness need to be raised further if the resource base to be exploited for tourism is to be maintained in an intact and attractive state.

Potential Tourism attractions (Vivutio) and ventures

This exercise was enthusiastically received by the participants and a long list of potential tourist sites were identified through the district. These have been given below and are detailed in a Map 2. At every opportunity other sites were listed as they were remembered, and serves to show the great variety and potential of the Rufiji District and that the list attractions mentioned is not exhaustive. The potential is scattered through the District and contrasts with the clustering of existing developments in and around Selous. Wildlife safaris, and the Selous Game Reserve are both high profile activities in Tanzania and have an inherent marketing edge. The other sites in the Delta are largely unknown and unvisited, changing this will require significant investment and promotion.

Attractions

Place: The Delta in general

- Photographic Tourism – birds
- Ecological tourism – aquatic life, coastal life, mangroves, beekeeping.

Place: Kikale

Historical Tourism

The remains of a British and German warships.

Ecological tourism to view the mangroves and their diversity of life among them.

Place: Dima

Nice sandy beach

Fresh water

Duikers and other small antelopes

Casuarina trees

Remains of German Forestry Office

Place: Simba Uranga –

- Beautiful beach;
- German graves,
- Dolphins,
- Birds such as terns and waders;
- Animals such as Vervet and Sykes monkeys.
- Beautiful scenery, lovely winding rivers among the mangroves.

Salale – German building; Remains of the German ship the Shomari/Somali; Site of Konigsberg remains which are mostly buried or cut up for scrap; Remains of a German cotton-ginning machine; Remains of a German saw in its godown (Saninga River); Animals such as crocodiles and hippopotami.

Places: Matosa, Bumba, Usimbe.

- Travelling in canoes or dhows.
- Villages within the mangroves.
- Culture and lifestyle of delta dwellers, Stilt houses, rice cultivation.

Place: Kiite Hills – Ruarake

Bats

Place: Utete

- Historical Tourism – German-built fort (Boma la Utete)
- Ecological tourism – Hot Springs at Chemchem, lakes with hippopotami, crocodiles and fish.
- Photographic Tourism – Mkapa bridge

Place: Ngarambe

Tourist Hunting

Place: Kichi Hills

Photographic Tourism – birds and other animals.

Place: Mloka

Photographic Tourism (animals including birds)

Tourist Hunting

Historical Tourism- remains of artillery used in the First World War 1914-1918 by Selous against von Lettow Vorbeck at Mtemere Game Post. Grave of researcher at Stiegler's Gorge Waterfalls and Hot Springs.

Place: Mtanza Msona

Animals– baboons, Colobus monkeys, lions, hippopotami, elephants, warthog, Sykes monkeys, water and woodland and forest bird species.

Mtanza Village Forest Reserve and many natural lakes.

Place: Kipo

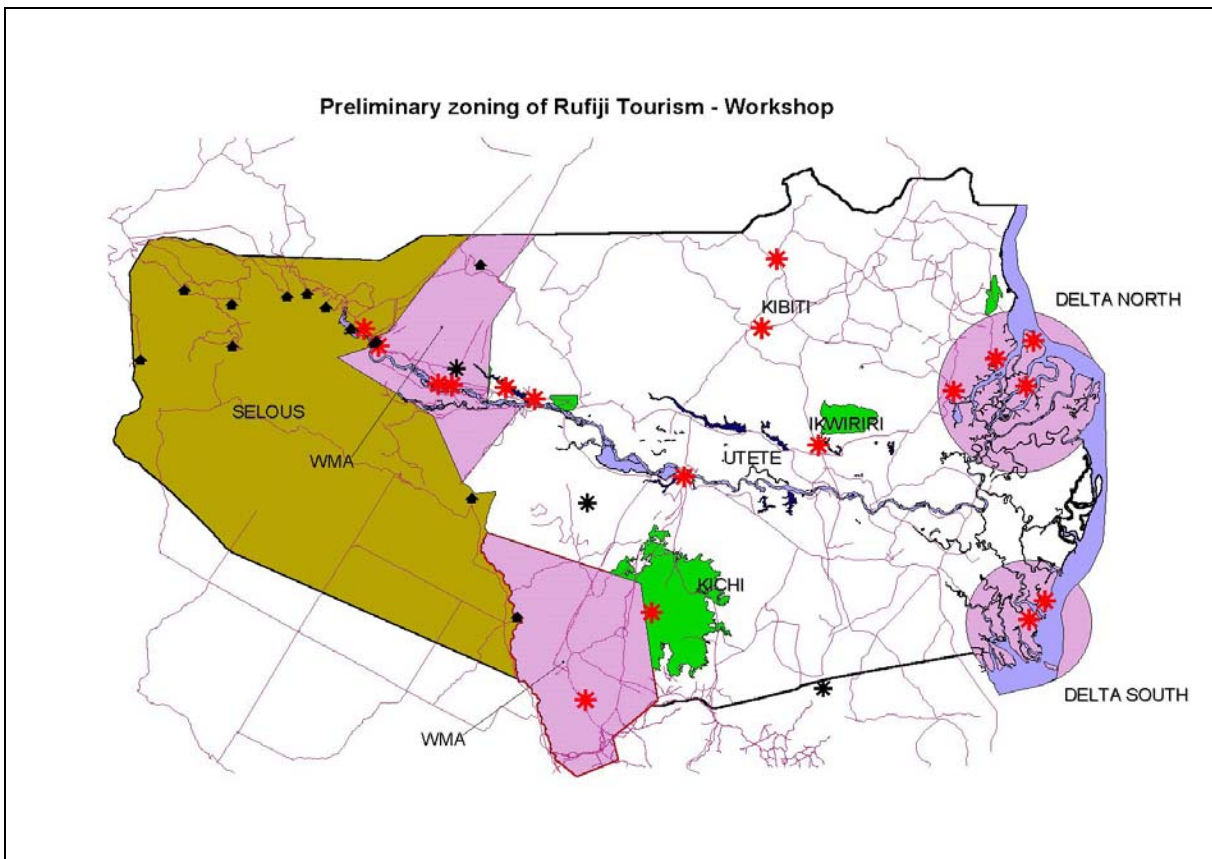
Lake Zumbi with tasty fish and huge crocodiles.

Place: Kimbuge

Freshwater springs (Chemchem)

Selous Game Reserve – SGR – North and South (SGR)

The map below shows existing camps (black tent icons) and potential locations for new ventures – red asterisks.



Map 2: Existing and potential tourism areas- Workshop participants views

As mentioned above, the sites are widely scattered. While this suggests a need for zoning, it is worthwhile to remember that information about Rufiji, much of which has hardly been explored scientifically, is still limited. Also we will need to consult a much wider range of community respondents to get a comprehensive and realistic view of what is really out there.

For example, respondents in the workshop cited some forest reserves (green on the map) and lakes as potential sites, but there are many more lakes and forests in the District than were mentioned in the workshop.

4.6 Collective Work - Vision Statements (Mitazamo)

Objective: To collect ideas on what the participants would like to see in a Tourism strategy for Rufiji, “what is their vision for tourism in their district?”.

Task: Participants were asked to write down their hopes and fears associated with tourism in order to contribute to the building of a “vision for tourism in Rufiji District”. Positive comments were written on green cards, and the negative comments were written on brown cards. This activity was given as ‘home-work’ and the cards collected by the Tourism Task Force the next morning. The exercise was repeated at the end of Day 2.

Comments on the output of the exercise

Almost all of the participants contributed to this exercise and a large array of comments were collected with emphasis on a range of issues. There was no time to compile a collective vision and this task remains to be done. The very strong, and eloquent comments listed below are a sound basis for developing this ‘vision’ and the Tourism Task Force is urged to take this activity to completion. Many of the issues raised in this exercise were emphasised both in the MP’s and the DC’s opening and closing speeches respectively. Specifically these were:

- The need to find ways through which the local people could participate in and benefit from tourism;
- The need to promote the Rufiji and its tourist attractions; the need to conserve potential tourist attractions through awareness raising, and local planning;
- The need for conservation;
- The need for peace and security so as to attract foreign visitors.

4.6.1 Positive Statements on the kind of tourism that is wanted.

- **Tourism should be encouraged**

Tourism should come. Tourism should be developed over the whole district until it can be seen in many areas. There should be many hotels to accommodate tourists seen in the district.

Tourism activities and business should be encouraged so that income is increased, jobs are created, and so that there is collaboration with and exposure to the people of the countries that take part in this.

- **Tourism should have a pro-poor focus with participation at village level and District wide planning and coordination.**

Tourism that brings direct benefits at village level (income and jobs) so as to improve livelihoods, social services (hospitals and schools) and also the local infrastructure (like roads and transportation).

It is important that there is cooperation in all sectors to be able to capitalise on tourism

We want tourism that is poverty focussed and is part of a poverty reduction strategy. The Nation, District and villages need to gain benefit from tourism

The tourist attractions, that Rufiji Delta has plenty of, should be used in a planned way to develop Tourism and hence the economy of the district.

Village Councils should be paid some (40%) of the proceeds that are earned from tourism.

There should be a District campaign to make people aware of tourism and the related issues at all levels with all stakeholders including women who also need to learn and to further educate others.

There should be village level participation in tourism and village level interaction with tourists so that we can be exposed to and learn from visitors.

Investor agreements should be public and known by the village in which the investment takes place.

Villagers should have the opportunity to interact with tourists and to learn from them

- **There is a need for security and awareness raising of its importance**

Security to tourists is important in and outside of the district, between sites and within sites.

The villager needs to be prepared to invest in security for the benefit of the tourists.

Tourism is only an option if our natural assets are protected and conserved.

- **Tourism development should be sustainable and used to promote conservation of our natural resources.**

Tourism is only an option if our natural assets are protected and conserved.

Tourism benefits should be linked to conservation strategies so that we can manage our mangrove forests according to the law.

We want sustainable tourism that is supported by officers at district level to protect our natural assets and not to give out logging licenses etc. without thought to sustainability.

The government from National to District Level should focus on tourism and work with it to protect the environment and animals that are now in danger of disappearing.

There should be a strategy to protect our assets that can be used as tourist attractions.

The kind of tourism that can be developed should include the following:

Ecological tourism that includes walks and exposure to our natural assets (including bees), sustainable tourism, photographic tourism, cultural tourism and historical tourism, hunting safaris as long as it is well managed and the licensing and quota system is adhered to.

Development should be focused on those areas bordering the Selous in a plan that protects the wildlife and brings benefit to the nation and to its people in the villages.

The Delta area also has many attractions that can be used to promote tourism and they should not be forgotten.

4.6.2 Negative aspects of tourism that should be avoided or managed.

Avoid any tourist development that is destructive to the environment.

Poorly planned developments that lead to pollution and erosion.

Destructive and wanton licensing practices that lead to the demise of our natural assets (especially forests).

Any development that is unsustainable and leads to over-harvesting or unplanned harvesting.

Any development that weakens the villagers' ability to protect village land and leads to illegal practices.

Village practices that are destructive and illegal and thereby reduce the potential for developing tourism should be avoided and/or controlled.

The development of tourist sites, especially heritage sites should not be only for the benefit of foreign tourists.

Historical sites should not be destroyed or left to collapse.

The loss of many of our natural assets is inevitable if we continue to allow large fishing boats to fish in our waters, dynamite fishing in our waters, illegal killing of wild animals and birds without license (like hippos and crocodiles), and wanton cutting of forest alongside shifting cultivation and the burning of forest.

Regular hunting, year after year is not appropriate.

We do not want tourism that is without benefits for local people.

We do not want tourism that does not participate with the community, or that that fails to teach or train the people so that they can participate in tourism.

No top-down approaches where investors are imposed on land and land-users at village level.

There is no place for projects that are not participatory.

Tourism that brings benefit to only a few is not wanted.

If security measures are not in place there will be no tourists.

Lack of cooperation and nepotism will be the downfall in terms of security, the laws should take precedence to deal with thieves and such like that can bring a bad name to tourism in Tanzania.

Poor land use planning will starve our people.

Investment that brings land use conflicts is not wanted.

The tourism sector should not only consider upland sites (there is also the Delta)

Destructive tourism practices that destroy our social and cultural norms should be avoided.

Youth following negative western habits (casual dress, drugs, loose sex that may increase HIV infection, and alcohol abuse); and loss of respect for Tanzanian traditional culture should be circumvented.

Religious erosion should be avoided.

Beach tourism is not good because it is destructive for our cultural norms. People wear clothes that are not in line with our culture.

DAY 2

4.7 Group Work – Scenarios.

Objective: To get the participants to grapple with some of the potential problems and difficulties in managing tourism and venture start up in their district and in their villages, also to understand the need for management of the process as opposed to leaving things to default decisions.

Task: Participants were divided into groups and given one of the following scenarios to discuss, and resolve. Their ideas were presented back to the plenary session at the end of the morning.

Scenario 1: You are the District Officers
A village approaches you with their land-use plan supported with local by-laws. It shows a site that they want to use for a tourist lodge/camp and they want help from you to find them an investor:

How would you assess their proposal?
What criteria/process would you use?
How would you help them?

Scenario 2: Village level: District Government brings an investor to your village whom they have recommended to develop a hotel and hunting concession in your area. They need to show that they have consulted the stakeholders in their EIA and request a meeting with Village Government.

How would you receive them?
How would you ensure adequate consultation takes place?
What benefits would you like to see in your village from the investment?
How would you manage the process?

Comments on the activity

The participants felt that it was important that;
All investors were introduced to the village government and that they should present their plans to the village council and to the Village Assembly.
A cooperation agreement between the investor and the community is necessary.
Zonation and demarcation of the area for the investment is done.

Scenario 3. Village level: You have an investor building in your area who has agreed to pay a community levy. They are partially open and have been receiving guests for six months. Rumour has it that at least two installments of the levy has been paid to village government. Villagers are becoming unhappy they not see the benefits that they had assumed they would get. Also the women are complaining that they now have to walk an extra 40 minutes to the well because of the fence the investor has built across their old access path.

What do you do to manage the situation?
What should you have done to avoid these problems from the beginning?

Comments on the activity

The participants felt that it was important that;
The villagers should get reports of the village's receipts and payments so that they could decide what services to use the funds on.
Villagers should get an opportunity to give their opinions before the agreement is made between the investor and the village government.

Scenario 4. District Officials: You have been advised by the Tanzania Investment Centre (TIC) that you will be visited by a delegation of investors from Europe. They are a collection of private companies that have expressed their independent interest in investing in the Rufiji District.
How do you prepare for their visit?
Describe the process, people they must meet and stages of approval that need to be met if they were to invest in the Rufiji District.

How would you select which investor you would like?

Comments on the activity

The participants felt that they would choose the investor who agrees to abide by the rules and systems regarding investments and controls which are there to protect the citizens of Rufiji.

Scenario 5. You are from an environmental organisation advising the District. The District has asked you to help them prepare a zoning plan to present to the Belgium Embassy in order to attract development funding. Priority zones should be described for:

Industrial development; Commercial forestry; Agriculture; Hunting;
Photographic safaris; Protected areas

The map needs to be ready in the next week since many Politicians are promoting different strategies for development of Rufiji District and the Belgians want to see how the District plans to manage these different interests. Justify your zoning plan.

Comments on the activity

Participants suggested that;
It is important to have such a zonation plan agreed by the stakeholders and a map ready before being approached by any investors or donors. The long and short term plans for management of the environment should be clear and open to all. Reports of receiving investors should be written and made public by placing in libraries or other places accessible by the public. Good clear communication is necessary for proper understanding of the intentions of both parties to the discussions about investments. Joint evaluation meetings between the investor and the communities should take place.

4.8 Group work to assess the potential of developing Chemchem and Lugongwe for tourism

Objective: To give participants some hands-on experience in managing some of the decisions required in allocating land to tourism and managing the development.

Task: The participants were divided into two groups and were asked to role-play different people in a scenario. These included the District Executive Director, the District Land Officer, The Village Chairman, The Chairwomen of the women's committee, the youth leader, a livestock keeper, a fisherman, a farmer, two investors (one planning a high value, exclusive development, one planning a camping out-fit for low budget tourists). The team was asked to use the following checklist to evaluate the site and to come up with a development plan with justifications and guidelines for the development.

Check list for Site Development

- Define environmentally sensitive areas
- Check local cultural and social importance of site.
- Identify resource user conflict.
- Define supporting infrastructure (shops, phones, hospitals, restaurants)
- Assess effect on existing & planned land use.
- Is there space for future expansion (for all stakeholders?).
- Resource availability (building materials & water).
- Gateways to the site./access routes (where will the tourists come from).

Comments on the activity

This activity provided a welcome break to indoor activities and allowed participants to look at local sites through the eyes of the tourism agenda. They enjoyed the opportunity to appreciate the natural and cultural values of the sites and listed the details of what made the sites attractive e.g. the spring itself, the stream leading from it the mini-waterfalls, the types of rocks, the surrounding vegetation and the lake below Chemchem. There was a strong appreciation of the present socio-economic values of both sites to the local communities. It was very useful for them to see how many potential stakeholders could play a part in either approving or holding up the process of investment, and how much negotiation is required for achieving agreement. The 'eyes' of the investor were not well represented in the groupwork and compromise for site and engagement with the local community was well in favour of that community and unlikely to be acceptable to a potential investor. For example, the group 'approved' both an exclusive lodge and a campsite development for Lake Lugongwe, although it would be unlikely that they would be willing neighbours given their different client groups. Similarly, the 'investor' agreed to all local activities at the Chemchem spring to continue as long as they were 'quiet'. Given the diversity of people that use the spring and lake, and the lack of community identity, and hence the ability to manage the users, this might not work for the investor.

4.9 Work in plenary to review the key issues of the previous day

Objective: To refresh participants on the issues that were raised the day before, to share insights on the topics of the day before, and to review how many of the participants were still 'on-board'.

Task: The facilitator asked the participants to give their views on the issues raised the day before, carefully ensuring that all participants had the opportunity to contribute. Points raised were recorded in situ.

Comments on the activity

As can be seen by many of the comments, the topic of tourism development in Rufiji has been well grasped by the participants. There was full and active participation in the sessions and as described by one participant, the topic "got into their blood".

Review of Day 1

- We have many potential attractions in the Rufiji. Many of these we did not even know.
- We need to look after our attractions so that they will still be here to attract tourists.
- We need to use tourism so that it can be important in protecting the environment and in reducing poverty.
- Eco-Tourism is well suited to the kind of assets we have here in Rufiji.
- We should promote the attractions of Rufiji.
- We need a good strategy and more knowledge to be able to attract tourism to Rufiji
- There is a lack of policy and strategy for the promotion of tourism in Rufiji.
- There is a need for better planning to ensure that we develop sustainable tourism
- The Tourist trade recognises different sub-divisions in tourist activities (wild-life, cultural and heritage, beach, adventure) that we should use to describe and develop our assets here in Rufiji.
- The people need to be made aware of the potential of tourism and how they can get involved so as to increase their income. Much more awareness raising and training is required to capitalise on the potential, we are so behind.
- Rufiji has many factors that are a constraint to tourism development, such as poor roads and communications infrastructure.
- It was useful to be made aware of our weaknesses in comparison with our competitors (quality of the guides and employees in the service industry etc.)
- We need to improve our infrastructure so that we can compete with neighbouring countries and attract tourists here to Tanzania
- We could encourage cultural tourism here in Rufiji
- We need a strategy to promote Tanzania so that it out-competes Kenya and attracts more European and American tourists.
- We need English language skills to be able to enter into tourism, we need to understand the tourists themselves

Review of Day 2

- Peace and good security are very important for sustainable tourism.
- The practical session to assess Chemchem and Lugongwe was very useful in visualising, and understanding the kind of process that might take place in the set up of an investor, for tourism development.
- An understanding of the kind of benefits and potential problems that might come up at village level, alongside tourism development.
- The importance of good planning and discussion with all stakeholders at the beginning of the investment process so as to avoid conflict.
- The steps involved in attracting and interacting with a potential investor at village level, and how to avoid conflicts.
- Participation of all stakeholders, including those at village level is important in avoiding conflict, and the process should be clear and open.
- There is a need to set procedures for investors in the District that will increase local benefits.
- Tourism itself can be destructive to the environment.
- Pro-poor tourism strategies can be a way to reduce poverty in the District.
- There is a need to learn from the people who have already been involved in tourism to understand what tourists need (for example to hear the experience from the people that have been involved in Chole Mjini, Mafia).
- Women as stakeholders need to be kept briefed and to be part of the decision making process that takes place when there is investment in tourism.

- There were good discussions of the entry points of a potential project and the interaction between decision making at village, district and national level.
- There needs to be some planning and zoning of the different assets for developing tourism and accepting investors.
- The group work on the different scenarios was very useful in showing village leaders how important it is to consider how resources are used and benefits are divided.
- The potential of setting up NGOs to manage income earned from tourism as described in the Chole Mjini example.
- Tourism activities can bring conflicts in resource use and these should be avoided by clear discussion and planning at the beginning.
- The start-up process of negotiation and setting up a clear agreement can be time consuming and investors should be patient with this process.
- Tourism is a business and with the employment that it offers there is a need for training so as to meet the required standards.
- We should also be tourists ourselves and travel in the delta so that we know our own assets.

DAY 3

4.10 Collective work to develop action points for the development of tourism.

Objective: To generate ideas and material for developing action plans for tourism development in Rufiji.

Task: The participants were asked to think quietly for a moment and then write their ideas (as many as they had) on what was a priority for action if tourism was to be developed in Rufiji. The Task Force collected the ideas and pooled them into related topics. These topics were then used as the basis for discussion in the next group activity.

Comments on the activity:

There were many points raised in this activity, most of them relevant and thoughtful. The action points raised by the participants fell into four primary groups with another three minor categories. These are listed below with the number of action points that were pooled to form a category given in brackets.

- a) Procedures and Guidelines (39)
- b) Site identification/development (27)
- c) Awareness raising (25)
- d) Promotion (24)
- e) Infrastructure/Hunting/Security (5)

The facilitators and TTF made a composite table (Table 3 below) of action points from the lists of themes provided by the participants.

Table 3: Composite table of tourism development actions.

This table is based on the Uongozi na Utendaji ya Utalii (Tourism Planning and Management) action theme. The actions have been categorised, and to each category have been added related actions from other themes. The table absorbs all suggested actions.

Funding for Tourism Development in Rufiji
Allocate funds for tourism development from the District budget (or submit a proposal to a donor for start-up investment in capacity-building, infrastructure development, promotion and marketing)
Infrastructure and services
(Improve roads, airstrips, communications and basic services) (Improve security and emergency facilities and services)
Institutional Aspects
Form a District Tourism Committee – DTC (create a committee to push this process – could be the DTC?)
Management and Oversight
DTC to liaise to coordinate District, Regional and National tourism development
DTC to arrange regular joint progress/review meetings - DTC, community and private sector stakeholders a Joint Tourism Management Committee (?)
Planning and Policy Development
Integrated Rufiji Tourism Development Plan addressing District and Village-level issues, with relevant guidelines, regulations and laws in sustainable tourism development and guidelines for private sector investment.
Information collection
Assess Rufiji sites/zones for tourism potential and propose activities (Identify attractions at village level) (Village govt. identifies local attractions and communicates to Council/DED) (Council c'ttee – could be DTC? – visits sites) (Identify, list, classify and prioritise attractions and sites in the district) (Notify authorities to register attractions)
Conservation programme
Develop alternative use/income producing projects to assist community to conserve environment of priority sites (agree bylaws to protect sensitive sites) (raise awareness/promote conservation of sites) (plan land use to protect sites) (EIAs to be mandatory)
Devise measures to protect and conserve traditions and customs
Devise measures to protect/conserv/enhance features of tourism attractions
Promotion and marketing to investors
Develop plans to enable community-private sector joint ventures (advertise – domestic and global) (advertise the attractions) (Council advertises tourist attractions) (hold an investor forum) (notify villages of event and introduce investors to priority sites) (hold investor-community meetings on possible mode of collaboration) (approve joint venture agreements)
Education, Awareness-Raising and Capacity Building
Devise training in tourism for DTC (train village scouts) (guides, staff, etc., language, culture, service standards, etc.)
Educate community about tourism (Council agrees to educate community) (Council produces info materials) (Ward committees produce plan to educate villagers)

4.11 Group work to develop action plans towards developing Tourism in Rufiji

Objective To start working towards a strategy for tourism development and developing clear ideas of how the task should be tackled and by whom.

The task: The participants were divided into five groups. Each group was given the collection of action points that had been grouped into a particular category and were asked to prioritise these ideas and develop an action plan in a hierarchy of points.

The table (Table 4) below was used to guide the activity:

Table 4: Format for developing action plans towards a tourism strategy.

Activity	To be done by whom?	Where it will take place?	When it will take place	Expected outcome?
Priority 1				
1.1				
1.2				
Priority 2				
2.1 etc.				

Subsidiary action tables are shown on the following pages.

Table 5: Development of Procedures and Guidelines for Tourism Activities in Rufiji-actions needed

No	Task	Who?	Where?	When?	Result?
1	Form a District Tourism Committee (DTC)	DED	Utete	Sept. 2003	District Tourism Committee (DTC)
2	Allocate funds for tourism development from the District budget	DED	Utete	Jan. 2004	Funds available for DTC operation and plan implementation
3	Tourism Development Plan addressing District and Village-level issues, with relevant guidelines, regulations and laws.	DTC	Utete	Jan. 2004	District Tourism Development Plan document available.
4	Assess Rufiji sites/zones for tourism potential and propose activities	DTC and Community	Concerned areas	June 2004	Priority sites/zones/activities identified.
5	Develop alternative use/income producing projects to assist community to conserve environment of priority sites	Community	Concerned areas	Ongoing	Poverty reduction activities in place.
6	To protect and conserve traditions and customs	Community	Concerned areas	Ongoing	Procedures in place to protect cultural heritage
7	To protect/conserv/enhance features of tourism attractions	Community	Concerned Areas	Ongoing	Enhanced tourism potential
8	Develop plans to enable community-private sector joint ventures	Community-DTC	Concerned Areas	Ongoing	Sustainable tourism plans available.
9	Coordinate District, Regional and National level efforts	DTC	Rufiji	Ongoing	Enhance effectiveness
10	Hold regular joint progress/review meetings	Community-DTC-Private Sector	Rufiji	Every 6 months	Recommendations to improve tourism performance available.
11	Devise training in tourism for DTC	DED	Utete	Feb 2004	DTC capacity enhanced
12	Educate community about tourism	DTC	Concerned areas	Mar 2004	Enhanced community awareness and understanding of tourism

Table 6: Improvement of Infrastructure, Security, Hunting management – Actions Needed.

No.	Task	Who?	Where?	When?	Result?
1	Improve roads and communications methods.	RDC, Village Governments, National government. The people.	Rufiji	2004 onwards	Tourists will be able to come with less difficulty.
2	Train village natural resource scouts	RDC,	Tourist areas.	April-June 2004	Improved security for tourists
3	Put in place good security at tourist sites/ accommodation.	Village Governments RDC, Investors.	Airports, Accommodation sites.	2004 onwards	More tourists arriving.
4	Train in security and safety	Village Governments, RDC; National government	CCP, Moshi In the District.	July 2004 onwards	Capable security systems, sustainable safety.
5	Improve equipment and facilities for security.	Village Governments; Investors National government	All over the nation.	August 2004 onwards	Safer place.

Table 7: Education and awareness-raising for the community - Actions Needed

No.	Task	Who?	Where?	When?	Result?
1	Council gives tourism education to the people of Rufiji	DED	Rufiji District	Starting now	People understand tourism.
2	Ward committees produce plans to raise awareness of their villagers	Councillors	Ward	Starting now	Wards have plans available.
3	District Council produces information leaflets, posters materials which explain tourism issues and distribute them to the villages	DED	Rufiji District	Third Quarter of 2003	Leaflets for educating people are available.
4	Council advertises tourist attractions which are available throughout the district.	DED	Rufiji District	Starting now	Tourists and investors will know the attractions.
5	Village govt. identifies local attractions and advertises them or communicates to Council/DED	Village Chairpersons.	Village	Starting now	Village Plans are made.
6	The District Economic, Works and Environment Committee visits all the district's areas which have attractions. <i>(Idea-this could be DTC)</i>	DED	Everywhere	Starting now	Rufiji's attractions are identified and listed.

Table 8: Management and protection of tourism attractions or sites – Actions needed

No.	Task	Who?	Where?	When?	Result?
1	Identify, list, classify and prioritise attractions and sites in the district	Community Village Governments RDC The District Economic, Works and Environment Committee	Village lands	Oct 2003 onwards	The list of attractions will be clear and their geographic areas known.
2	Advertise the attractions	Public media, Tourism Section MNRT, RDC	District, Tourism Section MNRT	May 2004 onwards	The whole world will know about our attractions.
3	Agree bylaws to protect sensitive sites	Community Village Governments RDC, Tourism Section MNRT	Areas/ Sites of attraction	Oct 2003 onwards	The attractions will be safe.
4	Run a campaign to raise awareness/promote conservation of sites	Community Village Governments Technical people, Artistic groups.	Areas/ Sites of attraction	Jan 2004 onwards	The attractions will be cared for and people will understand why they should be conserved.
5	Include the attractions in Village Natural Resources and Environment Management Plans.	Village Governments Technical people RDC , NEMC TCMP	Areas/ Sites of attraction	Jan 2004	Good use and sustainable management of our natural resources of Rujiji

Table 9: Promotion of the tourist attractions of Rufiji- Actions needed

No.	Task	Who?	Where?	When?	Result?
1	Identify attractions at village level	Village Governments	Village	Nov 2003	Attractions will be identified.
2	Notify authorities to register the identified attractions	VEO WEO DED	District	Dec 2003	The list of attractions will be clear and known.
3	Advertise – domestic and global by internet and leaflets.	DED Tourism Section MNRT	District Village Tourism Section MNRT	June 2004	We will have found prospective investors.
4	Welcome investors and tourists to the District Headquarters.(e.g. hold an investor forum)	DED	District	July 2004	Investors will have come.
5	Notify villages of investors’ visit and introduce investors to priority sites.	DED Village Governments	District Village	July 2004	All areas will have been seen and recognized.
6	Hold participatory investor-community meetings on possible modes of collaboration	DED Investors Villagers	Village	July 2004	Agreements are made with investors.
7	Make agreements and legal contracts with investors.	DED Investors Villagers	District	August 2004	Investments are beginning to take place.
8	Form a committee to follow-up and push this investment process. (Idea- It could be the DTC?)	M.P. DED DC Councillors, etc.	District	Starting now	All the tasks are being supervised.

Comments on the activity

There is never enough time!! Despite this the activity was well done by many of the groups and serves as a useful starting point for developing a strategy. Many of the ideas in this activity could be used to develop a log-frame that could be used to guide tourism development in Rufiji. Many of the ideas were superficially dealt with, with groups laying all responsibility at the door of (District Executive Director) DED. His office was given the overall responsibility to decide where to get the money, where to find investors, where to find technical assistance, and even when to start the activities. This highlights the need for the issues to be discussed and given priority within the District mandate. Once this has been decided then an executive committee will be freer to plan and follow up some of the ideas and issues raised.

4.12 A Proposed Skeleton for the Rufiji District Tourism Strategy and Programme

The resulting action tables revealed many inter-dependencies between the themes, and the potential to augment the Procedures and Guidelines actions table with actions from the other themes to produce the skeleton of an integrated programme for tourism development in Rufiji. The skeleton Tourism Development Action Programme is presented here below.

Table 10: Draft Proposed Rufiji Tourism Development Action Programme

The following table is based on the workshop tables, and simply breaks the actions into smaller steps. This could be developed into a programme design.

VISION FOR RUFJI TOURISM
Define a Vision
RUFJI TOURISM DEVELOPMENT PROGRAMME
Programme implementation achieves the Vision
Programme design
Executive (e.g. a DTC) established to design programme
Funding secured for programme design
Technical support (if needed) in place for programme design
Programme elements derived from workshop outputs and materials
Programme design accomplished
Programme document produced, e.g., "Rufiji Tourism Development"
Programme funding
Programme document promoted to GoT and donors
Funding secured for programme implementation
Programme implementation
Via Tourism Development Actions, as suggested in workshop:
TOURISM DEVELOPMENT ACTIONS
Tourism institutions development
District executive body - District Tourism Committee
Management body - Joint Management Committee
Infrastructure, access, communications & services
Roads; Airstrips; Landing Sites; Telecomms; Power; Lodges; Camps; Training Facilities
Assessment conducted of critical needs
Development strategy developed
Funding secured/Investment strategy defined
Improvements effected

Table 10 Cont.

Tourism Security
Security and safety review undertaken
Needs defined in strategy
Funding secured/Investment strategy defined
Improvements effected
Tourism Land Use Planning
Information collection - District-wide consultation
Survey, exploration and research
Information sharing
Rregister/gazette sites - local and national
GIS development
Site mapping, categorisation, prioritisation and zoning
Tourism Activity Management Zone Plan
Integrate with District Environment Management Plan
Planning and Policy Development
Rufiji Tourism Policy
Integrated Rufiji Tourism Development Plan
Guidelines for sustainable tourism development
Guidelines for private sector investment.
District and Village-level regulations and by-laws
Environmental Conservation
Site survey and prioritisation - biosignificance
Site Protection Plans; Special Area Management Plans; Local Land Use Plans;
By-laws for protection of key sites
Guidelines for investors - standards, EIAs, etc.
Cultural conservation programme
Measures to conserve traditions and customs
Rehabilitation and protection of historic sites
Guidelines for investors - standards and policy, etc.
Tourism Investment
Research on investor attitudes and constraints
Risk assessments and sensitivity analysis
Promotion, marketing and information to investors
Information and guidelines for investors - Joint Ventures
Liaison with Tanzania Investment Centre
Rufiji Investor Forum
Pilot Joint Ventures - hunting; photo; adventure; culture
Tourism Education and Awareness
Mechanism for input from other programme themes
Education materials; Drama Group; Workshops
Tourism Promotion
Promotional materials – literature, videos, etc.
Liaison with Tanzania Tourist Board
Promotion to investors; agents; public
Tourism Trade Fair attendance

Table 10 Cont.

Tourism Capacity Building
Training Needs Assessment
DTC training
Village natural resource scout and guide training
Village government training
Guide training and licensing
Interpretative services
Training in service and quality standards
Security training
Language training
Cultural norms, awareness and sensitivity
Training site programmes developed
Tourism Management & Trouble-shooting
Joint Tourism Management Committee Meetings
Periodic M&E and progress reviews

5 Plenary Recommendations from the Workshop

After presentation of the action plans the workshop was brought to a close by highlighting the main points that the participants would like emphasised as an output from the workshop. These are listed as follows.

1. Tourism has been welcomed by the participants
2. The participants of this workshop have agreed to participate in planning for tourism development in Rufiji District, to raise awareness on the issues, to take action, to oversee and to follow up.
3. Tourism development should be strategically targeted so as to promote economic development and participation of the poor.
4. Guidelines and laws should be developed and made transparent for investors so that they can invest in tourism in line with district strategies.
5. The booklet “Guidelines for Coastal Tourism Development in Tanzania” (MNRT 2003) should be translated into Kiswahili and used as a basis for training and raising awareness at community level.
6. A specific committee should be formed to take forward many of the recommendations that have come up in this workshop, especially those detailed in the group work that developed action plans.

6 Evaluation of the workshop

Participants were asked to complete the evaluation form shown in Appendix 5. Their comments have been compiled to show their response.

Subject	% respondents that scored subject high = good	Comments on subject
Day 1		
Introductions	80	Preamble on the workshop was not clear (money). Workshop agenda was not given out
Group work – pamphlets	80	
Lecture – policy & legislation	85	No handouts became hard to follow all the slides. Too much info.
Group work – Existing & Potential sites	97	
Collective - Vision activity	50	We had limited experience, activity not finished
Day 2		
Group work – scenarios	85	Limited experience, time too short
Lecture – Chole Mjini case	86	Time too short, there was more to be heard
Field work – Chemchem	75	Council members did not take part
Video	68	Not enough videos
Day 3		
Lecture – Botswana case	76	Needed more examples on how the money was split, used
Collective work – Action points	70	Time too short
Group work – Action plans	58	Time too short

Compilation of comments from page 2. of evaluation form (Appendix 5). These are listed, but not weighted according to the frequency at which the comment was made:

Responses to the question ‘What did you like most about the workshop?’ included;

- ✓ The group methods and experiential learning.
- ✓ Participation of all the participants and the sharing of ideas between District Officers, educated people and village people
- ✓ The experience of Chole Mjini that was brought to the workshop
- ✓ It was well managed and well led, and the singing breaks
- ✓ The subject areas that included the importance of security, the potential for community involvement, the different ways to initiate a tourism project, the importance of conservation of our assets, the listing of the incredible number and variety of our asses

Responses to the question ‘What did you least like about the workshop?’ included;

- There was nothing that I did not like about the workshop
- The lack of clarity on schedule

- Lack of transparency on stipends
- Village ward officers not paid government rates
- Many people did not attend full-time
- The clash of the Full Council meeting with this workshop
- No handouts
- Too much to take in.
- Not everyone was comfortable participating in the group activities.

Responses to the question ‘How would you improve the workshop if it was held again?’ included:

- Pay more money to compensate for the long days
- Run the workshop elsewhere like Kibiti or Ikwiriri where there are better examples of tourism potential
- Have handouts to remind us of the workshop
- More Resource people
- More site visits
- Never run a workshop when full council is in session
- Increase to 4-5 days to give the topic justice.
- Run the workshop for more people, especially in the village areas
- Have shorter days that finish at 4.00pm not 6.00pm.

Responses to the question ‘What did you learn that you will put to use straight away?’ included:

- I will use everything in my work daily
- I will raise awareness on maintaining tourist attractions in the village
- I will tell my peers of all that I learnt
- I will stress this at council meetings every quarter
- I will use the information in my work and even when I retire.
- I will use it at once
- That which is not expensive I will do
- I will use at my meetings and will especially make sure that women get the message so that they don’t miss the opportunity to take part.

Responses to the question ‘What will you not be able to use (why?)’ included: -

- There is nothing that I won’t use.
- Tourism touches everything I will use the knowledge
- If there is a lack of cooperation from community or Government it will be difficult
- 3 days training is a bit limited and I need more information
- We will need money to implement some of the recommendations
- Maybe the community won’t understand what we are trying to say

Analysis of the comments

There were the usual logistical problems of managing a large workshop though largely the outcome was positive with many people feeling that they had gained from the workshop.

The clash with the Council meeting was unfortunate and many of the councilors did not attend the afternoon of the second day. However the core of the participants continued with much energy.

Workshop timetable

The programme was not handed out at the beginning due to a time squeeze between the organisers and the resource person. The workshop dates had been moved a number of times and it was anticipated that it would start on the 14th. On arrival on the 12th it became clear that the workshop was to start on the 13th, thus the task force and the consultant did not have time to bring their ideas together and to firm up the timetable. The original timetable was adhered to but unfortunately the Task Force did not copy this for the participants but wrote up a daily schedule on flipchart paper which was presented at the start of the day.

Handouts

Almost all of the resource materials, including Government policy documents are in English. It is not possible to translate these in the time frame though many copies were made available to the participants, but these, it was noted, were passed over due to language constraints. This lack of language to read the pertinent documents was one of the main reasons that experiential learning techniques were used as the basis for elaborating the main points. It is recommended that the workshop report compiled by the Task Force (in Swahili) should be copied to all the participants to aid them in recollecting the lessons learned.

Money

Project stipends are below those normally paid by government. In order for the workshop to fit into the project budget the organisers followed their normal budget guidelines. Due to the improvisation that took place on the starting day the normal procedures of setting up workshop rules and norms was missed and the money discussion was not held at the beginning of the workshop.

Participation

The workshop comprised of a large and varied group. Group work was set up by randomly dividing the participants into groups. Thus many of the village people were often allocated to the same group as District Officials. This made it hard for some of them to participate openly. There could have been more stratification of people in the different groups. On the other hand many of the village people enjoyed being party to the thought processes and discussions that came out in these mixed groups.

7 General Recommendations from the Workshop & Consultant Facilitators

1. District needs to decide whether tourism is a priority for investment. If yes the following recommendations should be considered: -
2. An executive committee should be established to promote the tourism agenda and follow up on relevant activities.
3. Potential tourist sites need to be identified and promoted on a District map, with zoning where appropriate (wild-life management areas, hunting block, wild-life photographic areas where animals are not scared from hunting, historical sites etc.)
4. Village participation should be sought in the identification of sites to ensure ownership and incorporation in Village Land-use plans, thus increasing the chances of their protection.
5. An awareness raising campaign should be initiated that alerts everyone to the potential of tourism but includes caution and adherence to 'realistic expectations'. Content of this awareness campaign should be carefully considered to ensure that the appropriate messages are put across in the context of priorities and the time frame for their development.
6. Outputs of this workshop from the "vision" activity and the development of "action plans" should be utilised to develop a logical-framework/objective hierarchy for development of tourism in the District.
7. Priorities need to be set for area development to ensure that infrastructure is developed in a coordinated way, 'honey pot' attractions are protected and the best use is made of opportunities that form natural clusters (don't spread too thin to try and cover a forest here, a beach there etc.)
8. A survey of existing tourist ventures in Rufiji District should be made to explore the actual constraints and potential currently experienced by established investors.
9. Donor funds should be sought to support the District in development of potential attraction sites, promotion of tourism in the Rufiji District, capacity building, training for community based enterprises and developing language skills.
10. Many contributions in the workshop linked tourism with conservation, both as an imperative and as motivation for conservation. This link should not be missed but heavily stressed at all times since it is the cornerstone of sustainable development and sustainable tourism. If clinics and schools are built with revenue from tourism it is because the environment is intact and therefore capable of attracting this revenue. If the quality of the environment or tourism attractions is lost, then so is the revenue.
11. The workshop report, in Swahili that is to be prepared by the Tourism Task Force, should be copied to all of the participants of the workshop.

8 Conclusions

This workshop was short and very active. There was commitment from all the participants from beginning to end, something that is not common in a workshop attended by almost 50 people. This commitment and interest in tourism from village level to District Officers, their District Commissioner and their Minister of Parliament is the real strength that could promote early and coordinated development of tourism in Rufiji.

Rufiji District (except the Selous Reserve) is not a priority for immediate development in the MNRT Master plan (2002). The Southern circuit connects the Selous Game Reserve to Mafia and Kilwa to the East and to Mikumi, Ruaha and Katavi inland. Plans for promoting tourism development of the Rufiji flood plains and delta are on the 'back burner' of National Government.

The key constraints identified by this workshop were lack of a plan, lack of funding, lack of technical resources, poor access, services and communications, information gaps, low awareness at community level of tourism's potential, low awareness and negative attitudes to Rufiji by the business community and lack of skills.

This workshop has raised the profile of tourism on the District Agenda and coordination and commitment will have to continue to raise the profile of Rufiji at National level. Without active promotion, the natural pace of development will take in the range of 10 to 20 years.

The District team must now decide where tourism development lies on their local agenda of priorities. If it is given high priority then skills and funds will need to be allocated accordingly so that an executive team can become functional to implement, develop and coordinate many of the good ideas raised at this workshop.

Guidance and technical advice will be required to ensure that the energy exhibited at the work-shop is well directed and of the quality that will guarantee contact with prospective investors.

Tourism traverses a number of different cultures and economies. It is important to present and relate appropriately to these different cultures/economies. These skills need to be developed in Rufiji District.

A collaborative and coordinated District approach will ensure that the Rufiji people retain control of their assets and culture. Without this collaboration and coordination (in policy, guidelines and management) they will be subject to the whims of random investors/investments and local stakeholders/beneficiaries that may cause turmoil as each vies for its own position and advantage.

The potential for managing change and development for a positive outcome is firmly in the hands of the people of the Rufiji and their elected leaders. They need to make this opportunity their own and promote the image of themselves that they want.

Effort should be made to contact community tourism initiatives that are established in Northern Tanzania (e.g. Ujamma Community Resource Trust, Loliondo) and to learn from their experiences.

The pro-poor tourism agenda highlights the potential of policy to tilt tourism in favour of economic development and participation with communities. However it also recognises the cost of empowering the communities and imparting the appropriate skills so that they can respond to the potential. The private sector is not always willing or able to provide the technical assistance for this capacity development. For a task as large as developing the relatively unknown potential of the Rufiji floodplains and delta it would be pertinent to search for a donor or NGO partner organisation that could help the District respond to the challenge of promoting pro-poor tourism in Rufiji.

9 Appendices

Appendix 1: List of Workshop Participants

TOURISM WORKSHOP

S/N	NAME	LOCATION	DESIGNATION
1	A. Ngubiagai	Kibiti	Councilor
2	Abass M. Momboka	Kikale	District EWEnv.Com.Member
3	Abdalah Chamtungu	Maparoni	Councilor
4	Ahmadu Kapimilila	Bungu	WEO
5	Amiri S. Bumbo	Mchukwi	Councilor
6	Anne de Villers		Facilitator
7	Hon.Bakari Mbonde	Utete	MP
8	Bakari S. Mkumba	Mkongo/Mgombani	Councilor
9	Bwenda I. Bainga	Utete	SAFO
10	Chiku B. Mkunika	Kibiti	Councilor
11	Daniel Kivia	Kibiti	Mangrove aforest Officer/TTF/Facilitator
12	Fatima Kambi	Utete	D Education Officer
13	Fortunatus Ndasi	Utete	DSGO
14	Frank Sima	Kibiti	Forest Officer/TTF/Facilitator
15	Hamidu Kilangai	Salale	WEO
16	Hashimu Kunjinjo	Tapika	Village Chairman
17	Hashimu S. Muhenga	MbunjuMvuleni	Village Chairman
18	Husseni Magaila	Kipo	VEO
19	John Eniyoye	Utete	D.G.O/Facilitator
20	Jonas R. Nambua	Utete	AFO
21	Jones M. Msoka	Utete	Ag DALDO
22	Juma I. Mkungura	Utete	Wildlife Office/ TTF/Facilitator
23	Juma Ngutukwe	Mahege	WEO
24	Kassim A. Palla	Kiongoroni	Councilor
25	Kassim Mkinda	Mkongo	Councilor
26	Khalfani A. Njenge	Mparoni	WEO
27	Khatibu Chaurembo	Mahege	Councilor
28	M.A. Monero	Ruwaruke	Councilor
29	M.S. Ngwalima	Utete	DPLO
30	M.S. Rwambo	Ikwiriri	Councilor
31	Maulid Maruka	Mtunda	WEO
32	Maulidi H. Mtumbuka	Umwe	Councilor
33	Maulidi Mwinyihidi	Ngorongo	WEO
34	Maulidi Shabani	Jaja	VillageEnv.Com.Member
35	Mussa A. Mlawa	Mtunda	Councilor
36	Mwajabu A. Kingwande	Mbwara	Councilor
37	N.O.Mbaga	Utete	CDO
38	Narcis Kisenga	Utete/Ikwiriri	DBkO
39	Nassoro A. Mkwera	Salale	Councilor
40	Nassoro Kidogao	Ngarambe	Chairman
41	P. Mwafute	Utete	ForestOfficerTTF/Facilitator
42	R.M. Mkwaya	Bungu	Councilor

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S/N	NAME	LOCATION	DESIGNATION
43	Rajabu U. Mwipi	Kiongoroni	WEO
44	Rashid H. Sobbo	Mwaseni	WEO
45	S.M. Kazidi	Utete	M/utete
46	S.O. Msumari	Utete	Ag DWE
47	S.O. Nindai	Utete	Ag.DNRO
48	Sadick Mwela	Mkongo	Councilor
49	Said M. Mtambo	Utete	DCDO
50	Said M. Sagara	Utete	Ag DFsO
51	Sijali Mpako	Mtanza	Env.Com.Member
52	Tabu A. Ndete	Msona	Env.Com.Member
53	Yusuph Kajia	Kibiti	MMP-Manager

Appendix 2: Lecture notes on “The Context of Tourism in Tanzania, Policy and Legislation” (compiled by A.K. de Villiers.)

Slide 1: Tourism descriptors

- Eco-tourism/Sustainable Tourism
- Responsible tourism
- Community based tourism
- Pro-poor tourism
- Mass tourism
- Package Tours
- Enclave tourism
- High-value/Low volume

Slide 2: Holiday Types - Tanzania

- Wildlife
- Beach
- Combination Holidays
- Soft Adventure (trekking, bird-watching, diving)
- Culture & Heritage

Slide 3: Main Requirements

- Healthy natural resource base. Honey Pot attractions.
- Tourism facilities & Services Quality accommodation & amenities, internal transport
- Quality Standard of Service Skills (language)/Knowledge/attitude
- Connection to tourist hubs
- Value for money (Better not cheaper)

Slide 4: Competitive Strengths (of the Tanzanian Tourist Product)

Strengths

- Abundance, diversity, reliability and visibility of wildlife.
- Unspoiled & beautiful environment.
- Low tourist density.
- Real Africa & cultural experiences (the unique African experience).
- Friendly people
- Relatively safe

Weaknesses

- Poor access (international/internal). Northern circuit becoming overcrowded
- Lack of quality accommodation. Low quality tour operators
- Poor infrastructure - especially roads.
- High costs of internal transport
- Overpriced product
- Poor service standards
- Poor quality guides

Policies & Legislation

Slide 5: National Tourism Policy

The National tourism policy seeks to assist in effort 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.

(Policy Doc, MNRT, 1999)

Slide 6: Governing policy documents

- The Tourism Master Plan (MNRT)
- National Tourism Policy (MNRT)
- National Integrated Coastal Environment management Strategy (NEMC)

Slide 7: Profile of Tourism in Tanzania

- In 2001 about 525,000 tourists visited Tanzania (cw 295,000 in 1995 - about 70% growth).
- Tourism earns about 40% of Tanzania's export earnings.
- Visits to National Parks - 66% Europeans & 30% Americans.
- Main European clients are British, Scandinavia, Italian, German and French.
- 50% of visitors to Tanzania come via Nairobi through Namanga.
- Tanzania received only 2% of all visits by Europeans to wildlife areas in sub-Saharan Africa (whereas Kenya received more than 30%).

Slide 8: Development Policy

To broaden and diversify the nature based tourism product offerings of Tanzania into:

- **Resort Tourism** (with tennis, golf, water sports)
- **Coastal Tourism** (with scuba diving, deep sea fishing)
- **Special interest tourism** (bird watching, botanical tours)
- **Cultural Tourism** (Ruins, historical tours, villages)

Slide 9: The Rationale for Development

- To reduce some of the pressures felt in the northern circuit due to the large numbers of tourists in the high season.
- To spark economic development in other parts of the country.
- To diversify the tourism sector away from wildlife tourism
- Market Demand
- Tourism Development Zones
- Enhancement & diversification of the northern wildlife area.
- Extension into Usambara/Tanga/Pangani
- Development of a strong Southern Circuit (North Selous/Mikumi/Udzungwa/Ruaha).
- Development of Coastal Zones (Bagamoyo, Saadani, Mafia, Kilwa).
- Link corridor between Northern & Southern areas.
- Development of Dar-es-Salaam & its environs.

Slide 10: Priority Zones for Development (Map)

Slide 11: Airstrips/Routes linking current tourist destinations (Map)

Slide 12: Sustainable Development

- All development proposals are subject to an EIA that is reviewed by the Technical Review Committee of NEMC (National Environmental Management Council).
- The EIA demands "adequate and genuine consultation with all stakeholders, and incorporation of their views in the EIA report.
- This review process will ensure that there will be no negative impact on the environment, local community and cultural heritage.

Slide 13: National Tourism Policy

- Priority will be given to tourist projects that benefit local communities and ensure environmental protection (Section 5.6)
- The role of the local authorities will be to “facilitate the participation of local communities in the tourism industry”. (Section 5.14.4)
- Putting into place mechanisms to ensure that developers/investors in the tourist industry enter into written agreements with the local authorities or communities in the areas they intend to invest in or develop.

Slide 14: Special Area Management Plans

- SAMPs are a mechanism that allows central government in partnership with local government to plan and manage geographic areas of particular national concern or interest.
- SAMP areas can be proposed through District Integrated Coastal Management Committees. (ICMc) to the National IMCU in NEMC under the Vice President’s Office.

Slide 15: Protection of the Environment

The cornerstone of Tanzanian tourism is the quality of the environment, which underpins almost every product. If this environmental quality is lost or degraded beyond a certain point then Tanzanian tourism will have severe problems. (Tourism Masterplan 2002)

Slide 16: Organisation of the Trade



Slide 17: Economics of starting a “small hotel” (16 units)

- Construction & Start up = US\$ 200,000
- Start up occupancy ~ 10% = 1000 bed-nights
- Gross Income @ US\$100/night = US\$100,000
- Net Income after tax & levies (40%) = US\$ 40,000 * see slide 18

Expenses:

• Salaries (3 staff @50000 Tshs. /month/unit)	= US\$ 30,000	
• Food (US\$10/bednight)	= US\$ 10,000	
• Maintenance (20% of investment)	=	US\$ 20,000
Total expenses	=	US\$ 60,000

In the first five years in a new destination with a new hotel, occupancy will be low. The investor will have to carry the investment until occupancy levels reach about 50%. Marketing a new destination is expensive and often beyond the capacity of small investors unless they are part of an umbrella organisation that shares the cost of marketing.

Slide 18: Tax, Levies, Commission (about 50 ~ 60% of Gross Income)

- Sales Tax (VAT - 20% on sales)
- Skills & Development Tax (6% on salaries)
- PAYE (on salaries)
- NSSF (10% of salary bill)

- Annual Land payments
- Licenses - TALA, business, liquor
- Local District & Community levies
- Agents commission (10-30%) Agents want 20% or more, for selling a new destination.

Slide 19: Checklist for site Development

- Define sensitive areas
- Local cultural and social importance of site.
- ID. resource user conflict.
- Define supporting infrastructure (shops, phones, hospitals, restaurants)
- Effect on existing & planned land use.
- Space for future expansion.
- Resource availability (building materials & water).
- Gateways to the site./access routes

Appendix 3: Lecture notes on The Pro-Poor Tourism Agenda

Slide 20: Pro-poor Tourism (PPT) ref - Ashley et al. 2001

Slide 21: Pro-poor Tourism Strategies (Economic)

- Expanding business opportunities for the poor.
- Expanding employment opportunities for the poor
- Enhancing collective benefits.

Slide 22: Pro-poor Tourism

- Several Case Studies warn strongly against the poor becoming too dependent on tourism because the industry is so volatile.
- Tourism cannot be a panacea. It needs to be seen as one contribution to rural development.
- For PPT initiatives to be commercially feasible they need to succeed in competitive tourism markets. Whether they can do this will depend upon the products they offer, their location, and effective marketing.

Slide 23: PPT - Skills

- Lack of skills & understanding of tourism (in the community) are identified as a key constraint.
- Poor general understanding of tourists and how the industry works.
- Lack of business skills, particularly low standards of community run enterprises
- Problems in community organisation.
- Capacity- building is clearly needed but there is a limit to what the private sector can do in this area.

Slide 24: PPT - Quality is essential.

- Community based facilities often lack the facilities to enable advance bookings and guarantees of service delivery, a particular problem for community enterprises that do not have strong linkages with particular operators.
- Unless quality of goods and services, stable prices, continuity of supply can be guaranteed then labour and goods will continue to be brought into the area from outside.

Slide 25: PPT - Action Points

- Employ locally
- Provide Training
- Source goods and services locally
- Develop joint ventures with local tourism enterprises (walks/crafts etc)
- Share infrastructure
- Engage tourists & local communities
- Help local communities organise themselves to manage collective benefits

Slide 26: PPT - Resource Ownership

The extent to which economic empowerment of local communities takes place is intricately linked to the nature and extent of land rights of those local communities.

Escalating conflict among stakeholders (National Government, Regional & District Government, Local Communities and the private sector) over control and access to natural resources is undermining the potential of CBT in northern Tanzania.

The legal status, specifically ownership of benefits from hunting and tourism development on community land needs to be clarified if PPT is to be secured (Nelson, 2003).

Slide 27: Barriers to local community involvement in PPT

- Limited skills & organisation
- Lack of financial ability
- Remote locations
- Lack of rights over land or natural resources
- Lack of product/Quality
- Limited access to market
- Unrealistic expectation of benefits

And ways to overcome these

- Link with private sector.
- Skills training in service jobs, language etc.
- CBO's empowered
- Lobbying for infrastructure development & resource rights.
- Avoidance of mass tourism strategies - niche marketing
- Start with budget tourists

Slide 28: Links with the Community

Lodge Concerns

- Property Rights
- Labour practices
- Safety of guests
- Business climate
- Access to resources & protection of.
- Emergency services

Community Concerns

- Property rights & access.
- Privacy/tourist trails
- Competition for resources
- Community improvement.
- Change in political relations & power from income.
- Opportunities

Slide 29: Planning Gain/Tender gain

Government agencies can stipulate that bids for concessions must incorporate socio-economic criteria however:

- Successful projects require a good deal of capacity-building among communities to obtain support for and to ensure a broad understanding of the project.
- Potential investors require sufficient information to allay fears of risk
- Consultation can never be too thorough.
- Government must be realistic in terms of what it can expect from the private sector. The private sector may be put off if the process is too time-consuming or expected commitments too onerous.
- It is better to outline a set of principles for investors to develop and apply rather than be too prescriptive.
- Tender preparation costs can be high

Slide 30: Collective benefits

Where community income is well-used, it can be very valuable and provide for needs that would otherwise not be met.

Unfortunately problems can emerge in the misuse of collective income. The development of strong, accountable and transparent community organisations is therefore needed.

Micro-enterprise development

Slide 31: Importance of credit and training in product development

- Draw on family networks to run small enterprises; greater difficulties in community-run ventures.
- Because of the competition within the tourism industry and the fact that tourists tend to have high quality requirements it is important to draw on private sector expertise for training and product development early on.
- Given the fluctuations in the tourism market it is important to develop products that have a non-tourist domestic market

Slide 32: PPT - Marketing

- Strength of existing economic elites is difficult to compete against
- Economic elites have vested interest in filling their own beds rather than marketing yours
- Small Hotels cannot afford to penetrate the market. Have limited reach
- Poor people are usually in remote locations with poor communications infrastructure

Slide 33: PPT - Marketing

- Success in marketing is not necessarily attracting more and more tourists, but establishing a secure and appropriate market.
- Establishing effective links with the private sector.
- Securing the support of the National Tourism Board.
- Improving marketing and communication skills.
- Identifying markets and matching products - niche markets.

Appendix 4: Lecture Notes for Chole Mjini Case Study

(compiled by A.K. de Villiers)

The Case Study of

Chole Mjini 1993 –2003

Mafia Island Marine Park Tanzania

Slide 1: Chole Mjini - Mafia Island
A Case Study (1994-2003)

Slide 2: Chole Mjini - Mission Statement

We are committed to responsible tourism that brings real benefits to the local inhabitants and supports conservation efforts. Every guest of Chole Mjini directly contributes to self-help projects of Chole Village.

Slide 3: Chole Mjini - Why?

We wanted to build a hotel that addresses the paradox that most travelers must inevitably confront, namely that the remote, natural, “unspoiled” places they like to visit are usually destroyed by tourism.

We wanted to experiment with the idea that instead of being largely a negative factor, maybe tourism could be a positive tool in rural development and wildlife conservation. Further, we hoped that maybe it could involve the indigenous population more directly and help them to manage the changes wrought by development, rather than them merely being subjected to it.

Slide 4: Chole Mjini – Goals

- To run a ‘for profit’ hotel through development of responsible tourism.
- Provide employment and skills-training directly through the hotel project.
- Procure building materials locally, working with local procurement agents.
- Ensure that there are direct benefits from tourism by
 - providing recurrent funding for projects
 - providing assistance with communications, administration, etc.
 - raising funds for community projects
- Help the community to mobilize and organize themselves.
- Help with further diversification of the economy.

Slide 5: Chole Mjini - Process

- Village level meetings to engage the community of Chole Island in discussion about their most immediate needs as a community and their expectations of benefit and their fears concerning a hotel being built on their island.
- Anthropological Research to better understand the community and their modus operandum
- Community organisation through setting up two NGOs – the Chole Social Development Society (CSDS) and the Chole Economic Development Society (CEDS).
- A commitment to raise funds for these two societies through a guest levy of US\$10.00 per guest night.
- A commitment to employing only the people from Chole in the business of building and running the hotel (this was a major commitment at the time since there were no schools on the island, and no secondary schools in the District and as such very few of the inhabitants had secondary education nor skills in masonry, carpentry, English language).
- We resolved to develop the hotel at a pace that did not overwhelm the island's community and their resources.
- Active fund raising in the donor community was initiated to support village projects and skills training.

Slide 6: Chole Mjini - Lessons Learned

- The process must start with engagement with the whole community not just the village leaders,
- The process of engagement is very time-consuming especially when consensus is required for decisions at village level. It cannot be effectively short-circuited without causing conflict within the community.
- Local people can be trained to build and staff a tourist hotel but the time-frame must be realistic (slow pace of development) and there must be commitment to this. Benefits include low turn over in staff, no requirement to provide staff housing (which in itself can be intrusive into the village environment). The village elders can also mediate in staff relations if necessary.
- A commitment to build with locally available or sourced building materials greatly increases benefit to the community (as long as it does not strain the resource base). Local people have a strong procurement network that can facilitate this process.
- There is the need to provide intensive training and supervision in order to attain the standards required for international tourist accommodation. This can be very costly in time and cannot be achieved on contract basis (that is if the work delivered is not adequate it must be redone, this is more easily achieved if people are employed using daily rates rather than contracted agreements).

Slide 7: Chole Mjini - Lessons Learned contd.

- The village needed support in organising themselves to be able to manage community fund, this included:
- Setting-up village based NGO's that were legally registered and could open foreign exchange bank accounts.
- Organised training in leadership and good governance so that people were equipped to manage the respective societies.
- Organised training in book-keeping. Lack of transparency creates distrust.
- Ensured annual audits of accounts.
- Supported communication at village level between and within the societies through a regular three monthly village meeting
- Provided facilitation and mediation skills to build local capacity in running community projects.
- Provide linkages and facilitate administration and communication between donors and various village projects (skills in fund-raising and report writing).

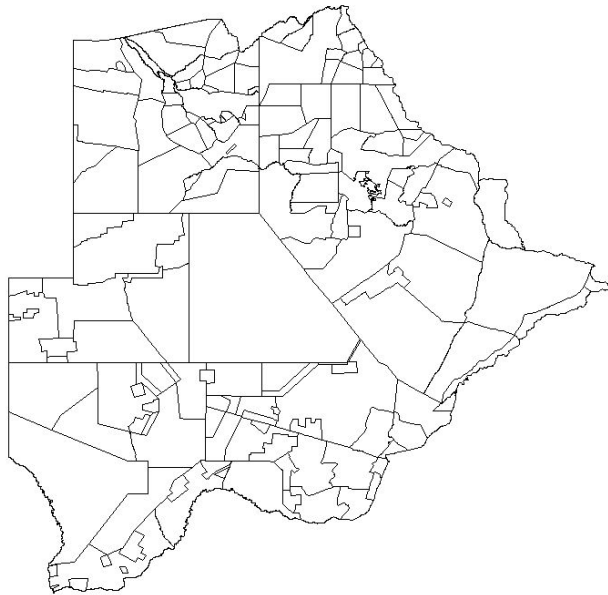
Slide 8: Chole Mjini - Lessons Learned contd.

- A guest levy raises more money for the community in the short term compared with share schemes based on profit.
- This guest levy is an important source of recurrent funding for community projects (Donors are reluctant to provide recurrent funding)
- A community levy provides income to the whole community and dilutes the perceived inequity of those achieving personal gain through employment.
- The Hotel is the heart of economic development and in the time we have been on Chole there has been a 14% growth in the economy.

Appendix 5: Lecture Notes for CBNRM in Botswana – Tenders and Joint Ventures

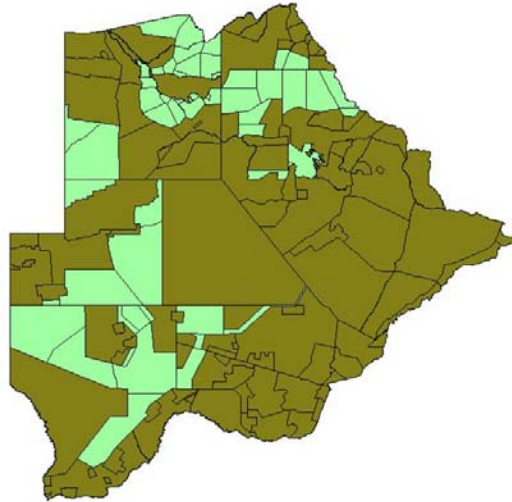
(compiled by Simon Jennings)

1. The Botswana Government carried out a national land use survey and planning exercise to zone most of the country into Controlled Hunting Areas or CHAs.
2. Most of the CHAs are areas where citizens of Botswana can hunt animals on quota from the Wildlife Dept.
3. Some of the best CHAs have been made available for lease by tourism and hunting companies to maximise profits from wildlife. Some of these CHAs have communities living in them, who can share the benefits:



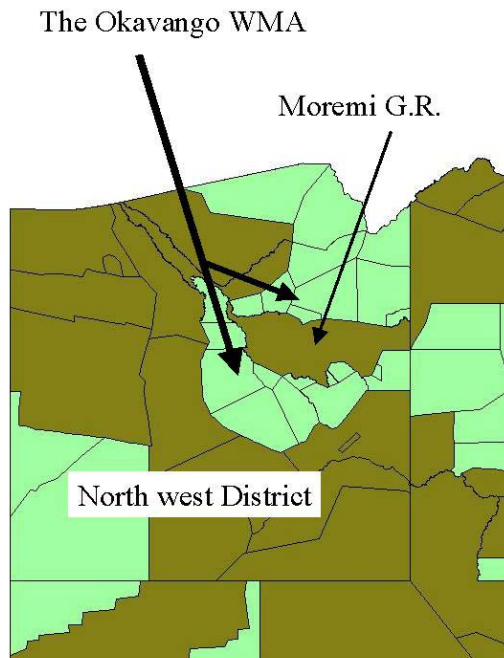
4. (Other types of land include Game Reserves, National Parks, ranches and private farms.)

5. The Government later added another type of land use category called Wildlife Management Areas or WMAs. One WMA contains several CHAs.



6. There is a Government policy for WMAs which defines the type of development that is permitted.
7. Developments in CHAs within WMAs must be environmentally friendly and support wildlife conservation. Expansion of settlement, livestock management and conversion to agriculture are discouraged, or confined to restricted zones.
8. Developments in CHAs in WMAs that generate benefits from wildlife for communities, and for local and central government, are favoured.
9. As noted, some of these CHAs have communities in them. Such communities can benefit from the Community Based Natural Resources Management Policy. This involves a joint approach between the District Council, the community and the private sector (wawekezaji).
10. The District Council is responsible for land administration. It has a Committee called the District Land Use Planning Committee DLUPU (multi-sectoral) which produced a management plan for each CHA in the District.
11. The villages in the the CHA are encouraged to form a CBO - a jumuiya jamii - to implement the management plan for the CHA.
12. Most communities have formed jumuiya jamii called Trusts. Trusts can involve several villages.

13. The Trusts are legal entities governed by a Trust Deed. They have a constitution and a committee, or Board, of Trustees, who are elected from the community.
14. When the Trust is formed/sajiliwa'd, it can engage in legal contracts. It applies to the District for a lease on the CHA. Leases are for 15 years; the rent is nominal.
15. The District can stop the lease if the Trust fails to manage the land in line with WMA Policy or the CHA management plan. In North West District, the Okavango WMA is a prime area designated for hunting and tourism:



16. Community Trusts in the Okavango have made Joint Ventures with partners from the private sector. The Trust “owns”the land, and the mwekazaji brings experience, money and clients.
17. The District has a Technical Committee which refers to the CHA management plan to see what developments and activities are appropriate for the CHA in question.
18. These will usually be hunting and tourism. The Technical Committee refers to the Wildlife Dept for the quota for the area.
19. The District Council defines the minimum income it wishes to receive from the CHA.

20. The Technical Committee works with the Community Trust to decide what benefits the community wishes to receive from the area, e.g. jobs, training, meat from hunting, support for community projects, money from rental fees and levies, money from the quota, access to resources, etc.
21. When all this is decided it is put into a Tender Document. The Tender Document is published and offers are invited from the wawekezaji/private sector.
22. All who tender must submit to Council a Tender Proposal in three parts:
 - A company background
 - A detailed technical plan for development of the area, and community benefits.
 - A financial offer for the area, e.g.:
 - Licence fees (statutory) for quota - to GoB
 - Resource royalty % turnover (min 4%) – to Council
 - Additional payment for quota – to community
 - Concession fee/rental/levy – to community
23. The Technical Committee and Trust Board Members sit together to study the proposals.
24. The Technical Plans are evaluated first, then the Financial Offers; and the three Tender Proposals receiving the best overall score are shortlisted.
25. This approach has proved most effective in raising revenues and improving standards in the tourism sector, mainly because of the competitive nature of the tender process. Financial offers for prime areas are several times greater than the minimum levels required by Council (critics of the process argue that operators are being forced to make financial offers that are unsustainable and are liable to go bankrupt in the event of even a mild downturn in the tourism market, but this has not happened so far).
26. The top three tenderers are then invited to accompany the Technical Committee to visit the community in the CHA to introduce themselves. They explain their background, experience and aims. At the same time, Technical Committee officers explain to the community the main features of each tenderer's proposal.
27. The community then votes to select the partner it prefers.
28. The proposed partnership is then made into a legal contract, or Joint Venture Agreement, between the Trust and the chosen mwekazaji.

Appendix 6: Reference Materials used in the Workshop:

Brochures and pamphlets from a range of Hotels, Lodges, Camps and Community Tourism operations based in Tanzania.

Ashley, Caroline. Goodwin, Harold and Roe, Dilys. April 2001. Pro-Poor Tourism Strategies: Expanding Opportunities for the Poor. Centre for Responsible Tourism, University of Greenwich, Medway Campus, Pembroke, Chatham Maritime, Kent ME4, 4AW, UK.

Mmari, M. and Chitaunga, P.S. March 2003, Report on the Field Trip to Identify Tourist Attractions in Rufiji Delta. MNRT.

Roe, D. Goodwin H, Ashley, C. March 2002. Pro-Poor Tourism briefing No. 2: The tourism Industry and Poverty Reduction: A Business Primer. Centre for Responsible Tourism, University of Greenwich, Medway Campus, Pembroke, Chatham Maritime, Kent ME4 4AW, UK.

CHL Consulting Group, 2002, Tourism Master Plan, Strategy and Actions. Final Summary Update. MNRT

Guidelines for Coastal Tourism Development in Tanzania, January 2003, Tanzania Coastal Management Partnership for MNRT.

CHL Consulting Group, May 2002. Tourism Development Framework, The Southern Circuit, Final Report. MNRT

National Tourism Policy, September 1999, MNRT

National Integrated Coastal Environment Management Strategy, January 2003, Vice President's Office (Environment)

Michler, Ian. October 2002, To Snap or Snipe, Africa Geographic, Black Eagle Publishing, South Africa.

Maytham, John. March 2002, Good News at Boundary Hill, Africa Geographic, March Issue, Black Eagle Publishing.

Nelson F. (2003) Community-based Tourism in Northern Tanzania. Increasing Opportunities, Escalating Conflicts and an Uncertain Future. Paper presented to the Association for Tourism and Leisure Education Africa Conference, Community Tourism: Options for the Future, held in Arusha, Tanzania, February 20-22, 2003.

Recommended Web sites

www.propoortourism.org.uk

www.africa-geographic.com

www.cullmanandhurt.org - the Cullman & Hurt Community Wildlife Project

www.tourismconcern.org.uk

www.responsibletourism.org

www.crc.uri.edu – Coastal Resource Centre, USAID

Appendix 7: Translation of some of the descriptors used in Tourism

Output from Group Work in Day 1.

- **Tourism: Utalii**

Hili maana yake ni shughuli zinzo-fanywa na mtu nje ya eneo lake la kuisha kwa kipindi kisichozidi mwaka mmoja kwa lengo maalum. Au

Ni utalii wa kusafiri kwenda katika maeneo ya kiasili na kihistoria na kutoa fursa za kiuchumi ambazo zitasaidia kuhifadhi maliasili ambazo ni muhimu kwa wenyeji wa eneo hili.

- **Eco-tourism: Utalii ikolojia**

Ecology ni mahusiano kati ya viumbe na mazingira wanayaishi vikiwa vinategemeana na kutokuwa na uharibifu katika kutegemeana huko.

- **Sustainable Tourism/ Utalii endelevu**

Utalii ambao utaendelea miaka na miaka bila kuwepo na athari zozote

Mfano: Mgawo na wanyama kwa uwindaji

- **Responsible Tourism**

Utalii unaoringatia kanuni, sheria, mikakati na taratibu zilizowekwa ili uwe endelevu

- **Community Based Tourism**

Utalii unaoshirikisha jamii kuendesha au kunufaika moja ka moja na shughuli za utalii.

- **Pro-poor Tourism**

Utalii unaosaida wananchi kuinua vipato vyao kwa lengo la kupunguza au kuondoa umaskini

- **Mass tourism**

Utalii wa makundi makubwa ambao hauno uwiano na rasilimali zilizopo

- **Package Tours**

Utalii unaofanywa na vikundi maalum wa usafiri maalum na kutembelea maeneo maalum kwa lengo la kupunguza gharama.

- **Enclave Tourism**

Utalii ambao gharama zote hulipwa huko huko anakotokaji huja na mahitaji yake yote na halipii chochote hotelini ndani ya nchi.

- **High value/low volume**

Utalii wa gharama kubwa huduma bora zaidi na zenye watalii wachache, idara yao ndogo ya watalii.

Appendix 8: Evaluation Form

Utathmini ya Warsha ya Utali – Mumaru, Utete 13..15th August 2003

Jina yako:.....

Naomba jaza fomu ya kupima usafi ya mada, weka alama kwenye jibu inayofaa

Cheo:.....

Mada (Session)	Nzuri	Wastani	Upungufu	Maelezo
Siku ya Kwanza (Day1)				
1. Utangulizi(Introduction)				
2. Kazi za vikundi – vipeperushi (Groupwork-leaflets)				
3. Masomo ya Utalii kwa jumla (Lectures on tourism in general)				
4. Kazi za vikundi: Maelezo ya Utalii uliopo na vivutio vya utalii Rufiji (Groupwork on present and potential tourism activities and attractions)				
5. Maono (Visions)				
Siku ya pili				
6. Kazi za vikundi Maswali mbalimbali (Groupwork various issues)				
7. Masomo: Mfano wa Chole Mjini- Mafia (Lecture: case study of Chole Mjini)				
8. Kazi za vikundi: Upelelezi wa ChemChem na Lugongwe (Groupwork –assessments of Chemchem and Lugongwe)				
9. Video				
Siku ya Tatu				
10. Mfano kutoka Botswana (Lecture-Case of Botswana)				
11. Kazi kutaja sehemu utekelezaji (Generation of Action points)				

Taja vitu/mbinu ulizozipenda kwenye warsha

Taja vitu/mbinu hukuvipenda kwenye warsha

Mapendekezo ya kuboresha ikifanywa tena

Masomo uliyopata utatumia mara moja ndani ya kazi zako

Masomo hutaweza kuyatumia (kwa nini?)