Experience the real authentic side of Northern Tanzania
Developing a new community-based ecotourism product for Fair2

By Anne de Jong
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RETAKE

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Preface

This thesis is a research for Fair2, a Dutch community-based ecotourism tour operator, and focuses on the development of a new community-based ecotourism product in Northern Tanzania. The Hospitality Business School of Saxion University and the external client, Fair2, commission this thesis. Within this research, a new community-based ecotourism product will be developed and part of the research is a field trip to Northern Tanzania. I am very grateful for this great opportunity of leading this project as it is always been a personal goal to help and develop tourism abroad. My father has lived in and worked for several African countries and it truly is a privilege to follow his career my way, with the influence of my tourism studies. I would like to thank my client Caroline de Greeff of Fair2, my research teacher Geertje Tonnaer, and my two examiners Tatiana Alekseeva and Adriaan Kauffmann for their support and guidance.

Best regards
Anne de Jong.
Management summary

The focus of this research is to develop a new community-based ecotourism product for the Dutch tour operator Fair2. The company offers tours to several countries in Africa and Asia and focuses on benefitting the local communities and to let the clients interact with the local cultures and the real country. Currently, they want to expand to Tanzania, Africa. They want to know what the available tourism products are in Tanzania and how they can be combined. Thereby, the full process of community-based ecotourism is not completely transparent and therefore the developing process is also part of the research. This thesis only focuses on the aspects accommodations and activities of the tourism product in order to be able to specify the research and to provide a more detailed advice in the end.

In order to find out how to develop a community-based ecotourism product it is important that core concepts are defined and clear for the rest of the research. Core concepts community-based ecotourism, community-based ecotourism accommodations, and community-based ecotourism activities have all been defined and explained. After the core concept community-based ecotourism was defined it became clear which aspects needed more research. This thesis researches the public goods of Tanzania, the available components, the opinions of experts on community-based ecotourism, and the suitable components based on criteria derived the literature research and Fair2’s vision.

Part of the sub-questions has been researched by means of literature research, which gave input for the part that has been researched during a field research trip in Northern Tanzania. In Tanzania professionals have been interviewed about their opinion on community-based ecotourism, their vision, the advantages and disadvantages, and accommodations and activities have been observed on the hand of the criteria that came out the literature research.

After the interviews, the data has been coded and analysed within units and between units to provide the research with multiple points of views and to present a more reliable discussion. The results mostly focus on the benefits that community-based ecotourism provides, but also mentions the disadvantages that it brings, and the improvements that will improve the community-based ecotourism industry. Regarding the observations, there were no outrageous results as the components all met the criteria that were set. All components proved to be truly community-based ecotourism and could therefore be included as suitable component.

All the gained information regarding public goods, suitable components, and the opinion of the professionals resulted in a new community-based ecotourism product in Tanzania that truly benefits the local communities, provides interaction for the clients, meets Fair2’s vision and needs, and is very interesting for the adventurous traveller that wants to see the backside of Africa and to learn from communities. This advice does not only present a new community-based ecotourism product that can be offered to Fair2’s clients but also provides an interesting analysis about the opinions of the locals and professionals on community-based ecotourism.
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1. Introduction

1.1 Background information client
This thesis is written for a Dutch tour operator that only offers community-based ecotourism (CBET) in developing countries. Fair2 targets travellers that want to make an original travel through an unspoiled country and together with local partners they provide a special travel concept where sustainability and adventure comes together in one profit from the experience. Fair2 is very committed to sustainable tourism and consciously chooses for poorer countries with only few tourists. Beautiful countries that have a huge diversity of cultures, landscapes, and special animal species where there is still much to discover for tourists who deviate from the traditional paths and who want to make a difference. Fair2 currently offers travels to several countries in Africa and Asia. When travellers go to Africa with Fair2 they are travelling with the locals, learning about their cultures, and they get to experience the country in a unique way. Fair2 offers a complete experience of country, culture, nature, and relaxed travel. Fair2 offers its products in two different ways. Clients can either join a set group travel, or they can tailor made their own personal travel by means of building blocks. These building blocks, also called components, can be picked and can be componed into the tour that meets all the client’s needs.

1.2 Reason of the thesis
Fair2 is a small tour operator that wants to expand its CBET product portfolio. After a short market research on Cameroon, Tanzania, and Zambia, Tanzania came out as most interesting destination to include in the portfolio partly due to a suitable local partner, land highlights such as the Kilimanjaro, the Serengeti, Zanzibar, and the beautiful landscape and animal species. Furthermore, according to the Dutch Government, Tanzania is one of the relatively safest countries of Africa from political aspects and it is one of the largest destinations in Sub–Sahara Africa. Fair2 wants to offer both known as unknown destinations from their portfolio. Most of the countries that are included in the portfolio are unknown and from now on they would also like to focus on the more known countries that Africa assets. The main reason for Fair2 to include a new destination is because they want to grow as a tour operator. Furthermore, they want to promote sustainable CBET and the best way to do this is offering attractive, beautiful countries with interesting highlights while doing something good for the African communities and the Dutch adventure traveller.

1.3 Sustainability
Sustainability is a very broad term and can be interpreted in multiple ways. From Fair2’s perspective; sustainability is based on the PPP (Planet, People, Profit) model. [Model 1, the PPP model (Resources for life, 2011) can be found in Appendix No. 1.] The model visualizes the combination of people, planet, and profit in sustainability. It also visualizes the combination between two aspects that will mark the company as Fair, Viable, or Good. When all three aspects are equally important and focused on there can be spoken of sustainability. CBET is a type of sustainability and is included in all Fair2’s products. For example, Fair2 includes village walks and culture day-trips guided by locals and with the aim to show the tourists the real African or Asian culture and not only the tourist highlights. CBET also focuses on visiting projects such as hospitals, children’s homes, and schools. Furthermore, Fair2 tries
to let its clients sleep in sustainable accommodations such as eco lodges, camping, staying at a farm, or even with a local family. In this way, the tourists and locals learn about each other and will give the traveller a unique experience. Fair2 tries to include as many CBET aspects as possible but also involves tourist highlights, some luxury lodges, and some relaxing time at lakes and beaches. Even though this is considered as non-sustainable tourism, sustainability is taken into consideration. By combing non-sustainable tourism with CBET Fair2 is able to reach a much wider target group and travellers who normally never would have specifically chosen Fair2. This is also a technique to raise awareness for CBET and to increase the effect of CBET. Fair2 would like to expand its CBET product portfolio with developing a new tourism product for its portfolio. A tourism product consists of several elements and components. First; public goods. This includes climate, scenery, culture, and animals of the destination. Public goods are goods that can be consumed for free and wherefore a tourist does not have to pay additional fees (Koutoulas, 2004). Two other components that are extremely important are accommodation and activities as these two form the basis of a solid tourism product (Koutoulas, 2004) In broad lines, existing CBT accommodation, and activity possibilities will be combined into one tourism product that can be offered to its clients. Tanzania assets many companies that are operating in a sustainable and community-based matter that work in several tourism sectors. It is very important that the chosen elements fit Fair2’s vision and that they form, when combined, a coherent tourism product.

1.4 Objectives

Fair2 wants to expand their CBET product portfolio with Northern Tanzania as a new destination and this thesis will provide insight and make contribution to the process. The management question also represents the leading question for this thesis project and the question that will be answered within the advisory part. Concerning this matter, the advisory part will present recommendations about CBET product components in Northern Tanzania coherent with Fair2’s vision.

- How to develop a CBET product in Northern Fair2?

1.4.1 Objective of the advice

The objective of the advice is to advice Fair2 on the product development possibilities of expanding their community-based product portfolio with Northern Tanzania and to advice on the suitability of product components based on Fair2’s set criteria, where after alternatives are designed, visualized, and then evaluated. These following questions have been designed to structure the advisory part.

- How will the community-based ecotourism product be developed?
- What is the best suitable design of the community-based ecotourism product?
- How to implement the new community-based ecotourism product?
- What will be the costs and benefits of the new community-based ecotourism product?

1.4.2 Objective of the research

The objective of this research is to get knowledge on the product components in Northern Tanzania, wherewith a CBET product can be developed so Fair2 can expand its community-based product portfolio by providing insight into the development process of a CBET product,
the public goods of the destination, the available components, the opinion of professionals, and the suitable components after criteria evaluation. The public goods are a very important part of a CBET product as they represent the actual, pure country, full of history and untouched attractiveness. CBET stands for letting the client experience the real country, with the local inhabitants and not to just show the tourist highlights. When combining the local communities with the public goods a realistic, untainted image of the country is presented and symbolizes CBET. Therefore, it is essential that the public goods are included in the product combined with the suitable components.

1.5 Research Questions
In order to specify towards the core of the thesis there has been chosen to use 2 central research questions with multiple sub-questions. The management problem within this research is that Fair2 would like to expand to Northern Tanzania with a CBET product but does not have enough knowledge to execute within the current circumstances. The first Central research question will be answered by means of literature research. This question is included because Fair2 does not have a set development process that is used for the development of the other products within the portfolio.

1.5.1 Central research question 1
What are the aspects of a Community-based ecotourism product?
- What is a community-based ecotourism product?
- What are community-based ecotourism product components?
- What is the development process of a community-based ecotourism product?

The second Central research question will be answered by both literature research and field research. Fair2 wants to maximize the benefits of the local communities and it is essential to know what aspects will particularly benefit Northern Tanzania. Furthermore, the opinion of the professionals are important as they provide information on success factors, needed improvements, safety, awareness, and other inside knowledge. When the CBET product components have been found and categorized, the components will be tested, and afterwards evaluated based on Fair2’s criteria. This will be done within the field research, as is it essential that there is an in-depth focus on the suitability of the components. It is fundamental that the CBET product components fit Fair2’s vision and that they stand in line with other CBET products in the existing portfolio.

1.5.2 Central research question 2
What makes Northern Tanzania a suitable community-based ecotourism destination for Fair2?
- What are the public goods relevant for CBET of Northern Tanzania?
- What community-based ecotourism components are available in Northern Tanzania?
- What are the opinions of professionals regarding community-based ecotourism in Northern Tanzania?
- Which CBET components are suitable for including in a community-based ecotourism product for Fair2?
2. Theoretical Framework

2.1 The search process
In order to find reliable and viable information in proper trustworthy sources, the search commands have been used in Google Scholar, EBSCO Host, and SAGE journals. Multiple search engines have been chosen for an optimal result in the findings and the appeal of creating a large snowball effect for the search commands. APPENDIX No. II shows an extensive list of all used search commands including its amount of hits per search engine.

2.2 AAOCC Criteria
It is very important to back up the written texts with reliable and proper sources. Therefore, all sources have been evaluated with the criteria of AAOCC (Brotherton, 2008). The AAOCC criteria can be found in Appendix No. III.

Accuracy and Authority The knowledge of who the author and the publisher are helps to define the accuracy and authority of the document. It is important that the author has extensive knowledge about the subject by and can proof it with work experience or degree qualifications. In order to determine the reliability of the publisher, it is preferable to have its own professional website and other publications that can be easily found. Furthermore, the document needs to be backed up with sources to verify the information and be free of grammar and information errors to ensure the quality and reliability of the information.

Objectivity If the document is a mask for advertising, it will most likely not contain reliable information that can be used for a research. The motivation of the source is preferable a thesis, a company report, professional research, and professionals that want to share their experience and knowledge in journals. The audience is targeted to the subject of the document and focuses on other companies, professionals, and students. The intended audience will be able to understand the terms and information better compared to readers who have no previous knowledge on the subject.

Currency For the currency of the documents it is important that the information is not out–dated. Therefore, it is essential that there is a minimum of dead links. The produce of last–update date requires some in–depth search into the document and subjects. Preferably, the document is not older than 5 years. However, some information does not change over 10 years and in that case, the source might be interesting enough to use. It all depends on the subject, the trends, the research, and the author.

Coverage In order to guarantee reliability on the knowledge and information presented on the subject it is preferred that the information has an in–depth focus to cover the whole subject and not only some parts of it. Also, some journals require fees for obtaining documents and in general, these documents have a high quality value as they are officially licenced. However, these journals are often expensive and often the same information can be found in other free obtainable journals.
2.3 Core concepts

The concepts have been described in detail and are key to this research as they define the most important aspects to clarify the meaning of the core of this research. The three core concepts have been described and the relationship between the concepts is explained.

2.3.1 Community-based ecotourism

Tourism is defined as the practice of travelling for pleasure and the business of providing tours and services for tourists (Thefree dictionary, 2015). The term CBET is usually used to describe the alternative form of tourism that aims at maximizing the benefits for the local population and the destination (Tolkach, King & Pearlman, 2013) while reducing the environmental impact (Worldwide Ecolodges, 2015). CBET focuses on the host community as tourists and the host community have an equal relationship (WWF International, 2001). Furthermore, CBET focuses on the locals on the destination by visiting, helping, and supporting local projects. Local occurrences have an important and direct impact on the tourist experience as the local culture, infrastructure, history, geography, and special events affect the tourist’s movement and give the destination its image (WWF International, 2001). Ecotourism focuses on green, environmental, and social responsible tourism and is a perfect combination with CBT (Calanog, Peyes, & Eugenio, 2012). One of the main elements of CBET is that the destination has natural attractions and unique qualities (CBTI, 2014). Furthermore, the type of is sustainably managed, the environmental responsibility is promoted in all possible ways, and negative environmental aspects such as food, energy, and water waste are minimized (CBTI, 2014). Also, the visitors are educated about the environment and ecology of the site and environmental awareness is raised among tourists and stakeholders. Lastly, the local community participates in the process and the income is distributed fairly to raise the quality of life of the whole community, and the profits made from the tourism contribute to the development of the destination (CBTI, 2014).

In addition, community based ecotourism is considered an useful instrument for developing destinations and poverty reduction as not only the tourist benefits from the untouched and adventurous destination but also the locals who get better chances for work in the tourism industry (Gáscon, 2013). CBET provides a fair flow of benefits by involving the locals in the experience of the tourism product (Salazar, 2012). CBET creates chances and work opportunities for the locals in various fields (Calanog, Peyes, & Eugenio, 2012). The residents earn income as land managers, entrepreneurs, service and produce providers, and employees (Responsible Travel, 2015). At least a part of the income gained by tourism is invested in projects that provide benefits to the whole community.

The difference between non-sustainable tourism and CBET is basically just the fact that CBET specifically focuses on maximizing the benefits of the locals and not only provide a good service to tourists as they are equally important (Muganda, Sirima & Ezra, 2013). The integral products will be chosen differently based on community-based requirements and the public goods obviously remain the same. Regarding the complementary services, CBT provides the best services, as the locals will do anything to make the tourist feel comfortable, satisfied, and
intrigued. Locals will have more knowledge about the traditions, local life, and the country than outsiders.

2.3.2 Community-based accommodation

One of the most important aspects of tourism is the accommodation. CBET in Africa does not have one type of accommodation that will always be offered but a range of options that can be combined on preference.

Eco-lodges

Eco-lodges are an important component of ecotourism ventures considering their influence on the natural environment, both design and operation, and the local communities regarding employment and purchasing behaviour (Almeyda, Broadbent, Wyman, & Durham, 2010). An eco lodge is often located in a natural area and is never impacted by a town site, noise, traffic, or pollution (Worldwide Ecolodges, 2009). The lodges are small, usually have less than 30 rooms and use renewable energy technology (Lonely Planet, 2012). The eco lodge employs local guides who have significant local knowledge and who speak clear English (Worldwide Ecolodges, 2009). The eco lodge also contributes to the local economy by training and employing local people to work in this industry (Worldwide Ecolodges, 2009).

Tented Camps

Tented camps are mostly build for one season and sometimes permanently (Poinelli, 2015). This depends on the luxury level, the type of tented camp and the organisation behind it (Poinelli, 2015). Most camps adapt their facilities to their target group CBET tented camps often have all the basic needs such as warm running water, a (compost) toilet, and comfortable matrasses with mosquito nets (Lonely Planet, 2012). Most CBET tented camps have been designed to leave a zero long-term impact on the surroundings (Lake Natron Camp, 2015). Furthermore, tented camps also use the income generated by tourism to improve the living standards of the local community by providing the community with employment, purchasing locally, and all in consultation (Poinelli, 2015).

Homestays

When tourists want to experience the local life from the locals point of view staying in someone’s home is the best way. The idea of homestays is to offer tourists accommodation in a village with a local family so the tourist can learn about the local culture, nature, and local lifestyle (Ibrahim & Razzaq, 2010). The accommodation will be typically local style and even though guests can expect clean and safe accommodation, it will not be at luxurious hotel standards. The locals will introduce the tourist to their lifestyle and involve them in their daily life habits in order to provide a full experience (Lonely Planet, 2012). There are several criteria a homestay has to meet in order to be allowed to accommodate guests (Ministry of Tourism Kenya, 2012). Environmentally friendly toilets should be provided and all mosquito nets are without holes and available for every guest. In order to guarantee safety for the guest’s provision of night guard’s patrol is recommended (Ministry of Tourism Kenya, 2012). Even though it is mostly safe, hosting white tourists will always bring some risk.
2.3.3 Community-based activities

The focus of CBET activities is clear; maximizing the benefits of the locals while indulging the environment. There are a lot of different activities that focus on CBET and the main activities that are available involve hiking, biking, safaris, and visiting projects (Lonely Planet, 2012). Basically, every activity that involves locals in a way and that maximizes the benefits of the whole community is included in the term CBET (Muganda, Sirima & Ezra, 2013). Community-based activities provide direct benefits to the local community that involves entrepreneurs, tour guides, food service providers, local handcraft makers, storytellers, traditional dancers, farmers, and traditional healers (TCTP, 2015). The combination of community-based and ecotourism also provides indirect benefits to development projects such as schools, hospitals, water supplies, orphan centres, and wildlife rescue centres (TCTP, 2015). A very typical activity is hiking with guidance of a local who knows the surroundings better than anyone and who is able to explain and educate the tourists with his knowledge about the local community, the flora and fauna, and other interesting facts (Zeppel, 2006). Another similar activity is biking, often mountainbiking, through rough surroundings to experience adventure and to learn from the local guide and communities that will be visited during the bike trip while being able to see more then when hiking (Lonely Planet, 2012). Village walks are becoming extremely popular and introduces the tourists to the community and showing their living standards (Zeppel, 2006). Lastly, visiting projects is also an important aspect of CBET.

2.3.4 Public goods

Public goods are tourism product components that can be consumed by tourists for free. Typical for public goods is that they are always part of the destination. There are four different types of public goods that are relevant for a CBET product (Koutoulas, 2004). Koutoulas (2004) also states that there are more components available but that within tourism, the most relevant types of public goods are these four in order to shape the image of the destination.

The climate is literally defined as the meteorological conditions that include the temperature per season, the precipitation, and the wind (Koutoulas, 2004). The scenery is one of the most important aspects of the destination. Scenery is defined as the general appearance of a place (TheFreedictionary, 2015). All the features involved give character to a landscape such as mountains, volcanoes, lakes, forests, and beaches (Our Africa, 2015). A culture is defined as the arts, beliefs, customs, institutions, and other products of human work and thought considered as a unit, especially with regard to a particular time or social group (TheFreedictionary, 2015). The faunas of a destination are often typical. An elaboration of the animals living at the destination will educate and prepare tourists for their trip. The animals living on land and in the ocean characterize the destination even more and are essential in the tourist experience (Koutoulas, 2004).

2.3.5 Itinerary

A travel itinerary is a proposed route of a journey presented in a schedule (Koutoulas, 2004) that displays the activities and accommodations per day of a tour through a country, often developed by the tour operator (Roy, 2011). The development of an itinerary involves examining all the Points-of-Interest (POI), selecting the ones that are suitable and of interest of the future client, figuring out the order in which they can be best visited, and ensuring the
time that takes it to visit them and the transit time from one component to the other (Roy, 2011). Constructing a tailor made itinerary for a specific client can be difficult even when the number of POI's is low as the number of possible itineraries is large (Roy, 2011). The best way to address the process of developing itineraries involves the following interactions. It normally starts with a user providing a time budget and a starting point of the itinerary, often the airport of arrival. Thereafter, per area the most suitable components are selected and the best convenient route will be determined based on the quality of the infrastructure, distance, and set criteria of the tour operator (Roy, 2011).

2.4 Relationship between core concepts
This research focuses on developing a CBET product for Fair2 in Northern Tanzania. As there are many different definitions on CBET it is very important that the definition that is meant by the researcher is clear and known to the readers in order to prevent any confusion. The difference between non-sustainable tourism and CBET provides an even clearer image as it narrows the concept down to the specific core concept of the research. CBET focuses on equal relationships between the tourist and the locals and thereby focuses on green, environmental, and social responsible tourism. The core concept community-based accommodation explains what relationship the tourist and local can have and how the accommodations are involved in green, environmental, and social responsible tourism. Since this project will develop a tourism product with the main focus on accommodation and activities it is essential that the concept community-based accommodation will be explained together with the criteria that makes it a CBET accommodation. This is elaborated more as there is nothing more important in the eyes of the client than working together with local entrepreneurs that are truly sustainable and that want to improve the lifestyle of their community. This explanation will also be the basis of the selecting process of suitable accommodation to include in the new CBET product for Fair2.

The core concept community-based activity focuses on every tourism activity that involves the locals in the tourism industry and that also improves the lifestyle of the community. Repeatedly, also in this case it is essential that the meant definition is clear as basis for the remaining part of the research. Community-based activities are the closest part of CBT that maximizes the impact of the locals and the contact between the community and the tourist. During these activities the community receives direct and indirect benefits and will truly be positively affected by the tourism industry if the activities and process are carried out in a real CBET matter. In addition, the public goods have been explained as this shapes the image of the destination and thereby automatically forms a tourist highlight. The public goods are linked to CBET and its components accommodation and activities as the public goods add value to the component by cultures, animals, and scenery that are interesting for the client. The itinerary is basically all the core concepts combined into one final CBET product.

2.5 Operationalization
Based on the definitions and models, the core concepts of the research questions are operationalized in a tree diagram that can be found in APPENDIX IV. This tree diagram displays the core of this thesis project and will be a guideline for the literature and field research.
3. Research approach

3.1 Purpose of the literature research
The goal of the literature research is to collect practical information by means of consulting appropriate and fitting literature for answering several sub-questions that have essential values for the research and which will serve as the basis of the further development of the research with the main focus on answering the research questions.

3.1.1 Research Questions
The sub-questions that will be answered by means of literature research are the following;
- What is a community-based ecotourism product?
- What are community-based ecotourism product components?
- What is community-based ecotourism product development?
- What are the public goods relevant for CBET of Tanzania?
- What community-based ecotourism product components are available in Northern Tanzania?

3.1.2 Search methods
There have been made use of several different search engines including Google Scholar, EBSCO Host, and SAGE Journals. Using more search engines will result in more varied results that will upgrade the quality of the research. Furthermore, using more search engines will stimulate the snowball effect on the search commands. Appendix V gives an overview of the applied search commands and the amount of hits.

3.1.2 Evaluation criteria
Reliability and quality are essential for sources that will be included in the research; therefore all sources will be selected by means of the AAOCC criteria to guarantee a high quality research (Brotherton, 2008). The application of the AAOCC has been explained in the theoretical framework and will be applied in the same way.

3.2 The purpose of the field research
The goal of the field research is to collect practical information from the field for answering the sub questions that have essential value for the research that will serve as the basis of the further development of the research with the main focus of answering the research questions.

3.2.1 Research strategy
As stated before, the development of a CBET product exists of a few elements. Before the start of the development of the new product it is important to have knowledge about the public goods of the destination and what the destination has to offer in terms of community-based components. In order to fit the destination with its components to Fair2 the benefits for Northern Tanzania will be researched together with the opinion of professionals. After that knowledge is known, the next step is to determine the suitability of the community-based components for Fair2, as the goal of this research is to develop a new CBET product for Fair2 that completely fits their vision and mission.
The sub questions that will be answered by means of qualitative field research:
- What are the opinions of professionals regarding community-based ecotourism in Northern Tanzania?
- Which CBET components are suitable for including in a CBET product for Fair2?

3.2.2 Qualitative research
For this field research a case study methodology has been chosen as case studies are generally seen as valuable for exploring an issue in depth within a specific concept (Brotherton, 2008). The real strength of the case study method is its potential to clarify a case in excessive depth and detail and to place the case in a realistic context (Murray & Beglar, 2009). In addition, there has been chosen for a single case study with embedded units, as it is very interesting at looking at the level of community-based from different projects and organisations in Tanzania. The ability to look at sub-units that are situated within a larger case is very powerful as all the data can be analysed within the subunits separately, between the different subunits, or across all of the subunits (Yin, 2008). By obtaining information via a single case study with embedded units all projects and organisations will be tested on their CBET level and dedication, be compared to each other, and be analysed as a whole to come to valuable input for the new CBET product.

3.2.3 Method of data collection
When qualitative data is required with a more in-depth exploration, interviewing is regarded as a useful approach (Brotherton, 2008). The basic purpose of interviewing is to obtain the required information from the respondents in order for the researcher to answer the research question (Murray & Beglar, 2009). For this research there will be made use of in-depth interviews with an open, less structured instrument and process within the interview between the interviewer and interviewee, and is guided by set dialogue questions, but is also allowed to move around these in a more iterative and interactive manner (Brotherton, 2008). In-depth interviews have a degree of flexibility that is taking place during the process of collecting data. This is an advantage that will be monitored well as too much flexibility can lead to off-topic interviews due to the lack of a structure (Brotherton, 2008). Partly because of the flexibility, in-depth interviews are particularly fitting for obtaining qualitative data in this context. When interviewing organisations about their level and input of CBET there is not only one correct answer, as the interviewees will have different opinions and additional information. By keeping a set interview structure but with space to move around different topics, will provide more information that gives input for answering the research question. Within this research, the qualitative data will be obtained in Northern Tanzania, which automatically will lead to face-to-face interviews.

Apart from the interviews, observation will take place, of the former kind (Brotherton, 2008). The observation will occur within a highly structured and controlled environment and the data are recorded using formal rating techniques (Brotherton, 2008). Observation will be included due to the easy accessibility of observing components in Northern Tanzania, and because of the relatively short timeline due to the strict CBET criteria that will be leading in this observation.
3.2.4 Selection of research units
For this research, the research units are selected through non-probability sampling. This type of selecting respondents is not random at all and will focus on a particular target group (Murray & Beglar, 2009). Within the non-probability sampling technique there has been chosen for purposive sampling, this type of sampling is used to select sample subjects on the basis of some important characteristic they possess (Brotherton, 2008). This type of sampling is selected for this research project due to the possibilities of selecting respondents that possess useful information about CBET organisations within Northern Tanzania. Furthermore, because the respondents can be chosen on basis of the information they possess, the outcome of the interviews will contain mostly valuable, reliable, and the required information. This research focuses on professionals working in the CBET industry in either Tanzania or internationally. The respondents are categorized in three groups; accommodation holders, activity or project leaders, and experts in CBET. These groups are balanced in order to provide a reliable and equal conclusion of their opinions. These groups possess extensive and informative knowledge about CBET in Northern Tanzania and will be able to answer questions regarding possibilities for CBET in Northern Tanzania, its potential, and what ‘real’ CBET is that actually benefits the local community.

When collecting data via interviews there are some difficulties in determining the amount of interviews that will need to be conducted in order to collect reliable and valuable data that can answer the research questions. Guest (2006) argues that 12 interviews of a group is all that is needed to reach saturation. This research focuses on professionals in the Tanzanian CBET industry with an in-depth focus. Referring to Guest (2006), there is a minimum of 12 interviews needed for this data collection in order to provide valuable, reliable, and useful data to answer the research question. However, it is decided that the interviews will be stopped as soon as the data starts repeating itself. When conducting interviews it is possible that all interviewees have similar opinions and that the responds overlap and there is no point in interviewing more people as the data will remain giving the same information.

3.2.5 Method of data analysis
The collected data will be analysed by transcribing the recorded in-depth interviews. This content analysis will then continue by analysing these transcripts through open-coding, axial coding, and be finalized with structuring (Brotherton, 2009). This method is suitable to the research strategy and the operationalization as the coding process gives the opportunity to structure and to divide the interviews into smaller sections based on the operationalization aspects. Having sections containing answers per aspect will give a clear, informative, and reliable overview of the data collection and analysis (Murray & Beglar, 2009). Referring to the operationalization, the analysis will give insight in the community-based components available in Northern Tanzania including both tangible as intangible elements.

3.2.6 The case study
This case study will focus on CBET in Northern Tanzania and research the available CBET accommodation and activities. The approach of a case study has been chosen due to the focus of the natural situation of Northern Tanzania. When conducting research in a case study the
answers of the respondents and the observations on the components are completely focused on Northern Tanzania. Due to the fact that all African countries are different these data cannot automatically be compared with a similar situation in another country. When using a single case study (CBET) with embedded designs (Accommodations, Activities and Experts) it is possible to focus on the two units separately as they have different focus points. Later in the process they can be combined, and be analysed separately and combined. As stated before, on paper the combination between Northern Tanzania and Fair2 might be suitable and very interesting, in reality it might be completely different. Furthermore, our ‘Western’ insights will also differ from theirs, and as this project is focused on CBET it is essential that the locals are involved in every step of the development.

3.2.7 Field research in Northern Tanzania
The field research will be conducted in Tanzania which has a much greater advantage as experiencing the country is more effective than desk research. Also, the interviews will take place face-to-face in the familiar surroundings of the interviewee. Getting to know the country, the components, and the locals will contribute to the development of the new CBET product and improve the focus of the case study and the thesis research. Furthermore, it will also be a great advantage to experience all the components and tourist highlights and to share the experience with Fair2’s clients.

2.2.8 Conducting field research
Nine respondents have been interviewed as the data started to repeat itself in general and within the units. A full description of the respondents can be found in Appendix No. XV. For the interviews, a structure guide has been used which can be found in Appendix No. XVI. All the interviews have been fully written down as transcript where after they have been coded. This can be found in Appendix No. XVII. Appendix No. XVIII presents a full list of the codes and Appendix No. XIX shows the schedule of the codes including their source and preference. Appendix No. XX presents the small breakdown structure of the themes and Appendix No. XXI shows the code tree. After the codes have been sorted, the analysis started first within the units, which can be found in Appendix No. XXII, and then between the units, which is presented in Appendix No. XXIII.

The observations have been conducted in Northern Tanzania in a time-span of three weeks. The type of observation is of the former kind, which means that it is highly structured and the data are recorded using formal rating techniques. The observation criteria check list has been developed using sources from the theoretical framework and the literature research and can be found in Appendix No. VI. In total, 13 accommodations have been observed and 19 activities & projects. The accommodations and activities that have participated in the interview data collection have also been included in the observation data collection in order to compare and check up on their answers as they might forget to mention aspects or embellishing their tourism product. The full observation data can be found in Appendix No. XXIV. There were 13 accommodations on the list of available CBET product components. 4 of the accommodations were not visited due to factors such as remote locations, bad infrastructure, and negative stories about the friendliness towards locals.
4. Results Literature research

4.1 Sub-question 1: What is a community-based ecotourism product?
Defining the concept CBET product involves quite a lot more information than expected at first sight. The concept consists of several other terms that will need some explanation and elaboration first. Therefore, the concept tourism product will be defined first, where after a short explanation on CBET will follow. Furthermore, the concept community needs some insight and more elaboration before all the terms can be combined and the concept CBET can be defined and where after the research question can be answered.

A tourism product is characterized by its complex nature. It consists of several components with most of which constitute products themselves and with each of the components playing a distinct functional role in this combination of tangible and intangible elements (Koutoulas, 2004). These components complement each other because they are functionally independent as each one delivers only a part of the total flow of benefits wanted by tourists (Koutoulas, 2004). A component is literally defined as a constituent part, an element, or an ingredient (Thefreedictionary, 2015). A simple distinction can be made in the definition of a tourism product, bearing in mind that they can be determined on two individual levels (Koutoulas, 2004). The total tourist product (1) comprises the combination of all the elements that tourists consume during their trip. The specific products (2) are components of the total tourist product and can be sold as individual offerings (Koutoulas, 2004). Koutoulas (2004) defines the tourist product as the total package of functionally interdependent tangible and intangible elements that allow the tourist on the one hand to engage in a specific activity at one or at multiple destinations and on the other hand to facilitate the change to the destinations and the social reproduction during the trip.

Community-based ecotourism
CBET is an alternative form of tourism and focuses on maximizing the benefits of the local communities while reducing the environmental impact by trying to minimize the tourist footprint (Worldwide Ecolodges, 2015). It has been defined as having characteristics such as nature–based environmentally caring way to save funds for conservation and local development, a source of education for tourists and local communities, and a meaning for promoting increased respect for different local cultures (Baral, Stern & Hammett, 2012).

Communities
A community is a very elusive and vague term, as it is not only used to describe a locality such as an African village community, but also a network of relationships (Salazar, 2012). A community can be described as ‘a mutually supportive, geographically specific, social unit such as an African village or tribe where people identify themselves as community–members and where there is usually some form of communal decision–making (Salazar, 2012).

Community-based ecotourism product
A CBET product has the same foundation as a ‘normal’ tourism product but completely focuses on the local community and tries to involve them in the decision making process.
Furthermore, all the tourism product components are focused on CBET that will provide job and education opportunities, support for health projects, and a real experience of the country for tourists, while being good for all the flora and fauna in the surroundings.

**Community-based ecotourism criteria**

There are numerous of articles written about CBET and they have been used and misused over the years. Every expert has another opinion that comes with different criteria points. This research will use a combined set of criteria from inter alia WWF, CBIT, and Fair2’s demands. When observing both accommodations and activities it is important to have an extensive list that will make sure the accommodation or activity is suitable as a CBET component. Even though both observations will focus on different aspects, they will have a lot in common. The criteria for the CBET accommodation and CBET activities have been explained in the theoretical framework. The final list of criteria is presented in Appendix No. VI as criteria for the observations. In addition, several examples of CBET products can be found in Appendix No. VII.

**4.2 Sub-question 2: What are community-based ecotourism product components?**

A tourism product consists of a lot of components, both tangible as intangible. Within this literature research all components will be identified and briefly explained. The components of tourist products come in various forms and three types can be identified. In order to show the difference between non-sustainable tourism components and CBET components, the non-sustainable tourism product value chain will be presented and explained first, where after an adapted value chain will elaborate on CBET components and provide insight on the similarities and differences.

**Component type 1  Integral products**

These are the type of components that can be sold independently on the market. This means that these components do not particularly have to be involved in a tourism product and can be purchased by tourists themselves without buying more aspects of the tourism product. Examples for this particular kind of components are accommodation, transport, restaurants, and attraction fees of for example national parks (Koutoulas, 2004). The non-sustainable tourism product value chain can be found in Appendix No. VIII.

**Community-based ecotourism value chain**

The CBET value chain does not differ that much from the non-sustainable tourism value chain. The CBET value chain is presented in Appendix No. IX. Regarding the changes, the order of the components has been changed, and the component activities & projects has been added.

**Tour operator or Partner**

According to the client, owner of Fair2, with CBET there isn’t a tour operator involved, but a local partner. Partnership has been literally defined as a relationship between individuals or groups that is characterized by mutual cooperation and responsibility, as for the achievement of a specified goal (TheFreedictionary, 2015). The local partner operates on the destination
and has an extensive network with local enterprises. Fair2 chooses to work with only one partner per destination for several reasons. (1) The communication between Fair2 and the local partner will be smoother, faster, and more efficient. It is important to communicate accurately when booking new tours, discussing safety, and prices (Koutoulas, 2004). (2) They prefer to keep the human pyramid very flat. This means that there is almost no hierarchy and that everyone is working together, instead of working for each other (Anderson & Brown, 2010). (3) The money that is earned by the tourism industry ends up at the local communities and not somewhere halfway the chain of cooperating enterprises (Fiorello & Bo, 2012).

Transport

Also with CBET there are two types of transport; the transport to the destination, and the transport on destination. Often CBET destinations are located in developing countries, while ecotourists tend to originate from Western countries in Europe and Northern America (Simmons & Becken, 2004). Therefore, air travel is the most common transport mode used for ecotourism holidays. Aviation has been identified as an important contributor to climate change and leaving a carbon footprint (Simmons & Becken, 2004). Therefore, green travel organizations have been founded, such as a partner of Fair2. Raptim is a Dutch organization that is specialized in organizing trips to developing countries and has an extensive network of travel agencies with joint purchasing, impressive knowledge and experience of travelling to unusual destinations (Raptim Travel, 2015). Raptim Travel is one of the founders of GreenSeat, a service that offers the possibility of compensating the harmful emissions from air travel by investing in sustainable energy projects and in planting and protection of forests (Raptim Travel, 2015).

Accommodation

One of the most important aspects of a tourism product is accommodation and also one of the core concepts of this research upon which the main focus will lie. Within the theoretical framework this concept has been elaborated on and the main CBET accommodation have been explained. For further explanations see the Theoretical Framework.

Activities & Projects

Along with the component accommodation, Activities & Projects have been explained and elaborated on in the theoretical framework as they are considered as a core concept. The element projects has been included in the component activities as this is one of the main focus points of CBET. Visiting projects is supporting and learning from the local community. Some examples for projects are schools, churches, hospitals, youth support projects, orphanages, and water supply projects.

Restaurants

Basically, CBET restaurants have the same concept as normal restaurants. However, in order to call themselves ecotourism restaurants they have to meet some green criteria. They have to be energy efficient, which means handling lighting, air-conditioning, and gas appliances in a sustainable responsible way (Hu, Parsa & Self, 2010). They also have to be efficient with water regarding toilets, laundry, and sprinkler systems. Thereby, they have to be active in recycling.
and composting in order to minimize the carbon footprint of the restaurant (Hu, Parsa & Self, 2010). One of the most important aspects of green restaurants is the use of sustainable food (Dine Green, 2015). Sustainable food products support the long-term conservation of ecosystems and agriculture for future generations (Hu, Parsa & Self, 2010). Locally grown foods reduce the amount of pollution associated with transportation as CBET tries to avoid using polluting transportation where possible (Dine Green, 2015). Where possible, electricity and power comes from renewable resources such as wind, solar, and biomass (Hu, Parsa & Self, 2010) For green restaurants it is also important that they have a green, sustainable design and construction that will reduce and eliminate negative impacts of the buildings on the environment, occupants, and the local community (Dine Green, 2015).

Component type 2 Public Goods
Public goods are tourism product components that can be consumed by tourists for free. Typical for public goods is that they are always part of the destination. There are four different types of public goods that are relevant for a CBET product (Koutoulas, 2004). These components are the climate, the scenery, the culture, and the animals (Koutoulas, 2004). The definitions of the different type of public goods have been defined within the theoretical framework and will be applied to the case study later in the literature research.

Component type 3 Complementary services
The third type of components is complementary services, which are services or products that cannot be sold on the market independently (Koutoulas, 2004). They are always connected to another service or product and provide added value. Examples for complementary services are the service provided by Fair2 towards its clients (Koutoulas, 2004). Fair2 may arrange introduction meetings, help with visa applications, and will be an emergency contact during trips. Another example of a complementary service is the behaviour and knowledge of the local tour guide (Koutoulas, 2004) that will add value to the experience of the tourist by providing a comfortable and safe atmosphere, educating the tourists about the local flora and fauna, and to show the tourists the real local life of the destination. All these elements are essential of the CBET product because of their functional characteristics and their level of added value (Koutoulas, 2004).

4.3 Sub-question 3: What is the development process of a CBET product?
Product development is defined as an act of improving by expanding or enlarging or refining. (Thefreedictionary, 2015) Basically, sustainable tourism product development is combining new sustainable tourism product components into a final tourism product that can be offered on the market. Aspects that are very important to keep in mind are characteristics of a country, the benefits for the local population, and what the destination has to offer. Together with suitable components these elements form the basis of a new tourism product.

Sustainable tourism development meets the needs of existing tourists and host destinations while guarding opportunities for the tourism future. Sustainable tourism allows tourists to develop their knowledge of the cultural, historical, and natural features of the destination and be aware of their importance and understand that these resources should be perceived
(Petkova & Marinov, 2014). Only this way, the destinations’ environment will attract tourists in the future that want to experience CBT and help the local community directly instead via the massive tourism industry.

The methodology that will be used for this research is one developed by the Mountain Institute in Washington, abbreviated as TMI, in the USA (2000). The methodology builds upon the ideas and field experiences of The Mountain Institute staff, NGOs and government partners. The development of the Appreciative Participatory Planning and Action Methodology (APPA) is an on-going process (TMI, 2000). The four steps or phases in APPA are known as the 4 D’s of Discovery, Dream, Design, and Delivery. These phases constitute the consequent process of participatory CBT planning that builds upon local or regional tourism assets (TMI, 2000). Although this methodology does mostly focus on developing CBT in a destination it can be perfectly used to develop a CBT product. Within this research only the first 3Ds will be used as the last D is specifically focused on developing a CBT destination and not a CBT product. Model 2, the cycle of the 4D’s (TMI, 2000) can be found in Appendix No. X.

APPA combines the Appreciative Inquiry framework with traditional participatory learning methods and a management process around the 4 D’s (TMI, 2000). This promotes policies and activities based upon the capacities, skills, and assets of participants, which are creative and innovative (TMI, 2000). According to TMI (2000), who visualizes a glass always half full and not half empty, there are two parts of the CBT product. Firstly, the citizens, or in other words the locals, have capacities and gifts. Secondly, the clients, or in other words the tourist, have deficiencies and needs. It is the task of the developer to balance and take these aspects equally in consideration when developing a CBET product (TMI, 2000). A full description of the four Ds can be found in Appendix No. XI.

Once the CBET product has been designed, there is a need for an implementation plan to give structure to the implementation process. Komppula (2001) developed a New-service development process that is very suitable for implementing a new tourism product. As the 4D cycle already provides the research with a development model, only the second part of the New–Service development process will be used. This part can be found as Model 3 (Komppula 2001) in Appendix No. XII.

4.4 Sub-question 4: What are the public goods relevant for CBET of Northern Tanzania?

The new CBET product will be developed for Northern Tanzania and therefore it is very important to have knowledge on its characteristics, or more specific, its public goods. Based on the public goods, the best time to travel can be recommended, special cultures can be highlighted, and the scenery and animals are an essential influence factor on the content of the CBET product.

**Climate Northern Tanzania**

Tanzania has two different seasons, the dry season and the rain season (Expert Africa, 2015).
Model 4 (Expert Africa, 2015) shows the climate statistics of Tanzania and confirms that during March, April, and May the most rain falls (Expert Africa, 2015) and can be found in Appendix No. XIII. Throughout the year the temperatures vary from 20 to 35 degrees while the humidity level changes with the seasons (Expert Africa, 2015).

Northern Tanzania does not specifically have a best time to visit period or season. Even though all the seasons have different aspects and different weather condition, every season has its advantages and disadvantages (Lonely Planet, 2012). If tourists have the wish to climb the Mount Kilimanjaro, December and January are the best months to do so as the weather is very hot, and dry and it will be ideal to climb the mountain where the tops will be much cooler (Globetrotter, 2013). February is the month where the rain starts falling which results in green landscapes, flowers, and lots of birds (Lonely Planet, 2012). February is also the season of wildebeest calving, which is one of nature’s greatest spectacles as over 8000 wildebeest calves are born each day in the Southern Serengeti (Globetrotter, 2013). In April, the rains begin to taper off in some areas and green landscapes, wildflowers, and birds, make this a perfect time to travel. Especially because of the start of the wildebeest migration as all the wildebeest, previously widely scattered over the southern Serengeti begin to form thousands-strong herds that start migrating north and west in search for food (Lonely Planet, 2012). Cool and dry July and August are the best months for wildlife watching with only little vegetation and animals gathering at water sources (Lonely Planet, 2012). From October on, there is more rainfall and this results in beautiful lavender jacaranda blossoms and more wildlife watching (Globetrotter, 2013).

Scenery Northern Tanzania
The northern area of Tanzania has a large diversity of scenery and landscapes (Lonely Planet, 2012). It includes large and deep freshwater lakes, salt-water lakes, many national parks, and of course Africa’s highest point, the Mount Kilimanjaro, with a height of 5,895 meters (Mt Kilimanjaro Guide, 2015). Even when only focusing on the Northern area of Tanzania, the surface is enormous and this is also the main reason for the large diversity of scenery. Mount Kilimanjaro is located in the North of Tanzania, close to Moshi, and is a protected area, sensibly regulated for active climbers to enjoy without leaving a massive footprint (Dale, 2015). Due to its special features, Kilimanjaro National Park is also a protected site by the UNESCO (UNESCO World Heritage Centre, 2015).

Mount Meru is the second highest mountain of Tanzania and the tenth highest mountain of Africa (Globetrotter, 2013). Mount Meru is an active stratovolcano, which means that the volcano is built by many layers of hardened lava, volcanic ash and other materials erupted from the main volcanic vent (Lange, 2015). Mount Meru is often used by climbers who want to acclimatize before trying to climb the Mount Kilimanjaro (Dale, 2015). Part of the Eastern Arc range in North–eastern Tanzania, the much older Pare Mountains and the Usambara mountains are rising to over 2600 meters (Dale, 2015). The Para Mountains are the home to the Pare tribe, agriculturists and pastoralists who have largely retained their traditional way of life (Lonely Planet, 2012). The Ngorongoro Crater is a deep, volcanic, crater. It is the largest un–flooded and unbroken caldera in the world (NCAA, 2015). With about 20 kilometres
across, 600 meters deep and 300 square meters in the area, the Ngorongoro Crater is a breath-taking natural wonder (NCA, 2015). The Ngorongoro Crater is located within the Ngorongoro Conservation Area (NCA), which covers 8,292 square kilometres (NCAA, 2015).

The Serengeti National Park is the biggest national park of Tanzania in the Serengeti ecosystem. The name Serengeti is an approximation of the word used by the Maasai to describe the area, siringet, which means the place where the land runs on forever (Fatarsh Tours, 2015). The national park covers almost 15,000 km² of grassland plains and savannah as well as riverine forest and woodlands (Fatarsh Tours, 2015). Located southwest from the massive Serengeti National Park, lays Lake Manyara National Park (Lonely Planet, 2012). It is on the way to Ngorongoro Crater and worth a stop. Lake Manyara National Park features amazing ground water forests, bush grasslands, baobab–strewn cliffs, and algae streaked hot springs (Fatarsh Tours, 2015). The contrast between the intimate lush jungle–like groundwater forest and the grassy floodplain and its spread–out views to the east, across the alkaline lake, to the sharp blue volcanic peaks that rise from the far stretched Masai Steppes is very interesting (Fatarsh Tours, 2015). A whole other side of Tanzania, leaving all National Parks, high mountains, and the Masai steppes behind, is the Tanzanian coastline. Tanga and Pangani are by far the nicest towns to go to for relaxing on the stunning white beaches full with palm trees (Lonely Planet, 2012).

Culture Northern Tanzania

The culture of Northern Tanzania is broad, interesting, and challenging. There are many aspects of the Tanzanian culture, however, only some aspects will be paid attention to. The current population in Tanzania is approximately 30 million (Lonely Planet, 2012), encompassed of around 120 ethnic groups that have adapted to an extensive range of geophysical and climate conditions (Every Culture, 2015). Tribal traditions and alliances, European invasions, population movements over the centuries and endemic diseases have influenced the specific customs, habits, and life–views of each particular group (Every Culture, 2015). Each different ethnic group has its own tribal language but almost all Tanzanians are also fluent in the national language Swahili (World Travel Guide, 2015). The second official language is English, a trace of the British colonial period (Lonely Planet, 2012). Most Tanzanians with a secondary education speak both official languages fluently in addition to their tribal language (Every Culture, 2015). In Tanzania the religions exist side–by–side. With large communities of both Christians and Muslims is not uncommon for towns or villages to have both a church and a mosque (Our Africa, 2015). Within Tanzania there are many ethnic groups from which the Chagga’s and the Masai are the most famous ones (Lonely Planet, 2012). The Chagga’s lived in the North, close to the Kilimanjaro and have settled down while the Masai live on the steppes close to the National Parks (NCAA, 2015). They still graze their cattle’s next to the wildlife, wear blankets, and live in the traditional Boma’s (Every Culture, 2015). Among some ethnic groups puberty ceremonies for both girls and boys are practiced. Marking the transition to adulthood, such elaborate ceremonies may involve circumcision of boys and several kinds of genital surgery on girls (Every Culture, 2015). Agriculture provides the basis of the Tanzanian economy as it is still employing 80% of the economically active population (Every Culture, 2015). Farmers grow food for survival and to earn some money by selling the products. Other important products that are sold and traded are precious metals,
minerals, timber, fish, and meat (Every Culture, 2015). Another very important aspect of the Tanzanian economy is tourism. According to the World Travel & Tourism Council’s annual research report (2014), tourism provides 11.2% of Tanzanians employment, which comes to 1,196,000 jobs. The total contribution of Travel & Tourism to the Gross Domestic Product was TZS 6,899.5bn, which is 12.9 % of the GDP (WTTC, 2014).

**Animals Northern Tanzania**

When people think of East Africa the word *safari* immediately comes to mind, and Northern Tanzania offers the finest safari experiences and wildlife spectacles. There are six common cats in Tanzania, from which three of them are known as the big cats; the lion, the leopard, and the cheetah (Lonely Planet, 2012). Lake Manyara has an even more interesting feature, which are the legendary Manyara tree-climbing lions (Fatarsh Tours, 2015). The lion are normally sprawled out lazily in the shade of savannah trees (Gross, 2013). The leopard relies on expert camouflage to stay hidden while lying in trees. During the day it might be difficult to spot them, at night is not hard at all to hear them as they make a no mistaking bone-chilling groans (Gross, 2013). The cheetah does not look much like a cat, but it is a world-class sprinter. It can reach 112 km/h, but only for 300 meters, and then it will have to rest for at least 30 minutes (Lonely Planet, 2012). The small cats involve the caracal, which is a gorgeous small cat with extremely long pointy ears, the serval, twice as large as a housecat but with towering legs and very large ears, and the wildcat, which is the direct ancestor of our domesticated house cats (Lonely Planet, 2012). Next to the massive cats, Northern Tanzania also features several different types of monkeys, all of which have dexterous hands and feet (Lonely Planet, 2012). Like humans, chimpanzees live in highly social groups built around complex hierarchies with mutually understood rules (Lonely Planet, 2012), and they live in communities up to 100 individuals (Tanzania, 2006). Even though the olive baboon has very long fangs and can kill a leopard (Lonely Planet, 2012), it best defence is still running up trees, throwing liquid dirt to intruders, accompanied with an angry bark that can be traced back to a dog bark (Tanzania, 2006). The vervet monkey lives in groups that are completely formed of females that defend a home series passed down from generation to generation, while the males fight each other for bragging rights and access to the females (Lonely Planet, 2012). The largest group of animals in Northern Tanzania is hoofed mammals, which can be under defined in a few different groups. Examples for these types of animals are the kudu, the gazelle, the buffalo, the gerenuk, the waterbuck, and the wildebeest (Lonely Planet, 2012). The Serengeti is famous for its annual migration of over 1.5 million wildebeest and 250,000 zebras to the north (Fatarsh, 2015). The elephant and the zebra are not Chud-chewing mammals, while the giraffe is. They can be found in most national parks. The Tarangire National Park is famous for its elephants, while Lake Manyara has a large amount of Giraffes (Fatarsh, 2015). The black rhinoceros and the hippopotamus are both very hard to spot in the National Parks. While the hippopotamus is hiding under water in large groups, the black rhinoceros has been poached to the brink of extinction. Unfortunately, females may only give birth every five years (Lonely Planet, 2012).

Apart from all the animals on land, Northern Tanzania also features around 1100 bird species and 175 butterfly species (Tanzanian Birds, 2014). Birdwatchers from all over the world travel
to Northern Tanzania in search of the 1100 species, including birds in every shape and colour imaginable (Planet, 2012). Examples for some special birds are the Saddle-Billed Stork, the Lesser Flamingo, the Lilac–Breasted Roller, the Ostrich, and the Superb Starling (Lonely Planet, 2012) Apart from these species Northern Tanzania also features nearly 100 species of Hawks, Owls, and Vultures (Tanzanian Birds, 2014). The most special ones include the Secretary Bird, the Bateleur, the African Fish Eagle, the Augur Buzzard, and the White-Backed Vulture (Lonely Planet, 2012).

4.5 Sub question 5: What community-based ecotourism components are available in Northern Tanzania?

The search for CBET components has been found via desk research on official websites, reports, and blogs, and in combination with (Skype) meetings with Mr. J. Renju, the local partner of Fair2 in Moshi, Northern Tanzania, and the client Caroline de Greeff. Within this process it was very important to keep in contact with each other and to search for the right components. Mr. J. Renju had the knowledge about local forest walks and unknown accommodations while Caroline de Greeff had the knowledge about what components can or can’t be included. Resulting from the literature research, 35 possible activities have been found in Northern Tanzania that focuses on CBT. All of the activities are focused on involving the local communities and to maximize their benefits while being responsible for the environment. The components have been subdivided into different categories so they can be better distinguished. From the 35 activities that are found, four components are culture focused with activities such as village walks to experience the local communities cultures. Twelve activities are marked as adventurous and they include activities such as mountain bike trips, exploring underground caves, and snorkelling. Two activities have been distinguished as animals as they are game drives and completely focusing on the safari experience. In addition, eight components are marked as community, which involves visiting project sites and schools with a lot of interaction between the community and the tourist. Furthermore, five components are distinguished as nature where the focus lies upon visiting waterfalls and forests. Lastly, four components are described as history, which involves activities such as visiting old African irrigation systems, old public goods, and history museums and ruins. Regarding accommodation, from the 13 that have been found most of them are eco–lodges, namely eight. In addition, there are three tented camps and two homestays. Below the components are presented, accompanied by the information regarding the location, the source and the type.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Location</th>
<th>Source</th>
<th>Type</th>
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<tbody>
<tr>
<td>Village walk</td>
<td>Manga, Pare Mountains</td>
<td>J. Renju</td>
<td>Culture</td>
</tr>
<tr>
<td>Malameni Rock</td>
<td>Manga, Pare Mountains</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Mkumbavana Caves</td>
<td>Manga, Pare Mountains</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Mghibi Cave</td>
<td>Kafingiro, Pare Mountains</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Village walk</td>
<td>Kafingiro, Pare Mountains</td>
<td>J. Renju</td>
<td>Culture</td>
</tr>
<tr>
<td>Lake Manyara NP game drive</td>
<td>Mto WaMbu</td>
<td>Tanzania Parks, 2012</td>
<td>Animals</td>
</tr>
<tr>
<td>Ngorongoro Crater CA game drive</td>
<td>Ngorongoro Conservation Area</td>
<td>Tanzania Parks, 2012</td>
<td>Animals</td>
</tr>
<tr>
<td>Rhotia Valley’s Children Home</td>
<td>Karatu</td>
<td>Rhotia Valley, 2015</td>
<td>Community</td>
</tr>
<tr>
<td>East-Meru Community School</td>
<td>Arusha</td>
<td>C. de Greeff</td>
<td>Community</td>
</tr>
<tr>
<td>Children Concern orphanage</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Community</td>
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<tr>
<td>Irene Farm (Blind school, orphanage)</td>
<td>Lushoto</td>
<td>Irene Farm Lodge, 2015.</td>
<td>Community</td>
</tr>
<tr>
<td>Lutindi (first mental hospital east Africa)</td>
<td>Lushoto</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Community</td>
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<tr>
<td>Waterfalls tour</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Nature</td>
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<tr>
<td>Dhow sunset cruise</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Amboni Caves</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Sulfur Hot Springs</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>History</td>
</tr>
<tr>
<td>Biking tour Arusha</td>
<td>Them Valley, Arusha</td>
<td>J. Renju</td>
<td>Adventurous</td>
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<tr>
<td>Visit to oldest African irrigation system</td>
<td>Lushoto</td>
<td>Tanzania Tourist Board, 2015</td>
<td>History</td>
</tr>
<tr>
<td>Mountain bike tour Mto WaMbu and Lake Manyara NP</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Esilalei project site</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Community</td>
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<tr>
<td>Early morning Lake Natron hike</td>
<td>Natron</td>
<td>Lake Natron Camp, 2015</td>
<td>Adventurous</td>
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<tr>
<td>Ngarere Sero Waterfalls</td>
<td>Natron</td>
<td>Lake Natron Camp, 2015</td>
<td>Nature</td>
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<tr>
<td>Snorkelling trip</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Adventurous</td>
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<tr>
<td>Mountain bike tour</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Forest walk</td>
<td>Moshi</td>
<td>J. Renju</td>
<td>Nature</td>
</tr>
<tr>
<td>Village walk</td>
<td>Moshi</td>
<td>J. Renju</td>
<td>Culture</td>
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<tr>
<td>Chagga Caves</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Adventurous</td>
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<tr>
<td>Chagga Museum</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>History</td>
</tr>
<tr>
<td>Ndoro Waterfalls</td>
<td>Marangu</td>
<td>J. Renju</td>
<td>Nature</td>
</tr>
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<td>Second Chance project site</td>
<td>Moshi</td>
<td>J. Renju</td>
<td>Community</td>
</tr>
<tr>
<td>Tangoni Ruins</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>History</td>
</tr>
<tr>
<td>Coffee tour</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Community</td>
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<tr>
<td>Meet the Maasai</td>
<td>Mto WaMbu</td>
<td>Lonely Planet, 2012</td>
<td>Community</td>
</tr>
<tr>
<td>Village walk</td>
<td>Mto WaMbu</td>
<td>Globetrotter, 2013</td>
<td>Culture</td>
</tr>
<tr>
<td>Mountain bike trip</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Accommodation</th>
<th>Location</th>
<th>Source</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tona lodge</td>
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<td>J. Renju</td>
<td>Eco-lodge</td>
</tr>
<tr>
<td>Fanaka lodge</td>
<td>Mto WaMbu</td>
<td>Fanaka Lodge, 2015</td>
<td>Eco-lodge</td>
</tr>
<tr>
<td>Rhotia Valley lodge</td>
<td>Karatu</td>
<td>Rhotia Valley, 2015</td>
<td>Tented camp</td>
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<td>Kiotanest</td>
<td>Arusha</td>
<td>Kiotanest, 2015</td>
<td>Eco-lodge</td>
</tr>
<tr>
<td>Irene Farm Lodge</td>
<td>Korogwe</td>
<td>Irene Farm Lodge, 2015</td>
<td>Eco-lodge</td>
</tr>
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<td>Mambo View Point</td>
<td>Usambara Mountains</td>
<td>Mambo View Point, 2015</td>
<td>Eco-lodge</td>
</tr>
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<td>Coffee tree campsite</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Tented camp</td>
</tr>
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<td>Kilimanjaro foothills eco lodge</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Eco-lodge</td>
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<td>Lake Natron Camp</td>
<td>Natron</td>
<td>Lake Natron Camp, 2015</td>
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<td>Homestay Mwambo Family</td>
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<td>J. Renju</td>
<td>Homestay</td>
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<tr>
<td>Honey Badger lodge</td>
<td>Moshi</td>
<td>C. de Greeff</td>
<td>Eco-lodge</td>
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<td>Homestay Renju Family</td>
<td>Kirua</td>
<td>J. Renju</td>
<td>Homestay</td>
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<tr>
<td>Mike’s Beach Cottages</td>
<td>Pangani</td>
<td>J. Renju</td>
<td>Eco-lodge</td>
</tr>
</tbody>
</table>
5. Results field research

5.1 Sub-question 6: What are the opinions of professionals regarding community-based ecotourism in Northern Tanzania?

The professional’s opinion about CBT is very positive. Even though professionals are sceptical about the concept and say that it is difficult they all agree it is very important and that this should be the way of tourism. As it is hard to see the money in it, CBT still has a long time to go but according to the professionals this is slowly changing. The professionals describe CBT as showing tourists the backside of Africa and involving and supporting the local communities in culture tourism in order to provide a real experience of Africa. Professionals state that if communities have ownership of the activity of accommodation they are much more involved and they will receive more benefits provided by the tourism industry. In order to develop a CBET product, the opinions about ecotourism are as so important. In order to minimize the tourism footprint, the professionals focus on using renewable energy such as solar power, harvesting rainwater, and the national hydroelectric power. In addition, they also mentioned working in partnerships, and providing positive experiences for both visitors and hosts.

The professionals state that location is a success factor for a tourism business. When it is close to a tourist route and on a network, there is a much higher chance of receiving visitors. Furthermore, being close to National Parks also provides benefits as these tourist highlights automatically attract more tourists. When choosing suitable components this is an aspect that needs to be taken into consideration together with the accessibility level and the quality of the infrastructure.

The professionals prefer homestays in CBT, as it is an experience and a benefit for the local communities due to the short money chain. The money tourists spend comes directly in the community, which generates income for the involved locals. Professionals prefer the homestays, but they state that the homestay need to meet the set criteria regarding sanitation and hygiene. An aspect connected to hosting tourists is safety. Professionals state that Northern Tanzania is not 100% safe but that they try to guarantee safety. Some state that most dangers come from somewhere else, as there is danger in Nairobi and not in Northern Tanzania. In order to ensure the tourists’ safety, professionals say that employing watchmen with dogs and guns, and having a tight relationship with the community as social control, will definitely provide a safer environment.

The government supports CBT within Northern Tanzania and most activities are still depending on sponsorships and donations. The hunting industry is also seen as a good instrument to support hunting communities as the companies pay a lot of money to the communities in order to be able to hunt down the wildlife and the money is used to improve the living standards. Professionals say that seeing support as a development tool would be the best option as this will help local communities to start having ownership of activities and accommodations, and to shorten the money chain. Other support that improves the living standards of the communities comes from the village fees tourists are paying. These fees are used to build schools, hospitals, and better infrastructure. Due to the fact that the local
communities are very much depending on the donations and sponsorships of tourists, professionals believe that the awareness level of tourism is very high. Regarding the negative consequences, professionals state that tourists should respect the local culture and religion in order to prevent locals being exposed to the western cultures to a large extent.

According to the professionals there are a few things that need to be improved regarding CBT. They talk about improving facilities such as expanding accommodations and improving the bad infrastructure, and they talk about increasing awareness on being safer and having more trustworthiness among tourists. Other aspects that professionals find very important to improve are education levels and activity ownership for local communities. The awareness creation will provide a more positive image from where more tourists will visit Northern Tanzania and due to the education; locals will know how to manage ownership of activities and accommodations.

The most important benefits of CBT for the local communities that professionals mention are employment and education. Education provides locals skills and knowledge, which increases the chance of a good job extremely. The employment will generate income and as a result improve their living standards. Professionals state that CBT is a win–win situation for both the tourist and the local community. Tourists will have the feeling–good–feeling when supporting a local, while the local automatically receives the support. Due to interaction they learn from each other and it shows the backside of Africa, which is an experience for the tourist. Apart from the benefits, the professionals also discussed the disadvantages of CBT. They state that a lack of skills and knowledge of the locals results in a lack of ownership from where it becomes harder to truly benefit the local communities and to make it long–term beneficial. The actual downside is that this CBT niche market is not yet big enough for local communities to generate a lot of income and be self–sustaining. These aspects are very important for the new CBET product.

5.2 Which community–based ecotourism components are suitable for including in a community–based ecotourism product for Fair2?

The Tona Lodge is not yet suitable for being included but this is an exception on the rule; considered they passed 80% of the criteria. The Tona lodge scores 90% but is not considered suitable (yet). Aspect No. 13 (cleanliness accommodation) is a very important factor within safety of the clients. Extensive areas of mold are dangerous for the human’s health and scorpions are poisonous which automatically makes them a danger to clients. In addition, clients will not appreciate the large spiders that were walking around in the rooms at all. We inquired with the owner regarding these serious issues and apparently the mold and animals were the consequence of the low season in which there is no extensive cleaning. Together with the owner and the local partner J. Renju we have made the agreement that in two months there will be a check up by J. Renju personally to see if the issues have improved. This means that the Tona Lodge is not suitable without prejudice and will be re–observed in several months after which the final decision will be made.
The Fanaka lodge, Lake Natron Camp, and the Honey Badger lodge are all approved as suitable as they scored positive on all aspects on the observation list. They are located in a natural area, which has unique features and attractive scenery. Furthermore, they have less than 30 rooms and are locally owned. In addition they employ local people, offer an English-speaking guide, and contribute to the local community. They use a kind of renewable energy and facilitate the basic needs to guarantee a minimized footprint and come comfort for the client. Furthermore, the local community is aware of the tourism consequences and there are no threats to the local cultures. Moreover, the accommodation is safe for clients and easy accessible. Next to that, it is clean and has hospitable staff that will make the tourists feel welcome which will encourage interaction between the two parties and also support the win–win situation for both the tourist and the local communities. Rhotia Valley and Kiotanest are both not locally owned by a community. However, this does not mean they do not support the community, on the contrary. Kiotanest is very much involved with the local community by contributing to schools and environmental projects. All her friendly and hospitable employees are local and she uses solar power and harvested rainwater. The area is close to Arusha National Park and her garden still has the indigenous vegetation to let tourists experience the quietness of the forest and to relax. The accommodation is very clean, has 8 rooms and facilitates the basic needs. As came forward in the interview with Rhotia Valley’s owner M. Koch, Rhotia Valley is a perfect example of what expert R. van der Duim thinks is a real CBT product as Rhotia Valley involves the whole community and the whole community is linked to the tourism product. This provides several important benefits such as good education, good food, employment, a positive future, and an experience for both tourists as community by providing the real African experience with a lot of interaction, and a two–way process that will result in a win–win situation for both parties.

Mike’s Beach cottages meet every aspect on the observation criteria list except for the aspect of using renewable energy. They use the national Tanzanian hydroelectric power, which is also the type of energy that signifies ecotourism together as solar panels and wind energy. However, this is the only negative aspect of the accommodation as they fully meet the other criteria.

The homestays of the Mwambo family and the Renju family are slightly different to the other accommodations as these are homes of local people who do not have that much luxury compared to the other accommodations. One of them does not have electricity at all and the other one uses hydroelectric power. They both facilitate an outside toilet but do not have running water. Both these aspects are completely normal for Tanzanian families and this will improve the community–based experience for the tourists. One of the homestays has a difficult accessibility level when in raining but J. Renju already stated that tourists will then be able to just stay in the Honey Badger lodge in Moshi.

Regarding the observation of the activities, most activities are found suitable to be included in the new CBET product as they all passed 80% of the observation criteria list. The 11 activities that fully meet the criteria and therefore scored 100% are all the village walks, the waterfalls tours, the forest walks, the biking and hiking tours, caves and ruins tours, the Chagga
museum and caves, and Rhotia Valley’s Children’s Home. All these activities are self-sustaining and have ownership of the activity or project. The activity is thereby completely focused on CBET and maximizes the benefits of the locals by employing them and by investing the generated income into the local community. Next to the content, they are safe and easy to participate in. Moreover, the local community is aware of the tourism consequences, mostly because they have ownership, but also because of the positive benefits that are provided in order to improve their living standards.

The hike to Malameni Rock & Mkumbavana Caves, and the Ndoro waterfalls meet all criteria except for the safety and the easy accessibility. Both these activities involve hiking up steep steps and trails and when it is raining it becomes wet and slippery. Thereby, a good condition is required which means these are not activities that every client can participate in. However, these two activities will be included as suitable potential CBET product component but when tailor building the tour, the personal wishes and needs of the clients will be taken into account. Both the game drive safari activities at Lake Manyara National Park and within the Ngorongoro Crater Conservation Area meet all the observation criteria except for the first aspect that involves focus on CBET and maximizing benefits of local communities. And even though they are involved in that, the main focus is providing the clients with game drives through the parks to spot animals. Benefitting the local communities is a side issue. There are many national parks that do not benefit the local communities at all and therefore these game drive activities will be seen as a suitable component in the tourism product as making an effort and encouraging tourists to support as well deserves positive reactions. Very similar to the game drive activities is the snorkelling trip in Tanga. This activity meets all criteria of the observation, however the main focus is not on CBET but on showing the tourists the sandbanks surrounded with corals and tropical fish. Thereby they are also transported by motorboat that does not have an option for sailing. As the activity meets all other criteria it is a suitable CBET product component as it benefits the local community with employment, and financial support. The East Meru Community School and the Children Concern foundation both meet all the observation criteria except for the fact that they are both not self-sustaining which means they are not able to continue their project when the sponsors and donors pull out. Running a school and orphanage they are not in the position to become self-sustaining in a short period but both owners indicated that they have very strong ties with their sponsors and that they want to do everything to provide the children with a positive future. These activities are both suitable as CBET product component as they will provide the tourists with unique and inspiring activities that are owned by very motivated people who want to improve the living standards of the local communities.

The activity that cannot be included is the Second Chance project site as they do not have a sustainable model and therefore not focus on CBET. Furthermore, it was very obvious that the project leaders only liked visitors if they brought money. They were not really interested in working together with visitors and only expected them to donate and contribute to the project. Connected to this is the fact that they were not self-sustaining or making efforts to change that. For these reasons, this project will not be included in the new CBT project.
6. Conclusion data collection

6.1 What is a community-based ecotourism product?
The term CBET product consists of several terms that have been combined into one phrasing. The terms connected to this phrase include tourism product, CBET, and communities. A tourism product consists of several components that complement each other, as they are functionally independent. Combined, these components form the tourism product that can be sold on the market. When talking about CBET products it means that the independent components focus on maximizing the benefits of local communities while, at the same time, try to reduce their environmental impact on the destination. Communities can be seen in two different ways. One, as an African village where there is a type of communal decision-making process when dealing with issues, and two, as a network of relationships. The tourism product components will include visits to these villages to learn about their culture. Furthermore, the CBET can also be seen as a network of relationships as it is working with the communities and making contact with as many communities as possible and to involve them in the decision-making process and to make sure they have a say in the changes. Only together with the help and support of the local communities can a CBET product be successful and interesting for the western tour operators.

6.2 What are community-based ecotourism product components?
The three types of components that are present in a CBET product are integral products, public goods, and complimentary services. The integral products can be sold independently without the combination of the whole product. The components that are involved in a CBET product are tour operator or local partner, transport, accommodation, activities & projects, and restaurants. All these components are focused on CBET and focus on maximizing the benefits of the locals. The basis of a CBET product is the cooperating local partner on the destination. A good relationship between the tour operator and the local partner is essential as there need to be excellent communication between the two parties to ensure the professionalism, the full experience, and the safety of the clients. The local partner is also responsible for guaranteeing CBET activities, accommodation, restaurants, and transport. Public goods are always included in the CBET product as they are part of the destination. These features such as climate, scenery, culture, and animals characterize the destination and form a pre-image. It is important to know the weather conditions per season, the general appearance of the destination, the local cultures and beliefs that always need to be taken into account and that are decisive factor on suitability, and the animals that walk around and can be seen as a tourist attraction, for example a safari. Knowing what to expect, what to offer, and where to focus the CBET product components on, public goods are always the most important aspect of a tourism product. The complimentary services are the services that add value to the experience of the tourist. As a tour operator, it is important to put extra effort in assisting and informing the tourist to increase the value of the tourism product that they bought. The extra information is equally important as the behaviour of a local tour guide. Therefore, it is important that the local employees will be chosen based on their friendliness, their knowledge, and their trustworthiness.
6.3 What is the development process of a CBET product?
When developing a tourism product it is very important to have the structure of a product development methodology that can guide the process and to keep a red wire present through the whole development process. Sustainable tourism development, or CBET development is the process of finding, selecting, and combining suitable CBET components into one final tourism product. This type of tourism considers both the needs of the tourist and of the host destination. It is essential to have an equal, fair balance between that.

The 4Ds methodology that will be used has four different phases, which has the advantage of being fully aware of the steps that will be taken. In the first phase discovery the main characteristics of the destination are identified. This overlaps slightly with the mentioned public goods. The four components of the phase will be shortly identified and will only provide the needed information specifically focused on the new Fair2 CBET product. The second phase dream visualizes the preferred and wanted end product before the actual research starts. The best-case scenario possible is always interesting as no rules or limitations will hold the scenario back and in this case the most wanted end result is crystal clear. This result will be a good motivation to keep in mind when developing the final tourism product. The third phase design is all about constructing the dreams into a tourism product. Prioritizing is the most important aspect that needs to be remembered as not every dream can be converted into an actual product. During this phase it is essential that the needs and wants of Fair2, the local partner, and the tourist are taken into consideration. The final phase, delivery and re-discovery focuses on delivering the product and building on the local communities commitment. Within this report, there will be focused only on the local partner, and the implementation process for the product. This will involve an advice on the implementation regarding i.e. commercialization and the finalization of the product before it can be launched onto the market.

6.4 What are the public goods relevant for CBET of Northern Tanzania?
After the extensive research on the public goods a relatively clear image can be sketched of the Northern parts of Tanzania and when the public goods are all known, the research on available CBET components can be more focused. Tanzania has two different seasons, dry and rain season, in which the temperatures vary from 25 degrees to 35 degrees. As there is not a best time to visit the North of Tanzania it all depends on what the client wants. Do they want to climb the Kilimanjaro? Then it is best to go in December and January. But do they want to go on a safari? Then they should definitely go in the summer months June, July and August. The scenery also plays a role in the clients needs. For hiking, the Mount Kilimanjaro, Mount Meru, and the Pare Mountains are recommended while divers will need to travel to the islands Pemba and Zanzibar. The wildlife safaris are all held in the National Parks and although they quite differ from one another they are all unique and feature special animal species. The culture is an essential factor for CBET. When working with and visiting local communities it is very important that the traditions and standards are known and taken into account. The African culture is very different from the Western and because of that misunderstandings easily arise. Pre-knowledge, briefings, and showing respect are three aspects that need to be taken seriously. Regarding animals, Northern Tanzania features the big five and many more
animals that will complete a spectacular safari. There are also around 1100 bird species that will leave any bird watcher in awe. These features of Northern Tanzania will play a role in the search for components and will form the basis of the image of Northern Tanzania.

6.5 What community-based ecotourism components are available in Northern Tanzania?
The research resulted in 35 possible activities that are focussed on CBET in Northern Tanzania. While researching for the activities the aspects of CBET and the needs of the client have already been taken into account. There were four culture activities, twelve labelled as adventurous, and two activities with a focus on animals in game drives. Furthermore, eight components have been found focusing on community and five on nature, Northern Tanzania’s public goods. Lastly, four components were found that focus on history of Northern Tanzania.

6.6 What are the opinions of professionals regarding community-based ecotourism in Northern Tanzania?
In general the opinions regarding CBET in Northern Tanzania are very positive. Some professionals are sceptical about the concept as it has been used and misused for a very long time. They agree that if this type of tourism is truly sustainable, focusing on benefitting the community, and minimizing the tourism footprint it is an extremely important addition to the tourism sector, if not essential. In addition they mention homestays as the ultimate experience for CBET as it provides a lot of interaction with the local communities. Thereby it shortens the money chain, as these communities will directly benefit from the visit. Professionals state that CBET is a win–win situation for both due to the feeling–good–feeling of the tourist and the employment and development opportunities for the local communities.

6.7 Which community-based ecotourism components are suitable for including in a community-based ecotourism product for Fair2?
After all the observed activities and accommodations have been compared to the introduced criteria there were 18 activities that are considered suitable for the new CBET product in Northern Tanzania. Of those 18, three are distinguished as cultural as they involve a village walk, which provides interaction with local cultures. Five activities are labelled as adventurous and focused on hiking, biking, and snorkelling. The two game drive activities are marked as animals as they completely focus on the safari experience. Three activities are distinguished as nature, which involves activities enjoying the public goods of Northern Tanzania such as waterfalls and forests. Lastly, three activities are labelled as community as the activities interact with the locals during visits to Children Home’s and schools. Regarding accommodation, six lodges have met the criteria that were set to assess CBET accommodations. The lodges are spread over the area in Northern Tanzania and each have their own unique characteristics. In addition, two tented camps have been selected because of their sustainable actions and their efforts in minimizing the footprint while sustaining good connections with the local communities. Lastly, the two homestays have been selected for the exceptional experience of living with locals and experiencing their life style while supporting them and to helping them during their daily activities.
6.8 **Answer Research Question one: What are the aspects of a Community-based ecotourism product?**

Community-based ecotourism involves a tourism product that is based on the principle of CBET and has been realized in close corporation with local communities. CBET products involve a combination of aspects, and can be divided into the categories tour operator or local partner, transport, accommodation, activities & projects, and restaurants. Together with public goods like climate and complementary services like trustworthiness of personnel, these aspects create a CBET experience for tourists. In order to develop a CBET product, one must go through four phases, which are discovery, dream, design and delivery/re-discovery.

6.9 **Answer Research Question two: What makes Northern Tanzania a suitable community-based ecotourism destination for Fair2?**

The public goods of Tanzania are divers, and therefore attractive to a large range of tourist groups. However, pre-knowledge, briefings, and respect for different cultures are always important in order to safeguard a qualitative CBET offering. Available CBET activities in Tanzania are divided into six subgroups, which are cultural, adventure, animals, community, nature and history. Out of the 35 activities found, 18 were qualified as suitable CBET components. Many professionals state that CBET is an important addition to the tourism sector, but only in case of positive outcomes for all parties involved.

6.10 **Discussion reliability and validity**

A research instrument is considered reliable if the results are consistent over time within an accurate representation of the total population (Golafshani, 2003). According to Kirk & Miller (1986) a qualitative research instrument can never be 100 per cent reliable and valid as qualitative research is very dependent on the opinion and subjectivity of the researcher. The reliability can be improved by replicating findings; repeating the research in order to see if the same research results are obtained (Kirk & Miller, 1986). Another way to improve the reliability is to let another person to be present at the interviews, to check the coding process, and to give feedback on the findings. Within this field research that includes interviews and observations, a second person was present at all times as representative of the local Tanzanian partner. This representative, Vera Meyer, has followed the whole process and has given feedback on the obtained results whereby the reliability of this research improved. As this field research was executed in Northern Tanzania there were issues regarding language barriers and therefore off-topic answers due to misunderstandings. These answers decrease the reliability level as the respondent is not specifically answering the questions and will therefore give different results with a replication. Thereby, as there were three different units the interview questions slightly differ from one another and there was also some focus on topics that came up during the interview, which also makes it harder for a replication. Even though these aspects lower the reliability, the fact that the research has been conducted with second opinions, and followed the set coding structure there is a medium reliability within this research.
Validity
A research can be determined as valid when the research truly measures that which it was intended to measure (Golafshani, 2003). According to Kirk & Miller (1986) there are several ways to test and improve validity in three different levels. Construct validity indicates whether the operationalization actually covers the underlying core concepts. Operationalization is the process of unravelling core concepts from the research into concrete subaspects (Golafshani, 2003). Within this process the exact definition and the meaning of the core concept are presented. In other words: it measures what it was intended to measure. The three core concepts have been defined and the results showed subaspects that have been defined as well. From these definitions and explanations criteria and knowledge came forward which has been used to structure the interview guide and observation criteria list. The core concepts have been defined within the theoretical framework and this made sure that the meaning of the concepts was completely clear for the whole report.

On the hand of above explanations, the core concepts can be determined valid. Internal validity indicates whether the conclusions about causality can be drawn justly. Causality implies that change of one variable also causes change on the other variable. A research that tries to exclude as many spurious relations as possible is more valid than a research where this does not happen (Kirk & Miller, 1986). In order to prevent variables to change due to wrong answers or due to other changing variables this research made use of interviewing three different units. This way the variables were looked at from different angles, which increased the internal validity (Golafshani, 2003). This method is called triangulation and focuses on different focus points to compare different points of view on one aspect. Kirk & Miller (1986) also state a qualitative research often has a high intern validity due to the continuously process of adjustment of the questions and structure.

Within the process of this research many changes have been made to the research questions and structure, and therefore the intern validity can be considered as high. External validity indicates whether the drawn conclusions can be generalized to research units that have not been researched (Kirk & Miller, 1986). There are two kinds of generalizability at issue. (1) Generalizability across situations that measures the extent to which we can generalize from the situation constructed by an experimenter to real-life situations and (2) generalizability across people hat measures the extent to which we can generalize from the people who participated in the research to people in general (Golafshani, 2003). Within qualitative research it is very hard to generalize the focus group of the research. For example, the experts within this research have a similar opinion, however this does not mean that all experts on CBET share this opinion, the focus group is too small for that. Therefore the external validity for this research can be considered low.
7. Advice

7.1 Purpose of the Advice
Now that all the sub-questions have been answered by means of extensive literature research or field research in Northern Tanzania the answers are known and the knowledge will serve as basis for the advice for the client. All the acquired knowledge will be included in systematic answering the research questions and to apply them to the purpose of this research; to develop a CBET product for Fair2 in Northern Tanzania.

7.2 The development process of the new CBET product
The first research question is; **what are the aspects of CBET product development?** Within the literature research the sub-questions, that involved definitions of a CBET product and CBET product components, and the CBET product development process, have been answered. This knowledge and information will be the centrepiece of the advice and form the structure for a new CBET product. The CBET product will be developed following the structure of the first 3 Ds of the 4Ds development model where the CBET product components will be included as well. Research Question two states; **what makes Northern Tanzania a suitable CBET destination for Fair2?** This question focuses on all the aspects related to the new CBET product such as the public goods, the available components, the suitable components based on criteria, and the opinion of professionals regarding CBET in Northern Tanzania that will serve as recommendations. These two main research questions with the attached sub-questions constitute a complete research with a solid structure and all the needed information. The full structure can be found in Appendix No. XI. The two models that will be used within the advice are the 4D cycle (TMI 2000) and the implementation model (Komppula, 2001). The reason the 4D cycle has been chosen over other development models is due to the fact that it specifically focuses on CBT in a destination and takes into account that the cooperation with the local community is extremely important and that minimizing the tourist footprint is essential. Komppula's implementation model has nothing to do with CBET but has four clear steps that are easy to understand and to implement. Due to the clarity and reliability of those steps this implementation model transcends the other models found during research.

7.2.1 Discovery phase

1) Discovering and valuing Community-based Tourism assets.
The CBET assets that Northern Tanzania features have been researched and described in sub-question No. 4; **what are the public goods of Northern Tanzania.** The good things that Northern Tanzania features that can be promoted as Unique Selling Point are the Mount Kilimanjaro, the Ngorongoro Conservation Area, National Parks Lake Manyara and Serengeti, and coastline with beautiful islands Pemba and Zanzibar. Cultural sites that have been found are Oldupai Gorge archaeological and paleontological site and the Maasai tribes in the areas around the National Parks. These aspects came forward due to literature research but were also mentioned several times by the professionals in the interview data collection. This confirms that these features play an important role in the image of Northern Tanzania and are therefore important for the new CBET product.
2) Learning about tourism issues, impacts, and market characteristics.
One of the aspects that came forward in the interviews multiple times were the benefits for both the locals and tourists. The most important benefits that the professionals focused on were improving the living standards of the local communities, employment, and education. These three aspects are connected to one another and essential for a CBET product. When discussing market characteristics it is critical to know what facilities and accommodations, or in other words components, are available in Northern Tanzania, as these will form the basis for the new CBET product. The available components that have been found involve village walks, mountain bike tours, waterfall tours, game drives, historical highlights, caves, and visiting orphanages and schools. A full list of the available activities and accommodations can be found in Appendix No. XIV.

3) Initial identification of success factors of community-based tourism.
Several professionals mentioned success factors in their answers during the data collection. One factor they all agreed on was the location. The success of the tourism business depends on where they are located. This is relevant when developing a CBET product, as components need to be selected on their location if they want to be declared suitable. They need to have proper infrastructure, which is another success factor, and located on a logical location, which can be visited easily within the itinerary. A perfect CBET accommodation that is located 200 kilometres from the other potential components and has in addition a very bad infrastructure, there is a fair chance that this component will be excluded. Another success factor is safety, or the image of safety. When Northern Tanzania has a positive safe image it will attract more tourists, which will result in more potential buyers for the new CBET product and in increasing of the benefits for the local communities. Professionals state that at the moment Tanzania is safe, in comparison with Kenya, which is an advantage for the CBET industry. The last success factor that was mentioned is ownership and the professionals state that only components that have local ownership truly benefit the communities. When including these components in the new CBET product, there is a guarantee of benefitting the local communities.

4) Developing skills and empowering communities through the participatory learning approach.
Within this part, it is important that the local communities are aware of the tourism product consequences and that they support this with knowledge and involvement. Professionals state that the locals are already aware of the consequences of tourism and CBET as their income depends on tourism. The more tourists are visiting, the more income they generate. With CBET they also have the advantage of a short money chain from tourist to community. An aspect that needs to be improved is education in order for the locals to have the needed knowledge to be involved in the CBET product. This is important for the future of the CBET tourism industry regarding more self-sustaining components and a faster growing industry.

7.2.2 Dream phase
1) Practice dreaming.
Within this phase there have been brainstorm sessions in order to determine what the best-case scenario would be for a new CBET product that completely meets Fair2’s mission and vision and at the same time benefits the local communities in Northern Tanzania.

2) Visualizing Community-based Tourism in the future.
When thinking about the best-case scenario for the new CBET product the vision shows a network of CBET components spread out in Northern Tanzania. Most components are locally owned and self-sustaining. The components that are not locally owned are fully benefitting the community in several ways to optimize the CBET vision. Northern Tanzanian features such as National Parks Lake Manyara and the Ngorongoro conservation area are both included with a game drive as these National Parks provide benefits for the communities and offer employment possibilities. All these components will be connected to one another to create a large network. Within this CBET product the focus lies upon creating a win-win situation for both the tourist and the community by involving the tourist in the local lives. This real African experience fits the target group of Fair2 that involve active, adventurous travellers that want a mix of basic homestay accommodations and luxurious accommodations, and who want interaction with the local communities, to learn from them, but also see the highlight a country features. The role of the community is hosting the tourist and to let them into their lives to provide a real African experience. The local communities also provide local tour guides for village walks, which provides employment, one of the benefits of CBET. Furthermore, the components are involved with ecotourism, which includes using renewable energy and to minimize the environmental footprint. Apart from the focus, all communities are aware of the tourism consequences, and provide a safe environment.

3) Turning Dreams in Community-based tourism products.
After describing the best-case scenario, the following list includes the most important characteristics of the new CBET product.
- Components locally owned
- Network of CBET components
- Along a tourist network
- Good infrastructure, right location
- Fully benefitting the community
- Country highlights as components
- Win-win situation, Learning from each other
- Involving tourist
- Real African experience
- Active and adventurous travellers
- Homestays and Luxurious accommodations
- Community hosts tourists
- Employment; local guides, village walks
- Involved in ecotourism, usage of renewable energy
- Minimize environmental footprint
- High awareness level of communities regarding tourism
- Safe environment
7.2.3 Design phase

1) Assess the products of the Dream phase against the objectives of Community-based Tourism, and eliminate those that do not meet these objectives.

In sub-question No. 7 from the field research the suitable components have already been determined on the basis of set criteria. The purpose of the field research was to find out the suitability and therefore a full list of criteria has been drawn that components have to meet. The full list of suitable components can be found in Appendix No. XXV and Appendix No. XXVI provides the visualization on a land map of the suitable components in Northern Tanzania.

2) Selection of the most viable products or sets of products.

The main purpose of the new CBET product is not to make a lot of profit, but to show adventurous tourists the backside of Africa and to let them have the real experience of Africa with interaction and involvement with the local communities. Even if the product was meant to make a lot of profit, this is not how it works with CBET as a lot of money is invested in the communities for example such as village fees that help support protecting the natural resources and building hospitals and schools.

3) Strategy development for Community-based tourism through an assessment of factors that contribute to success.

Derived from the success factors that were mentioned by the professionals there are several focus points that will need to be taken into account when developing the new CBET product.

- Location. Alongside a tourism network and located in a favourable position.
- Infrastructure. This needs to be of a proper quality to have comfortable transport to components with good accessibility.
- Safety. When developing a new CBET guaranteeing safety for your clients is essential.
- CBET. Within this product it is important that the components effectively focus on CBET.

4) Formulation of action plans for Community-based tourism.

This action plan will be shortly described and is focused on designing the new CBET product before it is presented to the client.

Who: The researcher.
What: Development of a new CBET product.
How: Development of several maps with potential networks of components, which will be analysed, discussed, and chosen on preferred suitability.
By when: 15th June, 2015
Where: Northern Tanzania area

(5) Monitoring and Evaluation design.

These monitoring and evaluation will be conducted after designing the itineraries and will form the basis of selecting the most fitting CBET product. Included aspects:

- Relevance
- Effectiveness
7.3 Community-based ecotourism product design

Now that all the CBET suitable activities and accommodations are known the step towards final development of the CBET product can be taken. The schedule of suitable CBET components can be found in Appendix XXV and even though 18 activities and 9 accommodations have been considered as suitable for the new CBET product, this does not mean that they will actually be included. As stated earlier, some components might be off the route, overlapping with other activities, or not suitable within the new itinerary based on focus and characteristics.

Appendix XXVI visualizes the components on the map in Northern Tanzania and when looking for a realistic route, it is already obvious that Lake Natron Camp (Accommodation E) is far off the touristic route, which will occupy a lot of time in the itinerary. This has the result that the Lake Natron Camp together with the early hike to Lake Natron (9) will not be included in the itinerary due to the inconvenient location.

Some activities are also overlapping with each other and even though they have different characteristics, it still is the same activity. An example for this is the waterfall Ndoro in Marangu and the waterfalls in Tanga. As we do not want to offer such similar activities the other activities in the area have been analysed and in Marangu the addition of the waterfall Ndoro adds value to the experience of the day while in Tanga several other activities are already planned that are equally interesting as the waterfalls. Therefore, the choice has been made to skip the waterfalls in Tanga and to participate in the other activities such as the snorkelling trip and the Amboni caves and Tangoni Ruins, and to include the Ndoro waterfall in the itinerary.

Another activity that is overlapping is the mountain bike tour in Arusha and the mountain bike tour to the Maasai community in Mto WaMbu. Apart from the fact that the activities are very similar, they are also very close to each other, which would result in comparable activities in a short time-range. Thereby, the mountain bike tour would focus on sight seeing in Arusha through while the mountain bike tour in Mto WaMbu will pay a visit to a traditional Maasai tribe, which will provide interaction and learning aspects about their culture, which is an important aspect of CBET. Therefore, only the mountain bike tour in Mto WaMbu will be included in the itinerary.

The third activity that is overlapping is the visit to Rhotia Valley’s Children’s Home and the visit to the Children Concern Foundation. Both activities are focused on providing a better future for the orphans but do this in two complete different ways. While the Children Concern Foundation is dependent and relying on sponsorships, Rhotia Valley’s Children’s Home is fully funded by the income of the Rhotia Valley tented lodge. In addition, Rhotia Valley provides
employment, proper food and clean drinking water for the community, and is involved in the education of the community. Due to this dedication and the perfect location next to the Ngorongoro Crater Conservation Area, Rhotia Valley will be chosen over Children Concern Foundation.

The other components that were considered as suitable have been included in the new itinerary. 13 activities and 8 accommodations meet the needs and criteria of Fair2 and do not overlap one another and are located in a logical, realistic order in Northern Tanzania. The accommodations are located near by the suitable activities and are surrounded by unique public good features. Five accommodations are lodges, one is a tented lodge, and two are unique homestays. Regarding the activities, there are three focused on culture, two on animals, two adventurous activities, two activities related to the history of Northern Tanzania, one on natural public goods, and three focused on interaction with communities.

The final itinerary presents a CBET product that has a proper balance with CBET activities and accommodations that truly benefit the communities with activities that provide direct interaction between the clients and the local communities. This results in a CBET product that is completely focused on CBET while having free time and activities that involve tourism highlights. Thereby, the components are located in a good distance from one another and on a tourism network with good accessibility due to proper infrastructure. The CBET components are relevant for the new CBET product and the product is efficient because it meets all the needs and criteria of Fair2. The CBET product also has a good impact on the benefits of communities as the included components directly focus on that while being sustainable, and showing the country at the same time.

<table>
<thead>
<tr>
<th>Day</th>
<th>Activity</th>
<th>No.</th>
<th>Accommodation</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dar es Salaam – Manga (Pare Mountains)</td>
<td>A – B</td>
<td>Tona Lodge</td>
<td>A</td>
</tr>
<tr>
<td>2</td>
<td>Village walk Manga</td>
<td>1</td>
<td>Tona Lodge</td>
<td>A</td>
</tr>
<tr>
<td>3</td>
<td>Hike to Malameni Rock &amp; Caves, drive to Kafingiro + village walk Kafingiro</td>
<td>2, 3</td>
<td>Homestay Mwambo</td>
<td>F</td>
</tr>
<tr>
<td>4</td>
<td>Drive to Moshi</td>
<td>B – C</td>
<td>Honey Badger Lodge</td>
<td>G</td>
</tr>
<tr>
<td>5</td>
<td>Ndoro waterfalls and Chagga Caves Marangu</td>
<td>C – D, 12, 13</td>
<td>Honey Badger Lodge</td>
<td>G</td>
</tr>
<tr>
<td>6</td>
<td>Drive to Mto WaMbu</td>
<td>D – E</td>
<td>Fanaka Lodge</td>
<td>B</td>
</tr>
<tr>
<td>7</td>
<td>Lake Manyara Game Drive</td>
<td>4</td>
<td>Fanaka Lodge</td>
<td>B</td>
</tr>
<tr>
<td>8</td>
<td>Maasai mountain bike tour</td>
<td>14</td>
<td>Fanaka Lodge</td>
<td>B</td>
</tr>
<tr>
<td>9</td>
<td>Ngorongoro Game Drive</td>
<td>E – F (5)</td>
<td>Rhotia Valley</td>
<td>C</td>
</tr>
<tr>
<td>10</td>
<td>Visit the Children’s Home</td>
<td>F – G (16)</td>
<td>Rhotia Valley</td>
<td>C</td>
</tr>
<tr>
<td>11</td>
<td>Drive back to Moshi, visit the EMCS</td>
<td>G – H (17) –B</td>
<td>Honey Badger Lodge</td>
<td>G</td>
</tr>
<tr>
<td>12</td>
<td>Forest walk Moshi, Drive to Kirua</td>
<td>(15), B – I</td>
<td>Homestay Renju</td>
<td>H</td>
</tr>
<tr>
<td>13</td>
<td>Drive to Tanga</td>
<td>I – J</td>
<td>Mike’s Beach Cottages</td>
<td>I</td>
</tr>
<tr>
<td>14</td>
<td>Snorkelling trip</td>
<td>11</td>
<td>Mike’s Beach Cottages</td>
<td>I</td>
</tr>
<tr>
<td>15</td>
<td>Amboni Caves &amp; Tangoni Ruins</td>
<td>7</td>
<td>Mike’s Beach Cottages</td>
<td>I</td>
</tr>
<tr>
<td>16</td>
<td>Drive to Dar es Salaam</td>
<td>I – A</td>
<td>--</td>
<td>--</td>
</tr>
</tbody>
</table>
7.4 Cost benefit analysis

In order to provide insight into the costs and benefits of the new CBET product, a cost and benefit analysis has been created. This will give a solid overview of the costs of developing and marketing the new CBET product in contrast to the benefits the product will provide.

### Costs

<table>
<thead>
<tr>
<th>Development</th>
<th>Labor local partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Risk</td>
</tr>
<tr>
<td></td>
<td>Infinite evaluation</td>
</tr>
</tbody>
</table>

### Benefits

<table>
<thead>
<tr>
<th>Sales</th>
<th>Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness CBET</td>
<td>Web traffic Fair2</td>
</tr>
<tr>
<td>Customer loyalty</td>
<td>Expanding portfolio</td>
</tr>
<tr>
<td>Research CBET development</td>
<td></td>
</tr>
</tbody>
</table>

7.4.1 Price calculation

For the best suitable itinerary the expected costs have been drawn up with the help of the local partner in Northern Tanzania, and the total calculation can be found in Appendix No. XXIX. The costs have been drawn up on the basis of 2 persons and reach a final of 2417 USD, and converted in euros 2140,64. The final tourist price includes the CO2 compensation Fair2 pays, and the booking costs for the complete tourism product. Additional costs to the final price is the 15% commission price of Fair2, which brings the final price to €2,462 for which the new CBET product will be offered on the market. The added value Fair2 has by being a good tour operator is that the company is able to deliver good customized CBET products. When there is a need, like in this case, to lower the final price is to be creative, and to search for alternatives. Within the new CBET product, public transport is included from the airport to the first accommodation and from the last accommodation to the airport to save on fuel and vehicle costs of the local partner. Therefore, Fair2 will be able to offer this CBET product for a fair and good price to quality ratio.

7.4.2 Break-even point

The costs for the development of the new CBET product during the field research in Northern Tanzania totalled to an amount of 825 USD (€ 731), which has been paid to the local partner in Northern Tanzania who was responsible for the organization and the belonging costs. The estimated implementation costs are € 500 which brings the total tangible costs to € 1231. The profit margin for Fair2 is 15 %, which adds up to € 321 per sale. When dividing the total tangible costs by the profit margin (1231/321) the outcome is 3.835. Which means the break-even point is reached at 3.8 sold tours and that Fair2 starts to make profit on the new CBET product as soon as it has been sold more than 4 times.

7.5 Advice on implementation

In order to write an implementation advice for the new CBET product there has been a consultation with the client Fair2 in order to discuss what would be possible for the company to execute while following a professional implementation model for a solid structure. The implementation model that will be used is the second part of the tourism product
development model of Komppula (2001), which can be found in Appendix No. XII. This model is derived from the literature research when discovering how to develop a tourism product based on a tourism product development model. This model has 4 steps that will be advised accordingly with extra explanations to provide a customized advice for Fair2. As Fair2 is mostly providing customized CBET tourism products it is hard to develop an implementation plan and to put a time-span on the process as it all depends on circumstances whether the process can start. Therefore the duration of the steps are indications. The reason that there are only indications and that the implementation plan is written in broad, general terms is the result of the working methods of Fair2. As Fair2 does not have a set implementation model and is normally very flexible and improvising with its operations. This is also the reason that there are no set costs presented. However, in order to provide a realistic implementation plan the approximate monetary size of the costs have been displayed. The analysis of the break-even point already mentioned that the approximate implementation costs have been estimated at €500 and this will be broken down in different type of costs.

**Step 1: Service development and testing** (3 weeks). Within this phase the prototype of the new CBET product will be presented to long-term clients who will be able to give feedback on the combination of components, the duration of the product, the price to quality ratio, and their general opinion for success. These opinions form the essence of approval for the CBET product and offer a first-hand opinion on the service and product. The costs related to this step is the small compensation for the long-term clients estimated at €100 and €50 staff costs for the contact person who will make sure the feedback is useful and of high quality.

**Step 2: Market testing** (4 weeks). Within this phase the new CBET product will be offered to a client who is interested in Northern Tanzania for a discount price (5% of the 15% Fair2 marge) as he is the first one to test the product. The test client has to be adventurous and who wants to experience and take a lead in the travel process. After the test service the client will be interviewed on his opinion regarding improvements, changes, his opinion on the value, and his general opinion. After the evaluation, based on the input, the new CBET product can be adjusted. The costs related to this step are the €50 staff costs of the contact person of the testing client who will make sure the evaluation and feedback is reliable and of high quality.

**Step 3: Commercialization** (3 weeks). The third phase of the implementation involves commercialization which includes promotion of the new CBET product on Fair2’s website, on their Social Media platforms, in their official newsletter, and other possible promotion channels such as papers, magazines, and forums. This is all done with the focus of marketing the product and to raise awareness for the new CBET product in Northern Tanzania. The costs related to this step are the marketing costs estimated at €300.

**Step 4: Post-introduction evaluation** (3 weeks). The last and fourth phase of the implementation is the post-introduction evaluation wherein changes can be made after the introduction of the new CBET product. This is easier when providing customized products and when working with a local partner in Northern Tanzania who should be able to recognize new interesting components to include. This phase will never end, as it is an infinite process that focuses on re-improvement when needed and appropriate. There are no costs connected to this last phase yet as there is no estimation possible on how much needs to be changed and improved over the coming years as it is an infinite process.
8. Afterword

8.1 Thesis process
During the writing process of the thesis there are several qualities I have learned. 1) How to take responsibility in a process such as writing a thesis. It was my task to come up with ideas and to shape it to everyone’s ideas and expectations. 2) In addition, the skill of combining feedback from three different parties. In the beginning I noticed that this was quite hard for me but in the end I learned to decide which feedback was most relevant and which would add value to my thesis. 3) During the development process in Northern Tanzania I learned to deal with last-minute unexpected situations that required a high level of flexibility. An aspect I found hard was keeping in mind the whole picture of the thesis, as I tended to focus on one chapter at the time while writing. This sometimes resulted in improvident situations, which did not benefit this research. This is a skill I would like to improve in the future, as it will increase the clarity of the structure and the coherence. During the process of writing this thesis there were regular meetings with the client. These meetings were used to discuss any difficulties within the writing process and to ask for opinions and additional information. The communication was very informal which made it easier to work together and to ask some quick questions in between. This way of communication provided me with a lot of additional knowledge that added value to my thesis. Next to meetings with the clients there were also regular meetings with the first examiner. Communication went via e-mail, which was always answered quickly. This helped me in my writing process as I was not hesitating to ask any questions and thereby, I could always expect a detailed answer, which had great added value.

8.2 Value thesis for client
This report represents an extensive research on community-based ecotourism and provides a CBET product in Northern Tanzania that can be offered to Fair2’s clients almost right away. The thesis provides the client with detailed information on the available components and also observed and evaluated them while in Northern Tanzania. The field research has the added value of seeing the components and the local partner live, which is always different than from the Netherlands. The thesis does not only present the new product but also the atmosphere, the location, the safety feeling, and the beautiful aspects of Northern Tanzania.

8.3 Value thesis for industry
As this thesis has been written for a small Dutch tour operator and the research and advice are completely tailored to this company, the value for the tourism industry can be questioned. This research focuses upon the development of a CBET product in Northern Tanzania suitable for the clients of Fair2. These clients have different and most importantly unique characteristics and needs, which are responded to in the advice. Only if a company also wants to offer CBET products in Northern Tanzania to a similar range of clients, this research would be of use. In addition, starting companies that are searching for ways on how to start their portfolio and the right development process can use the research as basis for their own development process. For the larger part of the tourism industry, this research is not adding value as it is too much focussed on the client which makes it hard to generalize the collected data and the advice for other destinations and/or companies.
9. Reference list


https://books.google.nl/books?hl=nl&lr=&id=wueZG01A9YoC&oi=fnd&pg=PA15&dq=ecotourism+transport&ots=Pn06N_nYd&sig=C0gBESd1_6yNwWN2qrhxKgosMh4#v=onepage&q=ecotourism%20transport&f=false


http://www.tanzaniaculturaltourism.com/tanga.htm


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http://www.thefreedictionary.com/component


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Vignati, F., & Laumans, Q. (2009). Value Chain Analysis as a Kick Off for Tourism Destination


Retrieved from


Retrieved from

https://books.google.nl/books?id=noFNSuofi6IC&pg=PA136&lpg=PA136&dq=community+based+tourism+activities+tanzania&source=bl&ots=kim6nKdpHo&sig=d6c6wH1kWhkFqHJGkI4ZY4EpQm0&hl=nl&sa=X&ei=vlQcVY-ZIpHvapyAgYAB&ved=0CDgQ6AEwAzgK#v=onepage&q&f=false

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10. Appendix
8.1 Appendix I  Model 1 [PPP model]
### 8.2 Appendix II  
List of search commands theoretical framework

**Core concept Community–based ecotourism**

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**Core concept Community–based Accommodation**

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8.3 Appendix III  AAOCC Criteria

Authority
- Who are the authors? Are they qualified with degrees or work experience? Are they trustworthy?
- With who are they connected? Does their connection affect their credibility?
- Who is the publisher? What is their reputation? Website?

Accuracy
- Is the information accurate and correct? Is it error-free and reliable?
- Are the clarifications and implications reasonable?
- Is there proof to support conclusions? Is it verifiable?
- Do the authors list their sources, references, or citations?

Objectivity
- What is the purpose? What do the authors want to achieve?
- Does this purpose affect the writing or presentation?
- Is there an unspoken or obvious bias?
- Are the information facts or opinions?

Currency
- Is the information current? Is it still valid? When was it published?
- Has it been proven invalid by following research?

Coverage
- Is the information relevant to your topic and assignment?
- Who is the proposed audience?
- Is the material presented at a correct level?
- Is the information complete? Is it exclusive?
8.4 Appendix III  Operationalization
## 8.5 Appendix V | List of search commands literature research

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8.6 Appendix VI  Observation criteria

Criteria observation Accommodations  (14 x) (80 % = 11 = sufficient)
1. The accommodation is located in a natural area that is not impacted by a town site, noise, traffic, or pollution.
2. The surroundings of the accommodation have unique natural features and attractive scenery, with the presence of endemic plants and animals.
3. The accommodation is small and has less than 30 rooms.
4. The community locally owns the accommodation.
5. The accommodation employs local people.
6. The accommodation uses a renewable energy technology.
7. The accommodation contributes to the local community and improves their living standards visibly.
8. The accommodation facilitates basic needs (running water, (compost) toilet, + mosquito net).
9. The accommodation employs local guides with extensive knowledge for educational aspects and a proper level of English.
10. The local community is aware of the potential opportunities, risks and changes involved and is interested in receiving visitors.
11. There are no threats to indigenous culture and traditions and the accommodation is not involved in irresponsible activities such as child labour, exploitation of humans and animals, criminality, corruption, etc.
12. The accommodation is safe and easy accessible.
13. The accommodation is clean
14. The accommodation has hospitable staff

Criteria observation Activities  (9x) (80 % = 7 = sufficient)
1. The activity is completely focused on community-based ecotourism and maximizes the benefits of the local community.
2. The activity employs locals to guide tourists.
3. The activity involves visiting social project such as schools, hospitals, water supply system, orphan centres, or wildlife rescue centres, history, or natural resources.
4. The activity contains educational aspects in forms of storytelling, knowledge about the flora and fauna, or local traditions.
5. The activity is safe and easy to participate in.
6. The local community is aware of the potential opportunities, risks, and changed involved and is interested in receiving visitors.
7. There are no threats to indigenous culture and traditions and the activity is not involved in irresponsible activities such as child labour, exploitation of humans and animals, criminality, corruption, etc.
8. Some income generated from the activity is invested in the local community to maximize their benefits.
9. The activity or project should be self-sustaining or be on its way to being self-sustaining.
8.7 Appendix VII  Examples of CBET products

Tour operator Dreamcatcher located in Cape Town, South Africa, offers The Alternative Winelands tour, which is a heart-warming and educational alternative to the mainstream Cape Winelands experience (Broughton, 2015). The tour features insights into the lives of the local labour who worked the land during establishment of the Western Cape’s wine estates, supporting visitors to learn about the challenges of hotel and farm life and how the local community has developed to the present day (Broughton, 2015). The tour visits wine estates that have demonstrated a commitment to its employees and the local community such as providing access to land and technical assistance to start their own wine label, and features a unique opportunity to prepare en taste traditional meals during a cook-up with the local women from the area, called Kamammas (Broughton, 2015). This tour is an excellent example of professionally organized community-based tourism, opening a window on the lives of ordinary South Africans through food, story-telling, wine, music, and truly South African hospitality at its best (Broughton, 2015).

The community Baboon Sanctuary (CBS) was created along the Belize River (Belize, Mexico) to conserve one of the last health populations of the endangered Black Howler Monkey (Blangy & Mehta, 2006). This sanctuary is completely build on private lands and protected by the local community. The forest along the Belize river have been kept intact in order to preserve fruit trees and other trees that are important to the howler monkeys (Blangy & Mehta, 2006). Large local farms stretch alongside the river’s edge and together with the forest making a perfect attraction for horse riding, canoe trips, monkey viewing, bird watching, and relaxing on the river banks. Local vegetable farms that ranch cattle’s and pigs are the main use of the land together with the community-based ecotourism that became a bigger part of the area lately (Blangy & Mehta, 2006). More and more locals are becoming involved in this alternative type of tourism as the number of pledged lands has grown over the years, and the CBS has become an integral part of the fabric within this rural society (Blangy & Mehta, 2006). CBS helps to build new eco facilities, trains staff, and runs training workshops for local community members in tourism, business, and leadership. Community-based ecotourism has brought a new way of life by blending the old and the new life style. It has offered livelihood opportunities in this area and thereby provides alternatives to the locals and to give them better life opportunities (Blangy & Mehta, 2006).
8.8 Appendix VIII    Non-sustainable tourism value chain

The chain below visualizes the non-sustainable tourism product value chain with five different components (Vignati & Laumans, 2009). Within the normal tourism value chain accommodation comes first as it is one of the most visible and tangible elements of the tourist experience as the premises host the visit (Page & Connell, 2009). It includes mostly hotels, luxury lodges, resorts, villas, apartments, campsites, farm stays, and cruise liners (Page & Connell, 2009). The next chain is Bars & Restaurants and this means everything connected to food & beverage that includes bars, restaurants, pubs, lunchrooms, and take-away restaurants (Page & Connell, 2009). Agencies & Travel operators can be characterized as a company that will organize and package together that will include tourism product components, and offer them for sale to the public (Page & Connell, 2009). Agencies and Travel operators can also be used to only purchase integral goods such as activities on destination (Koutoulas, 2004). Transport can be seen as a utility, which includes flights, intercity rail, taxis, buses and metros. These have a low intrinsic value as a tourism experience (Page & Connell, 2009). The transport elements that do have a high intrinsic value as a tourism experience are scenic car trails, cruises, city walking trails, biking and hiking, and kayaking (Page & Connell, 2009). Lastly, shopping is one of the most popular activities of tourists (Koutoulas, 2004) and can be done in large inside shopping malls, in larger cities, and local markets (Koutoulas, 2004).
8.9 Appendix IX  CBET Value chain

- Tour operator or partner
- Transport
- Accommodation
- Activities & Projects
- Restaurants
8.10 Appendix X   Model 2 [4D cycle]

1. Discovery, the art of appreciating.
   *The best of what is, what gives life to the community or organization.*
2. Dream, envisioning an impact.
   *What might be, creating a positive image of a preferred future.*
3. Design, co-construction of the desired future.
   *What should the ideal be, process or dialogue, consensus and further inquiry.*
4. Delivery, sustaining.
8.11 Appendix XI  Description 4D cycle

The cycle of the 4D’s

**Discovery**
This is the first of the four D’s in the APPA methodology in which the characteristics of the destination that attract or may attract tourists are identified (TMI, 2000). Discovery emphasizes the **good things** or successes at hand that can be strengthened, managed, and marketed as community-based ecotourism by the community to generate more local benefits (TMI, 2000). According to The Mountain Institute (2000) there are four components of Discovery:

1) **Discovering and valuing Community-based Tourism assets.**
The Unique selling point (USP) is a term that is normally used to describe a special feature or attraction that can be marketed to tourists. The concept of Community-based Tourism assets is quite similar to USPs, however it covers a much broader range of **good things** about a community (TMI, 2000). Examples of these **good things** are natural features and resources, and cultural sites (TMI, 2000).

2) **Learning about tourism issues, impacts, and market characteristics.**
Another aspect of **Discovery** is the additional information that arises from the research that can contain current conditions, issues, relationships, impacts, and benefits of community-based tourism (TMI, 2000) Some examples that can be useful to explore and learn about **discovery** is the availability of location and services, facilities, resources, and skills to support community-based tourism (TMI, 2000).

3) **Initial identification of success factors of community-based tourism.**
Success factors are the issues that affect or influence the development of successful community-based tourism (TMI, 2000). Typically, the factors that need to be considered are environmental concerns, competition, and social/institutional issues (TMI, 2000).

4) **Developing skills and empowering communities through the participatory learning approach.**
This process is an important component of **Discovery** that begins to build confidence and awareness, and empower the community with knowledge and involvement in the process. Often locals are critical to the success and sustainability of community-based tourism planning efforts (TMI, 2000). By addressing this, APPA tries to excite, empower, motivate, and reward participants that hope for a better future that they can achieve themselves (TMI, 2000).

**Dream**
This is the second of the four D’s and collectively visualizes how the developer would like to see the product develop and how the community can benefit from conservation-based tourism in the future (TMI, 2000). The **Dream** is the most powerful if it is at a time in the
future where no one can now really say how the world will have changed and what is possible (TMI, 2000). This stage is to encourage envisioning the best scenario possible (TMI, 2000). The main steps to Dream are:

1) **Practice dreaming.**
   It is sometimes quite hard to feel comfortable visualizing the future, especially in cultural context where the idea of wishing the unimaginable has never before been practiced or encouraged. However, when dreaming, the most wanted and desirable scenarios of community-based tourism will be identified (TMI, 2000).

2) **Visualizing Community-based Tourism in the future.**
   Dreams define what the most desirable characteristics of community-based tourism are in the future, building upon the strengths and assets identified in Discovery (TMI, 2000). The power of the Dream is in its results, and as a visual image of how Community-based tourism looks and how it is functioning in the future (TMI, 2000). It should describe some factors such as the type of visitors, what they are doing, where are they staying, who will benefit from their visit, what are they attracted to and more (TMI, 2000).

3) **Turning Dreams in Community-based tourism products.**
   After the process of Dreaming, there is often a long list of characteristics left. Mostly the list includes aspects of conditions needed to attract tourists, the communities' role, or the type of tourist, what they are doing, and who is guiding them (TMI, 2000). Other Dream features may involve community wishes that are indirect connected to Community-based tourism such as schools, electricity, and health posts (TMI, 2000).

**Design**
This is the third of the four D's and perhaps the most challenging as this is the phase where to construct the Dream into a product (TMI, 2000). As with any planning activity, it becomes clear that not every dream can be involved in the product. Therefore an important aspect of Design is to prioritize (TMI, 2000). There are five components of the Design:

1) **Assess the products of the Dream phase against the objectives of Community-based Tourism, and eliminate those that do not meet these objectives.**
   A useful way to prioritize variety of potential Community-based tourism products or components identified in the previous phase is to discuss their contribution (TMI, 2000). The critical issue at this time is to be clear about the set objectives and to be able to have a clear view on the suitability of the potential products or components (TMI, 2000).

2) **Selection of the most viable products or sets of products.**
   In this phase the findings and output of the Discovery phase are used as the basis of a preliminary assessment of risk associated with developing Community-based tourism. The focus here is on business activities on which the developer will ideally be making profits that will serve as incentives to protect resources on which tourism depends (TMI, 2000).
3) **Strategy development for Community-based tourism through an assessment of factors that contribute to success.**

The purpose is to build upon the previous phases of *Discovery* and *Dream*. It is important to know that not all knowledge will be easy to find and that experts will need to be consulted (TMI, 2000). The key outputs are strategies that build upon the existing assets and opportunities, and sketch how to overcome restrictions in the product development (TMI, 2000).

4) **Formulation of action plans for Community-based tourism.**

The primary output of the *Design* phase is an action plan. This plan will guide activities and is designed to be informative and easy to follow (TMI, 2000). The most important elements in this activity are:

- It has active participation by community members if possible
- It covers the basic questions of who, how, by when, where, what

5) **Monitoring and Evaluation design.**

This phase is critical in any community-based tourism initiative, and as with the entire planning and implementation process it should be fully possible (TMI, 2000). The outcomes of monitoring and evaluation will start the 4 Ds cycle again as this will encourage re-discovery of factors that lead to success and those which need to be improved (TMI, 2000). Useful criteria to monitor and evaluate are:

- Relevance – Significance with respect to specific needs and issues
- Effectiveness – Performance in relation to objectives
- Efficiency – Does it truly benefit the local communities?
- Impact – Relevant ecological, economic, social political consequences
- Sustainability – Minimization of tourism footprint within tourism product?
8.12 Appendix XII  Model 3 [Implementation model]

- **Service Development and Testing**
  - Conduct service prototype test

- **Market testing**
  - Test Service and other marketing-mix elements

- Commercialization
- Post-introduction Evaluation
8.13 Appendix XIII  Model 4 [Climate chart Tanzania]

January is the start of the ‘short’ dry season, followed by the hottest month February (Expert Africa, 2015). It is also relatively dry, however this will be compensated by the main and long wet season that starts in March that goes on until April that is also the wettest month of the year with a high humidity level (Lonely Planet, 2012). May is also very rainy, although here the rain will be expected in the afternoon. June is the kick off month of the long dry season with mainly sunny weather (Expert Africa, 2015). July is Tanzania’s best time with beautiful green and lush landscape. August is perfect with lovely warm days, comfortable cooler nights and normally very little rain (Expert Africa, 2015). September is very similar to July and August, although the landscape will be very dry. The beginning from October will be warm and sunny with the possibility of rain at the end of the month (Lonely Planet, 2012). This is also the start of the short rain season that will continue throughout November. December is the last month of the short rain season with temperatures gradually edging up for the start of the short dry season in January (Lonely Planet, 2012).
### 8.14 Appendix XIV  Schedule of available CBET components Tanzania

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<th>Activity</th>
<th>Location</th>
<th>Source</th>
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<tr>
<td>Village walk</td>
<td>Manga, Pare Mountains</td>
<td>J. Renju</td>
<td>Culture</td>
</tr>
<tr>
<td>Malameni Rock</td>
<td>Manga, Pare Mountains</td>
<td>J. Renju</td>
<td>Adventurous</td>
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<tr>
<td>Mkumbavanaugh Caves</td>
<td>Manga, Pare Mountains</td>
<td>J. Renju</td>
<td>Adventurous</td>
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<tr>
<td>Mghibi Cave</td>
<td>Kafingiro, Pare Mountains</td>
<td>J. Renju</td>
<td>Adventurous</td>
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<tr>
<td>Village walk</td>
<td>Kafingiro, Pare Mountains</td>
<td>J. Renju</td>
<td>Culture</td>
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<td>Lake Manyara NP game drive</td>
<td>Mto WaMbu</td>
<td>Tanzania Parks, 2012</td>
<td>Animals</td>
</tr>
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<td>Ngorongoro Crater CA game drive</td>
<td>Ngorongoro Conservation Area</td>
<td>Tanzania Parks, 2012</td>
<td>Animals</td>
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<tr>
<td>Rhotia Valley’s Children Home</td>
<td>Karatu</td>
<td>Rhotia Valley, 2015</td>
<td>Community</td>
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<td>East–Meru Community School</td>
<td>Arusha</td>
<td>C. de Greeff</td>
<td>Community</td>
</tr>
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<td>Children Concern orphanage</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Community</td>
</tr>
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<td>Irene Farm (Blind school, orphanage)</td>
<td>Lushoto</td>
<td>Irente Farm Lodge, 2015.</td>
<td>Community</td>
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<td>Lutindi (first mental hospital east Africa)</td>
<td>Lushoto</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Community</td>
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<tr>
<td>Waterfalls tour</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Nature</td>
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<td>Dhow sunset cruise</td>
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<td>Tanzania Tourist Board, 2015</td>
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<td>Tanzania Tourist Board, 2015</td>
<td>Adventurous</td>
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<td>Sulfur Hot Springs</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>History</td>
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<tr>
<td>Biking tour Arusha</td>
<td>Themhi Valley, Arusha</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
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<td>Visit to oldest African irrigation system</td>
<td>Lushoto.</td>
<td>Tanzania Tourist Board, 2015</td>
<td>History</td>
</tr>
<tr>
<td>Mountain bike tour</td>
<td>Mto WaMbu and Lake Manyara NP</td>
<td>J. Renju</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Esilalei project site</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Community</td>
</tr>
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<td>Early morning Lake Natron hike</td>
<td>Natron</td>
<td>Lake Natron Camp, 2015</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Ngare Sero Waterfalls</td>
<td>Natron</td>
<td>Lake Natron Camp, 2015</td>
<td>Nature</td>
</tr>
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<td>Activity</td>
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<td>Adventurous</td>
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<tr>
<td>Mountain bike tour</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>Adventurous</td>
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<tr>
<td>Forest walk</td>
<td>Moshi</td>
<td>J. Renju</td>
<td>Nature</td>
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<tr>
<td>Village walk</td>
<td>Moshi</td>
<td>J. Renju</td>
<td>Culture</td>
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<tr>
<td>Chagga Caves</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Adventurous</td>
</tr>
<tr>
<td>Chagga Museum</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>History</td>
</tr>
<tr>
<td>Ndoro Waterfalls</td>
<td>Marangu</td>
<td>J. Renju</td>
<td>Nature</td>
</tr>
<tr>
<td>Second Chance project site</td>
<td>Moshi</td>
<td>J. Renju</td>
<td>Community</td>
</tr>
<tr>
<td>Tangoni Ruins</td>
<td>Tanga</td>
<td>Tanzania Tourist Board, 2015</td>
<td>History</td>
</tr>
<tr>
<td>Coffee tour</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Community</td>
</tr>
<tr>
<td>Meet the Maasai</td>
<td>Mto WaMbu</td>
<td>Lonely Planet, 2012</td>
<td>Community</td>
</tr>
<tr>
<td>Village walk</td>
<td>Mto WaMbu</td>
<td>Globetrotter, 2013</td>
<td>Culture</td>
</tr>
<tr>
<td>Mountain bike trip</td>
<td>Mto WaMbu</td>
<td>J. Renju</td>
<td>Adventurous</td>
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<table>
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<tr>
<td>Tona lodge</td>
<td>Manga, Mwanga district, Pare Mountains</td>
<td>J. Renju</td>
<td>Eco-lodge</td>
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<tr>
<td>Fanaka lodge</td>
<td>Mto WaMbu</td>
<td>Fanaka Lodge, 2015</td>
<td>Eco-lodge</td>
</tr>
<tr>
<td>Rhotia Valley lodge</td>
<td>Karatu</td>
<td>Rhotia Valley, 2015</td>
<td>Tented camp</td>
</tr>
<tr>
<td>Kiotanest</td>
<td>Arusha</td>
<td>Kiotanest, 2015</td>
<td>Eco-lodge</td>
</tr>
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<td>Irente Farm Lodge</td>
<td>Korogwe</td>
<td>Irente Farm Lodge, 2015</td>
<td>Eco-lodge</td>
</tr>
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<td>Mambo View Point</td>
<td>Usambara Mountains</td>
<td>Mambo View Point, 2015</td>
<td>Eco-lodge</td>
</tr>
<tr>
<td>Coffee tree campsite</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Tented camp</td>
</tr>
<tr>
<td>Kilimanjaro foothills eco lodge</td>
<td>Marangu</td>
<td>Lonely Planet, 2012</td>
<td>Eco-lodge</td>
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<td>Lake Natron Camp</td>
<td>Natron</td>
<td>Lake Natron Camp, 2015</td>
<td>Tented camp</td>
</tr>
<tr>
<td>Homestay Mwambo Family</td>
<td>Kafingiro, Mwanga district, Pare Mountains</td>
<td>J. Renju</td>
<td>Homestay</td>
</tr>
<tr>
<td>Honey Badger lodge</td>
<td>Moshi</td>
<td>C. de Greeff</td>
<td>Eco-lodge</td>
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<td>Homestay Renju Family</td>
<td>Kirua</td>
<td>J. Renju</td>
<td>Homestay</td>
</tr>
<tr>
<td>Mike’s Beach Cottages</td>
<td>Pangani</td>
<td>J. Renju</td>
<td>Eco-lodge</td>
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8.15 Appendix XV  Discription of respondents

Experts Category

Rene van der Duim
Mr. van der Duim is a professor in tourism studies at the University of Wageningen and is working on the relationship between tourism conservation and development with a focus on Africa. His background involves studying tourism at the NHTV in Breda, working for a NGO in The Hague focused on recreation, and got asked back to the WUR for setting up tourism studies, and eventually became professor. He is also author of several articles, the book New Alliances for Tourism, Conservation and Development in Eastern Africa, and his most recent book Institutional Arrangements for Conservation, Development and Tourism in Eastern and Southern Africa.

Emmanuel Musamba and Elisante Ombeni
Both are employees at the Ministry of Tourism and Natural Resources in Dar es Salaam, Tanzania. Mr. Musamba is wildlife manager which means he is responsible for local and residential hunting and animal trade in Tanzania. Furthermore, he is very interested and active in Community-based tourism and he wrote There are many Community-based ecotourism destinations in Tanzania for the national Wildlife Magazine. Elisante Ombeni was invited by Emmanuel to provide the interview with more valuable information. Mr. Ombeni is wildlife officer and professor in tourism studies at the Victoria University of Wellington in New Zealand.

Mart Hovens
Mr. Hovens always wanted to become a missionary, going to Africa to help poor children, but instead he started working in the Netherlands teaching vocational training. Eventually, he went to Africa and started teaching there. After that, he started working for Eco, in the Netherlands, which is an eco funding company. After his retirement he started foundation Fairweggistan to show tourists the other side of Africa, the positive side, and not only poverty, bad governments, and illnesses.

Accommodation Category

Marise Koch
Mrs. Koch and her husband Joris Koch have both been general practitioners their whole life in Apeldoorn, the Netherlands. She always wanted to become a tropical doctor, but her husband did not, so they became general practitioners. They have set up a tented lodge and Children’s home in Tanzania and are trying to improve the living standards of the local community by building schools, providing water distribution points, and employment opportunities.

Joey Renju
Mr. Renju is owner of the Honey Badge lodge and Milestone Safari Company in Moshi, Tanzania. Grown up in Tanzania and Kenya, studied in England and Ireland for an unfinished law degree and an almost complete Development study, Mr. Renju now manages a sustainable
lodge and tour company to provide tourists with the real Africa. They are one of a few that are operating in Tanzania and being locally owned.

Patrick Ndabaga
Mr. Ndabaga is a retired civilian servant. He used to work with the Tanzanian National Parks and retired a few years ago. He then started the Fanaka camping and lodge with the combination of conservation areas and tourism in the back of his mind. The location is therefore picked in Mto WaMbu, a small cultural town that is close to the most important National Parks such as Lake Manyara NP, Tarangire NP, Serengeti NP, and the Ngorongoro Conservation Area.

Activity Category

Ian Horne
Mr. Horne is from England and has a background in Design and Arts. He came to Tanzania to climb the Mount Kilimanjaro, and he got involved in a street children project. After a short stay in England he decided to stay in Tanzania. He ended up teaching Art and Design at a secondary school, eventually met his wife, and together they started the East Meru Community School (EMCS) to help disadvantaged children from different backgrounds in her home village.

Stephen Ayubu
Mr. Ayubu is one of the founders of the Children Concern Foundation in Mto WaMbu, Tanzania. He has a high secondary education, and a background in accountancy work and teaching. The purpose of the project was to set up an orphanage that is very serious about the benefits of the children and to get more orphanages of the street.

George Mwambo
Mr. Mwambo, or so-called Jungle George, is a safari driver of Milestone Safari. He attended Wildlife College in Arusha, Tanzania, and has worked for several tour companies. He started as a porter on the Mount Kilimanjaro, but found out he still wanted to become a safari driver. In Dar es Salaam he retrieved a certificate from the Tanzania Institute of Transport, and went back to Moshi where Mr. Renju of Milestone Safari’s hired him. Mr. Mwambo is very enthusiastic about tourism and is very dedicated to community.
8.16 Appendix XVI  Interview guide

Interview guide experts

- Can you tell me something about yourself?
  - Education
  - Profession
  - Experience

- What is your definition of CBET?
  - Most important aspects?
- Why the focus on CBET?

- Importance of CBET for the whole world
  - For Africa / Tanzania

CBET (tourism) is connected to development work. > Labored relationship?

- Strong focus on relationship tourism nature protection–development
- Different models such as conservation enterprises, private game reserves
  - Is that positive or negative?
- From CBT to community–private collaboration
  - What does that mean?
- From donors to social impact investment /social venture capital.

- Does community–based ecotourism benefit the local community? How?
  - Employment?
  - Education
  - Monetary support
  - Better living standards

- Is the local community aware of tourism consequences?
  - Opportunities
    - Employment
    - Education
    - Monetary support
    - Better living standards
  - Risks
    - Too many tourists
    - Stuck in old traditions as attractions
    - Pollution of environment

- Is there any change needed regarding community–based ecotourism?
  - Improvements?
  - Decrease amount of tourists?
  - Increase amount of tourists?

- What are important aspects of CBET Accommodations?
Which would be the best option? Most sustainable/profitable/beneficial?
  o Eco lodges
  o Tented camps
  o Home stays

- What is your opinion on CBET activities?
  o What helps/what does not?
    ▪ Village walks
    ▪ Visiting projects
    ▪ Hiking
    ▪ Biking

- Regarding safety – local visits.

- Client type + impact

- Difficulties in the process?

- Highlights in the process?

- What do you see as an opportunity for CBET?

**Interview guide Accommodations/activities**

  o Vision on CBET

- Does community–based ecotourism benefit the local community?
  o Employment
  o Education
  o Monetary support
  o Better living standards

- What are the main basic facilities available in the accommodation?
  o (Compost) toilet
  o (Warm) (Running) water
  o Comfortable matrass
  o Mosquito net

- Safety
  o What are main concerns regarding hosting (white) tourists?
  o What are the measures to secure safety?

- Location
What is the most important aspect of community-based ecotourism for this accommodation?
- Employment of locals
- Local food provision
- Monetary support
- Better living standards
- Sustainable tourist

Is the local community aware of tourism consequences?
- Opportunities
  - Employment
  - Education
  - Monetary support
  - Better living standards
- Risks
  - Too many tourists
  - Stuck in old traditions as attractions
  - Pollution of environment

Is there any change needed regarding community-based ecotourism?
- Improvements?
- Decrease amount of tourists?
- Increase amount of tourists?

Do the public goods influence the accommodation attractiveness?
- Climate
  - Seasons
  - Temperature
- Scenery
  - Landscape highlights
  - Oceans/Lakes/Rivers
  - Mountains
- Culture
  - Traditional cultures
  - History
- Animals
  - Game Drive
  - Ocean

Downside tourism?
- Negative consequences

Advantages (CBET tourism)
8.17 Appendix XVII  Coded interview transcripts

RENE VAN DER DUIM INTERVIEW

A
So, I am studying International Tourism management in Deventer. And I am writing my thesis for Caroline de Greeff, for Fair2. And I am researching the possibilities of expanding the tourism portfolio focused on community–based ecotourism. And I just wanted to ask you some questions about. So, can you start telling me something about yourself, as in background information?

R1
Okay, well I am a professor here at Wageningen University in tourism studies and I am particularly working on the relationship between tourism conservation and development with a focus on Africa. I do that for 20 years now and don’t think it is much of an interest what I did before...?

A
Yes, it is.

R2
Oh, well. I studied tourism, a long time ago in Breda. You know, NHVT, and then I studied sociology, in Tilburg, then went back to Breda as a teacher for 10 years something like that. Then I worked for a NGO in The Hague, on recreation and that kind of stuff, and then I was asked to come back to the university to set up tourism studies here in Wageningen. And that is what I did. First one day a week, then two days a week, and finally, after 20 years being professor.

A
Wauw, that is really good. And according to your own opinion, what is your definition of community–based ecotourism?

R3
Ah boy, well the, for me it is very difficult, I find it very difficult to define, in the sense that those terms as community–based tourism and ecotourism they have been used and misused in some many different ways. So when I talk about ecotourism I normally highlight the definition or description of the ecotourism, of the ecotourism society. I am not sure if you know that, but it is an American NGO, and if you need it, you can just Google the ecotourism society and they have a couple of criteria for ecotourism and for me always the question is, to what extend does a project fulfills those criteria. You can’t say this is ecotourism, this is not ecotourism. But it is always to a certain extend. Because I think that a project that calls itself ecotourism should fulfil particular criteria. And there are very obvious criteria, so people should have a...
nature experience, or that kind of stuff, there is to be a kind of educational orientation or training. But for me the most important aspect of ecotourism is when it really contributes to the conservation. Financially, and for me that is actually the most important point, that the tourism product financially supports the conservation and if not financially, then in other ways. Materials, in material ways, but for me that is the heart. That is what makes ecotourism different than other forms of tourism. Then the question of community based, well that ecotourism society, if you really look for a good definition, I think you should...

A
Yeah I think I should because I have had a hard time to define ecotourism because it is so...

R4
Well, then go to the ecotourism society, and see that they have a couple of criteria now, taking into account host community, less impact, small impact, those things. They have 4 or 5 criteria. For me, once again, that is the most important thing. Then community-based I think there are different ways of looking at it. Involvement of community, yeah. Community based, real community-based is when they have a sort of ownership within the project. It is not only that they are involved in but that they are ....

A
Locally owned...

R5
Yeah, so ownership is I think, in the broad sense, mostly in the financial aspect, local ownership of the project, that it is their project, and that they have a say in what is going on, that is for me the most important part. And not all ecotourism is community-based of course.

A
No true, but that is why we are looking for the combination of it.

R6
Yeah, maybe also, it is important. If you have the combination of the two, I think there is, in the history of Africa, and also in the tourism of Africa, there has been a shift from ICDP, and that is Integrated Conservation Development Projects, to CBNRM, Community-Based National Resource Management. That has been the shift. First there was ICDP, and that was, the community is involved in the conservation, and tourism could be one of many ways, in which they are involved in the conservation. But then let’s say the whole idea of local ownership was not there. They could have a job, selling handicrafts, or being a guide or whatever. But that is really something else than having a project, which is owned by a community. And community-based
natural resource management where projects were really the ownership and all the rights were transferred to the community. Those terms, if you Google, you will immediately find it. ICDP, CBNRM. The definition, and a description. I am not in favor of using of course Wikipedia, but if you use Wikipedia you will find very good descriptions of the differences between ICDP and CBNRM. And that is relevant when you are talking about ecotourism.

A
And why did you focus on community–based ecotourism and why not just on normal, plain tourism.

R7
Because my agenda, my research agenda, is about the relationship between tourism conservation and development. And especially in Africa, but also in Latin America, also did research on Costa Rica, when you talk about the main conservation problem in Africa, is let’s say the conflicts between the humans, the people, and the wildlife. The wildlife, roams around, outside national parks. Outside national parks live people, and they have the crops, or they get attacked by lions, or whatever. Elephants are roaming around. So there is a human–wildlife conflict. So communities are involved. And tourism is one of the ways where human wildlife conflicts could be addressed. And that is what I am researching. It is communities, it is ecotourism, it is tourism contributed to conservation, and well, if you want to have examples of that… I sent you one article.

A
Yes please.

R8
I have many more, but I have many more articles I can send you. So if you have a particular interest in a topic for example.

A
Yeah definitely, I’ll have a look,

R9
Then I can send you those...

A
Yeah I’ll give a shout out.

R10
Yeah.
And what is the importance of community-based ecotourism for the whole world? Or at least Africa and Tanzania?

Wauw, that is a very general question. What is the importance of community-based tourism. I am rather sceptical to community-based tourism.

And why is that?

Because I have seen so many projects in which communities were involved. And either the project is in the wrong place, because there are no tourists. The first thing you have to look for, if it is on a route, are there tourists around. And if tourists are here, and you have the project here, then forget it. But you know those stories, there are so many failures. The main reason for those failures is, that communities, generally speaking, they do not have the skills and knowledge to set up a tourism project. And maybe they can build the hardware. They can build a lodge, and handicrafts. But they don’t know how to promote it or to sell it. So what we have seen, especially in Africa, increasing of the cooperation between the communities and private sector organizations. So the communities are very much involved, and also have ownership of the project, but they work together with the organization. A tour operator, a private investor, an entrepreneur. And that is mainly the products I have looked at in Africa, and they are, in general, mostly more successful because there is also private involvement. Because there is someone who knows how to sell the product. Knows the international tourism market. And if you have a good fair deal between the community and the private sector organization, then normally there is a higher chance of success than only as a community. But I have also seen examples of community-based, really community-based tourism. But they are more exemption to the rule.

Okay, and according to you, what is a really good community-based project?
Well, there are a couple of success factors. I have an article about it by the way. That might be good to send you. That is not on Africa, but on Costa Rica, where we did a whole analysis. And we have this long list of all these potential success factors. But a real good organization structure, an organizational structure is essential. Because I think, in one way or another, a link with the private sector is essential and a third one is accessibility of the project in a very broad sense of words. So it should be on the right place, with the right infrastructure, alongside a route where already tourists come so you can link up with existing flows of tourists etcetera. So around those three things, very good organization structure, private sector and tourism routes, networks are essential.

A
Very good. And I have read… Mart Hovens sent me a PowerPoint you presented in the Tourism Café in 2013. And you say that the tourism is connected to the development work as in a labored relationship.

R15
As in a...?

A
Labored. Hard. Moeizaam. [arduously]

R16
Ah yeah, yeah.

A
Can you explain that a little bit more?

R17
Well, if I would tell you this story maybe 7 or 8 years ago, a lot of development cooperation organizations such as Innovene, Cordaid, Agriterra, the English and the German all had tourism organizations, they all had tourism programs. They all saw tourism as a development tool. In the Netherlands, that has stopped totally. All the development cooperation’s have cut budget, 3 or 4 years ago, and then had to define, what do we invest in, what sector do we invest in and all got rid of tourism. So Innovene, a development organization had 62 tourism advisors all over the world. No one left. So the whole program, the whole tourism program has disappeared. Cordaid, no tourism. IUCN, conservation organization, no tourism anymore. Agriterra, just a little bit. So that is the hard relation between development cooperation and tourism. And that is just of cutting budgets and political decisions in The Hague. When they decided to cut the budget of those organizations. And they had to choose, between the sectors, water, agriculture,
That kind of things.

A
Yeah, and do you think it is really important that the relationship gets better? That it is a good connection?

R18
I think the, lets say the development potential of tourism is underestimated. I think tourism, in so many countries, in developing countries, tourism is such an important factor. Think about Africa, think about Latin America. So think that is really a pity that they don’t play a role anymore. So yeah, sure. I would love to see a stronger tie between those sectors.

A
Okay, and in your PowerPoint you mentioned different models such as Conservation enterprises, private game reserves... Is that positive or negative that the new models arise?

R19
Well, the new models are, what I said, the more community-private partnerships, I think they are, it is really good. I think this may be too much for you, but in this book. We published a book very recently in which we describe all those new projects in Africa.

A
Oh really.

R20
And we have an overview of them and we analyze what is going on etcetera. Yeah it is a very expensive book so I can send you a digital copy if you are really interested. But then I need to be sure that you will use it, you only use it. That you don’t distribute it.

A
Oh no. I’ll even sign for that.

R21
Yeah, because I am officially not allowed to do it but I have a digital copy, and if you have to buy it, it is like a 100 euros or something. That is because they make like 200 copies and then we sell it. And libraries buy it and maybe some fanatic individual. But you don’t write that for selling it.

A
No...
But some libraries and some digital libraries, you can have access to it.

Ah really.

But if you want to have it, I can make a note… And what I can also send you is, well I don’t want to overload you with materials, so the Springer book, which will give you so much information about Africa, and the Costa Rica article. And I think that is enough.

Yeah because too much information won’t help me either I guess.

But the Springer book, you have to promise me that you will only use it.

I promise.

But otherwise I get fined by Springer or…

Oh no I promise. No problem. Let’s see. You explained that. And you also said that the trend goes from donors to private investment. And that is also connected to the private ownership is it?

Yes, a lot of those projects were and are still funded by big organizations such as the USAID, the big American development organization. Governments, the Dutch government spent a lot of money on those organizations. We did an evaluation in Nairobi, Kenya, and we found out how much money the Dutch government spent on tourism projects. Nobody knows in the Netherlands. We had to evaluate that, there is still a lot of donor money going in, but that is decreasing, and definitely regarding tourism as I already explained.

So there has to be other sorts of money, and it is coming more and more from the private sector. From entropy, social impact investors, etcetera. I do not know that
much about that world, to put it that way, it is hard to do research. To find all those flows of money. But it is very interesting to see what is happening. And especially what we describe as conservation enterprises, you will see in the book, examples of tons of money going into those projects from the private sector.

A
And I talked to Mart Hovens for example, and he said he only visits, or mostly visits projects that are funded by Dutch foundations. But what I hear from you, that is not really community-based tourism, according to your opinion. They are not making money on its own, it is just funded.

R28
Well, of course it is community-based, that is fine. But there is a danger, and I understand that sometimes initial funding is very important, to set up the project for example etcetera, but it is all about the long term sustaining of the project. And at a certain point finance stops, donors stop, they don’t continue with it. So it should be leading to something that is self-sustaining. That is the intention, and that is important. I have seen so many projects that were funded, and funded, and the funding stops and the project collapses. So it should lead to a self-sustaining organization but also in financials.

A
Okay, and more specific. What benefits do the local communities get apart from financial support from community-based tourism?

R29
If it works well, then it is of course all about labor, about jobs. Very obvious. But I think that the more dynamic effects are just as important. So for example, if they succeed in building a project that is financially self-sustaining you can invest in all kind of community things, like education, health, to start whatever. And then it really starts to become a successful project. And again, I have seen one example of that in Uganda, and that was the best example of community-based tourism. They really use tourism not only for the sake of the tourism project but to spread it into the community so more and more community members get involved and the linkages between tourism and eco cultures that the eco cultures produces become stronger. So little by little, the whole community economy is linked to that one tourism project and then it is really starts off and gets an impact. And than it is much more than just jobs or earning money.

A
Yeah, we found some of them in Tanzania as well. They are really good. And do you think the local community is aware of the tourism consequences? And then also the down side of it.
R30
It depends very much. If they are aware of it or not. I think it is very important that especially donor funded projects, where the donors support, that awareness building is the first part of the project. People will always know, like now we are saved. And that is for instance, the tourism conservation enterprises we looked at, sensitizing communities, the first part of the project. It started two years of sensitizing. And really explaining about the potentials and the problems, before they even started. I think that is really great.

A
Okay, and do you think there is any change needed regarding community-based tourism? As in improvements or…

R31
Hm I don’t know because it is so general. There are so many projects heading under… Learn from the past, there is so much documented on the failures of community-based tourism that those lessons learned should be considerate. And that is the main lesson learned, the main issue. There is so much material out there that scientifically and not scientifically tells you not to do. Not only what to do, but also what not to do. That is why I also will send you that article. And also, in *Onze Wereld* [Our World], if you Google, there was also a small article, I think it was in *Onze Wereld*. Where there is also a list of the do’s and don’ts about community-based tourism. Let me try to find it on my computer later.

A
Oh yeah, that would be really good. And do you have a few examples of the difficulties of working with community-based tourism?

R32
Well, of course. It is rather obvious to you. But the whole concept of community is of course very much disputed. Like, what is a community?

A
Ah right, if you start there…

R33
Now, and from that, tourism is fractured. There are different groups within a community. And there are normally elites within a community. Some have better education, or they have more money, more power or whatever. So a tourism product like any other tourism product in a community which is new will also lead to conflicts, and lead to disagreements, and lead to elite capturing. And that is normal. And I have projects, in Africa, where I know from philanthropy, there is 100,000 or 150,000 US dollars going into a community, a very poor community. And I always
say this in class, if I throw you a 1000 euros and say grab it! Everybody will grab it, and fight about it. And that is what happening in the community of course. There are different levels in power, in education, and in skills and competencies. So that is one of the dangers of one of those projects, and it is obvious. And I don’t blame the people for that, it is just obvious. And those things happen. And that is why very good, and transparent partnerships from the beginning are essential. That people understand where the flows of money go, who is profiting, etcetera. Otherwise it leads to conflicts and disputes and whatever.

A
And regarding community based accommodation, according to my research the most used ones are homestays, Ecolodges, and tented camps. So the least polluting on environment. Regarding homestays, what is your opinion on that? Positive or negetative.

R34
I really think it is a niche market. It is, well, actually I don’t come across it many times, in Kenya or Tanzania, but I think it is good in that sense, in what I know about the market in Tanzania and Kenya is that it is all up–market, and all very expensive. So like 500 or 600 dollars. So it is good that there is an offer for the low–budget market. But it is a niche market. Still. And I still think it should meet basic criteria, in sanitation, hygiene, and so. And that is still very difficult. That is still a problem...

A
Yeah, definitely. And regarding safety, people visit communities. Is there any danger in doing that?

R35
I don’t see that as a real problem actually. I see the danger in Nairobi, that is much higher than going to a community, generally speaking. So yeah, I never really though about it, but I don’t see that as a major issue. I think the dangers in Africa are coming from somewhere else. I think, in this case.

A
And what do you see as an opportunity for community–based ecotourism? It is also connected to the improvement and such. What would you like to see in the future?

R36
What would I like to see. I would like to see, continued support of NGO’s in the projects, because of the fact that donor money is really mingling, that is really a problem. The conservation enterprises which we looked at, are all set up by African Wildlife Foundation. And the African Wildlife Foundation is part of let’s say the preparation of a project, the sensitizing, but also when there is made a deal between a community and a private investor, they monitor that. So they go there every couple of months, to go see if everything works okay, if there are no problems etcetera. They have to be paid for playing that role. For guiding, and monitoring.
And that is disappearing that money. And when they don’t get the money they can’t stay in that monitoring role. It is really a danger. On the one hand I am very much in favor of community private partnerships but there should be someone helping to keep those partnerships, real partnerships. You see what I mean. And if that is disappearing, that role, if the third mutual broker part is disappearing I see a lot of problems. At least for the next 5, 10, 15 years that support is necessary, I believe. That is a very important thing for the future I think. And another thing that is happening in a couple of countries, is that there are national organizations supporting government projects. In Kenya there is a movement like that, and in Namibia there is. So the national NGO’s, how do you say that, a kind of koepelorganisatie [umbrella organization], which combines all these different projects and that also the projects learn from each other. They are facilitating that. And that is very important but they are not always very professional yet. And there is a lot to gain. National professional organizations who really help, facilitate, and train. Those projects.

A
And I went to Tanzania, I just got back, and I talked to some people from the ministry of tourism in Dar es Salaam.

R37
Oh so!

A
Yeah it was really interesting. And apparently they are very involved in hunting. And selling the rights of killing the animals in order to fund the tourism. What is your opinion on that?

R38
What is my opinion on that. Hunting of course is a very disputed issue and in every country it is different. So in Tanzania it is allowed and supported by the government. In Kenya it is banned, already 30 years ago. No hunting. In South-Africa it is part of private game reserves, in Botswana it was a big issue, a big economical sector and since January first, they stopped hunting. And everybody is protesting against it, as it is a major source of income. Almost every different African country has a different arrangement. I am not against hunting, I have a good colleague whom I work with, and he is fully against it, so we have nice debates about it. But there is an issue of course, and I also know for Tanzania that the profits are very unequally distributed. So it could be a very good instrument also to help communities, in the development of communities.

A
Yes, that is what they say they do.
And there is the big problem. Come on, of course they say they do that. But there is a big problem. Because lot of the concessions go to private hunting companies. So when it really comes to the distribution of benefits of the hunting, there is still an issue to be resolved. In Tanzania, I am sure. I have a couple of Tanzanian students working on that, and the stories they found were not that positive. But it is a fact of life in Africa, and an important part of the tourism industry. So yeah. That’s life.

A
Yeah. And would there be a reason not to choose Tanzania to send tourists to?

R40
Hm, a reason not to do it. I think it is a very good alternative for Kenya at the moment, that is also a problem for Kenya of course. Because everyone is moving to Tanzania, from Kenya. But there is no reason not to do it. I go there next week so, next week, not this week but the week after that. To Dar es Salaam also.

A
Ah cool.

R41
So, you have been there?

A
Yeah!

R42
You did also do the field? Visited projects in the field?

A
Yeah. I did a four week research. So I went from Dar es Salaam to Moshi, and from there all Northern Tanzania. And we did all the activities and accommodations, to rate them according to my research. And we did what normal tourists do in 2 months. So it was really busy.

R43
Wauw.

A
Yeah, but it was really, really good.

R44
And was it with a group? Of other students?

A
No, I did it on my own. It is my thesis so. But I got a guide there who took me.
R45
Wauw.

A
Yeah, it was a really good experience.

R46
Yeah, I can imagine.

A
Well, regarding the interview, that is all good. Thank you for your time.

MART HOVENS INTERVIEW

A
My name is Anne, and I am working for Fair2, and I am writing my thesis about community-based tourism. I was wondering, can you tell me something about yourself? As in education, profession, experience...

M1
My personal things?

A
A little bit, yeah.

M2
Ah okay, no problem. In my younger days, I come from the Catholic Limburg. I wanted to be a missionary, like go to Africa and help poor children. That never came through. Then after I worked in Arnhem and Nijmegen in vocational training, I, in 1985, I went to Africa to do the same thing, teach vocational training. Development of curricula etcetera. And since then, I have stayed in the work in Africa or for Africa. So I worked in West Africa from ’85 to 2000. In 2000 I got a job at ECO, which is a Dutch eco funding company agency. It used to be really big, but not it has reduced to some workers only. I left Eco because of a re-organization, in 2011. And then I started Fairweggistan. Because in 2011 already, let me say this, in the years around 2000, in the Netherlands there was quite a, not a hype, but Africa was popular. It was in the news etcetera. But from 2010 on people became very cynical about Africa and about development work. So that was my main reason, and I like travelling. So that was my main reason to start Fairweggistan, to show the other side of Africa, and not only poverty, bad governments, illnesses, etcetera.

A
And regarding your company Fairweggistan, so what is the vision of the company?
M3
As I said, I want, I really want to, bring Dutch people in contact with African people. Because remaining in the Netherlands, you get very much, in my opinion, manipulated by the perspectives of the media, of your friends, neighbors or family who all will say it is a poor country, they will never develop themselves. Look at all those million of dollars we gave to Africa, and nothing has happened. Which is not true, a lot has happened up until now. And exactly this positive side, this powerful side, I want to show to people. And I am succeeding because everyone who has on a trip with Fairweggistan say We saw so much more of Africa, of the country where they were then, Madagascar, or whatever, then we would have seen then if we would have been with another travel agency. It is much deeper. It is the backside of Africa that we have discovered.

A
Okay, and which countries are you focusing on?

M4
Rwanda, Uganda, Ethiopia, Madagascar, Burkina Faso, and I also do Guinea Bissau and Liberia but I did not have travels to those yet. But these are small countries that nobody knows, and they are very interesting. I do not go to South Africa, Kenya, because everybody goes to these countries. Which makes it difficult for me.

A
How is that?

M5
Because of instabilities. Liberia with Ebola.

A
And what kind of tourists do you have? What type?

M6
I very often have copies of myself, which is a bit older, children out of the house, broad interest, not focused on Africa or development cooperation's but broad interest in social matters. A bit adventurous, we do not stay in very expensive accommodations. Sometimes guesthouses, projects…

A
And are you offering Tanzania?

M7
No
A
And do you have a particular reason for that?

M8
No, no the simple reason is that the countries where I go are the countries I know a bit. I also know Tanzania, because I know a lot of countries because of my work. But it is, for example in Uganda, there are a lot of small Dutch foundations, and I visit their projects, and sleep in their guesthouses. In Tanzania I know maybe one or two. And you cannot do all countries. And maybe Tanzania, maybe he, I am not sure, is already a bit mainstream. I am not sure.

A
Hm I don’t know. I think maybe parts of it.

M9
Because of the Serengeti, the Kilimanjaro…

A
Yeah, true. But if you derive from those parts, the local life is still really pure.

M10
I suppose so yeah.

A
But you know Tanzania as the country?

M11
Yes, not very well. But good enough.

A
But what do you think would be the best tourism highlights that the country assets?

M12
What everybody knows. The Kilimanjaro, The Serengeti, Zanzibar. I have been to other places also in Tanzania but not as a tourist, but for my work. Oh no, I went as a tourist, not for my work. I am sorry. The Ngorongoro Crater, Olduvai Valley.

A
Rhotia Valley? Rift Valley?

M13
Olduvai, I don’t know. Where the first people were found, some of the very first people. It is in the Ngorongoro Crater.
A
Oh is it, Wauw.

M14
Yeah, I can show you afterwards. Well, I can show you now. [Walks to map]. And then I will also get some coffee for you. Here Moshi, Arusha, Serengeti. Here Ngorongoro. Olduvai Gorge. Olduvai. You can see the fossils, and even footprints of the first people. Olduvai, yes. Now I will get your coffee.

A
Yes thank you.

----- Short break.

A
Thank you. Okay, regarding the countries you are focusing on. Do you think the public goods, which involve the climate, scenery, culture, and animals, are very important for the location of accommodation?

M15
Yes.

A
And how is that?

M16
How to do it?

A
Yes.

M17
It is important yes, and to offer very sustainable trips is not easy, but you should at least make an effort. Like, what I do, what we do, we fly to Africa, yes. But within Africa we do not fly. When we go to parks, we try to choose parks that are small scale and which are managed by the local community around. So the Serengeti is not an example in Tanzania. But I don’t know if they have small parks where the local community is much more involved than in the Serengeti.

A
I think Lake Manyara National Park is really an example for that.

M18
Ah right, well I don’t know. On some of the trips we cycle. We have trips where we cycle for two or three days but in Burkina Faso, Rwanda, and Ethiopia we cycle a lot, or even only. I have to be honest, when we cycle, there is a car behind us. But we cycle. It is more an act than that it is really sustainable, like Fair2. We organize travels, it is always the company, or the locals, that receive some of the money. And as I said, we go to projects, and programs, and sometimes—small businesses. And we consider them then as partner. Fairweggistan is a foundation. I do not earn one penny, what the clients pay, goes to the projects in the country. That is also a form of sustainability.

A
Ah okay. And you do not make any money out of it? At all?

M19
I don’t want to. I am different than Caroline. And I am in the position. If I want to make money, I think the concept, or the ideal will very soon disappear. Then you go for more clients than this idea of travelling. I am not sure if I am right, but that is my idea. I don’t want to have the pressure of the need of making money. I have had that all my life of course, but the pressure of making money, I don’t like. I am from another generation, so.

A
Well, it is a good point of view.

M20
Well, and not everybody agrees…

A
Ah well, but if it is your opinion. So what kind of projects do you visit?

M21
Many projects from Dutch foundations are educational, and we try to a bit variety in it. So we visit lets take Uganda for example. School, yes. Google development projects for women who have a garden for example. Things like that. Vocational training. An Eco farm, ecological farm. Orphanage, age orphans. Bio gas installations. Slum with all kind of activities such as making souvenirs for tourists. And what more… anyway, income generating activities in slums. In one slum. Well that is what I can think of right now.

A
And they are all Dutch?

M22
Yes. Oh wait, what is all Dutch?
A
The projects.

M23
Oh no, we have these Dutch foundations. But the projects are in this case Ugandan. So the money comes from for example Nijmegen, or Boxmeer or something. It is a combination. This orphanage is for example only Ugandan. What could I say more, Slum, only Ugandan. Oh no, mostly it is Ugandan supported by Dutch funders.

A
Ah okay. And how do your community-based activities benefit the local community?

M24
In the way that I said, the money, we consider, where we go, like the slums, it not called that, but in South Africa, we consider it as they are receiving us and we pay. When people buy souvenirs they get the money. And we pay a small sum, because they want to receive us, in their community.

A
And what about education?

M25
What do you mean?

A
Do they receive education to host tourists? Or is it all managed by the Dutch people?

M26
I don’t understand. Again.

A
The people in Africa, they are very important in the role of hosting tourists, your clients. Do they get education for that?

M27
Ah from our side? More like training?

A
Yeah, training.

M28
Hmmm okay.
They don’t get training?

No. It is quite a new project. Can I talk about new projects also?

Yeah.

Fairweggistan is now involved with another company that is called Kasos. They make a national park, which is very much, because of the war in northern Uganda which is very much, I don’t know the English word. Verwaarloosd? [neglected/abandoned].

Abandoned…

Yeah, abandoned. And we start with them in July. I am going there in July. We start with the communities, a program. Improving the park, protect especially the big cats, lions, hyenas, and so. And that is a program full, full, of training. And in the end tourists will have an advantage of more animals, have accommodation, and more people go there. More and more. And they will get more money. And that is all education. Education of guards, of lion monitor, of how to cope with garbage in and around the park. And how to earn a bit of money by making souvenirs and selling souvenirs. All things like that. In the school a program like that, ecology. So that is only, almost only training. But for the rest we do not train the people we have partnerships with.

Ah okay. And is the local community aware of the tourism consequences?

I have never asked that so I will have to…

What do you think?

I would think, because it is not that important because we have few trips with few people. I would say, when we have tourism activities, like visiting gorilla’s etcetera, etcetera, and they are aware of it. But they also see the need, they feel the
need of getting money from tourists so for them it is to look for a balance. But I don’t know if they are very good at that. In the, projects, we are the only ones who are visiting them. It is not a big deal for them. So, they like to receive us. And then they wait a year, or half a year or so. For them it is not the point.

A
Okay, but they do like visitors?

M34
Yeah, yeah. Very much. Because also for Africans, in a way they know what to think of Africans, and if they don't know I will tell them. So they are proud of presenting some parts of their community, some parts of their projects. They are very proud.

A
That is really good. And regarding community-based ecotourism in general, do you think any improvement is needed?

M35
Oh yeah. I would say a lot. But now you are going to ask me what.

A
Yes please.

M36
There are a few things, I have to think about it. I have already thought about it, but that was before I started, so that is already a few years ago. When I started, I was still doing work for Eco, ICCO, and I said, we can visit the projects or the programs of the ICCO. And he said, no don't do it. Because I did not listen, luckily. He said. Don't do it. Because one, they already get a lot of people from Europe, and from the Netherlands. And it will inhibit their work. Which is not true, because they get a lot of visitors from ICCO, but not tourists. Secondly, which may be true, when you as an African are visited by Dutch, white people, automatically you develop some hope, some engagement which the travel agency or the tourist cannot guarantee. So you are Dutch, and you visit me as an African, I show you my village. And there we have a garden, and by showing you this I am automatically hoping, because you are white, that you will help me in the future. And they could get frustrated. I never experienced it, not directly to me. Maybe they talk like that in the villages. But I never experienced this. I am very aware of visiting African villages, but I am not, to never guarantee that they will be supported in the future. In the end, and maybe not even half of my clients, they remain involved. Like starting their own foundation, it happens sometimes. And going back to the same villages, which happened. Or giving money to Dutch foundations. That is one thing. It is a
very broad question, what to improve... Awareness of that part, might be necessary. It is not my experience but the warnings that were given to me in the past. People always say, to start a community-based, a local community based organization for tourism, people always say, you can be very good as a teacher, but this does not mean you are very good as an entrepreneur. You know, starting your own small business. So developing community-based tourism with partners over there, of course, should always be linked to some entrepreneurship etcetera. And ask Caroline, I am sure she will have a lot of examples.

A
I reckon.

M37
You go there to people, that are experienced and keen on starting tourism but in fact you should go there, and I am exaggerating, you should go there to people who are already a bit business man, or business woman.

A
And the will...

M38
Yes, and the knowledge. And the will, and the motivation.

A
Yes definitely. And regarding accommodations. What do you think would be the best option regarding hosting tourists?

M39
Best option is to sleep with the people. That is, everybody likes that a lot.

A
Like homestays?

M40
Yes. It is not easy. Because you have to have people who speak English or French, and that is often not the case. You have to have, a good house. The accommodation can be basic, but certainly Dutch people, European people, demand good toilets, and good drinking water. Drinking water, no problem. You buy bottles and you buy boxes of bottles and you have drinking water. But clean toilets, clean sheets, things like that. Those are very important for Dutch people and not very easily achieved. And second best, like we do, is guesthouses. So you sleep in a project, or in a Christian... what is the name in English, a convent. Things like that. Where you have small rooms, good beds, good food. And you eat together with
the Africans. There is no menu, at 6 or 7 o’clock you eat and then the other people eat. So that is the second best option. But sleeping with the locals is enjoyable for Dutch people, because it is very exchanging, because you eat, or ask where the toilet is, what is this, you are in direct contact with Africa.

A
And do you have basic standards for the criteria?

M41
Yeah in my head, but not really.

A
Ah okay, and what about tented camps. Do you prefer that over hotels? What is your opinion on that?

M42
No normally they don’t use hotels, so we have to sleep in tents that are already there. And I always bring one, me myself, bring always one tent and I ask other people to also bring a tent in the case when there is no accommodation. But we slept in very bad tents, and that is what I have learned and next time we won’t take that camping anymore. Campings in Africa are not very good.

A
True, and what about Ecolodges?

M43
Yeah, Ecolodges are very expensive, so we do not sleep there. But sometimes we sleep in places what you could call an eco lodge. We sleep on an eco farm and we are developing this eco thing at the park where I was talking about, the eco lodge, I don’t know, the eco thing. And a research and education center in it, but really eco lodges is… what I know, very expensive. Then you talk about hundreds of dollars and that is too expensive.

A
So that is expensive for your client. What is normally your budget for your trips to Africa?

M44
Budget does mean what?

A
The price.

M45
Ah the price. For Uganda it is now 1100 euros that is without the flight and without meals in the evening. Madagascar is 1300 euros. Three weeks all. Burkina is only 900 but that is two weeks. Rwanda is 900–950, I forgot, two weeks. So around that, so it is not really expensive. Normally, by night this is easier for me. Sometimes we sleep for 50 dollars a night. But mostly it is less.

A
Ah wauw.

M46
Yeah.

A
And regarding safety, what do you do to guarantee the safety for your clients?

M47
I know the countries, that is one. Two, we only travel with guides and drivers from the country who know very much and very well where they can and cannot go.

A
And how do you know that?

M48
I?

A
Yes, if they are capable of doing that...

M49
I know these people. These are the people I met before, before I started Fairweggistan. I was already doing the things for the Dutch foundations, the foundations here, and I used that. So either it is their driver of their own. Sometimes I get a new driver that I don’t know. Mostly I have drivers I know. And I follow the news about Africa. But of course there is no 100% safety.

A
And what are the difficulties when dealing with African countries? As in planning your trips?

M50
Because I know Africa very well, the planning of my trips are kind of see my planning. It is not very comfortable, I know. So the first thing I say, this is the plan, but when we go to Africa, probably it will change. So be aware that it will change. So I don’t plan that much, to be honest. The people want to know of course. The planning. Like when are we going, where, what time.

A
Yes, but that is not always working in Africa.

M51
No, planning in Africa it is, I know a lot of people who try to do it, but I have left it behind. When you plan, you plan there.

A
And even then it is not always working...

M52
Better than before...

A
That’s true.

M53
You plan there, and planning in Africa is seeing people, and talking to people, planning is not sending email and waiting for emails back. Ask Caroline.

A
Yeah, I have noticed that. And what are the highlights in the process of working with Africa.

M54
In my trips? Poe.

A
No just your general opinion.

M55
Well in my trips, my clients say that they have seen the backside of Africa. They say they have been deeper into Africa than they would have expected. But for me, Africa, and Africa is so big, in Guinea Bissau it is different than in Madagascar. For me as a person it is very difficult. I dislike the Netherlands, a lot. Because what we do not have is a kind of optimism, a kind of hope. A kind of cooping with life. We are very much, Dutch people, very general, they are always complaining. And Africans always continue. They are much poorer than we are. And they still keep
going. They always see the bright side of life. That is my main inspiration for African people. They cope with life much, much, much more with life than we do. With a very optimistic, with a *vrolijk* [cheerful], the way of dealing of life. And we are always *sikkeneurig* [grumpy].

A

Yeah, grumpy. Okay, and what about your opinion on community-based tourism?

M56

Yeah, it should be the way of tourism. Low scale, small groups. Helping, visiting communities, helping communities. When you go to, I travelled through Serengeti, with public transport. A long time ago. But normally, you go to the Serengeti with the big companies. Baobab, oh well they don’t exist anymore… Big company. You are in a bus, you see a lot of animals, very nice. Sometimes you see maasaii dancing, but normally they are invited by the travel agency, and they are paid. And they change their trousers for maasaii blankets so it is not real. You see some kind of theatre. You are not in Africa, you are looking at Africa. When tourism is community-based you are in Africa, and not looking at it. So your opinion afterwards, is an opinion that is formed within Africa, and your opinion, I am exaggerating of course, is only sitting in a bus and looking at a bus, and not meeting real Africans. Then your opinion is formed from behind a kind of screen. There is a screen between you and Africa.

A

Yeah, definitely. And I have talked to some employees of the ministry of tourism in Dar es Salaam, and they said they are very dependent on the big hotel chains, in order to do the community-based tourism. What is your opinion on that?

M57

They are, I know. I don’t know exactly what you have asked but of course Tanzania wants tourists with big money. I am not behind the screen. For them, [tapping on the window], this is a screen. And it is best if they are looking behind a screen to Africa. So they don’t mingle around in Africa, but they just look at it and pay a lot. Yeah of course. It is logical. It is very nice that they said they want community-based tourism. They don’t want to…

A

Well they do. He wrote a very inspiring article about community-based tourism, but in the end he could not even remember he wrote it, but it was quite interested regarding their opinion. They are also very involved in hunting.

M58

It was for the ministry he wrote it?

A
No he is within the ministry.

M59
Ah okay.

A
But they are also very involved in hunting so they get like fees for it... Yeah, it is a very different point of view. It is really interesting to see the different opinions.

M60
And economically they are right. They want money of course. I don't blame them. They don't want backpackers, they don't want people walking around in villages and sleeping with the locals. They don't want that. They don't earn anything, because they earn from the hunting and the big hotels. And when you sleep with the locals, they do not earn anything. And maybe you learn something about Tanzania that they don't like. Maybe people are against the political party that is in power. So they don't.

A
No, but it is really interesting to see how everyone has a different opinion. But well.

M61
It is our interest, right. It is our interest to see Africa and it is their interest to pay a lot of money to see a theatre play.

A
Well, thank you for you time. That was all it.

MINISTRY OF TOURISM & NATURAL RESOURCES INTERVIEW

MINISTRY OF TOURISM TANZANIA INTERVIEW

A
Well thank you for having me. Can I start with your article? Because I read that in the Wildlife Magazine. And it is actually really interesting.

EM1
Which one is that? I can't even remember.

A
Tanzania has many ecotourism community-based destinations.
EM2
Ah yeah, yeah.

A
I just found it a few weeks ago, and it really is interesting.

EM3
Can you access it from here?

A
Ehm from John Waluye, I emailed him to ask for an interview and then he gave me your phone number and that is how it happened. Sorry for that.

EM4
No that is okay.

A
So you wrote the article, and you say that Tanzania tourism plays a vital role in the countries economic development. Can you explain me how?

EM5
Shortly or?

A
Whatever you like.

EM6
I say so because, in the country, there is a lot of tourism based products, and the outcome of the activities and products that we are selling to tourism, is that what can contribute to the national economy. For example, tourism, I think it is now contributing about 9, oh no 17% of the countries economy. And that is why I said, it contributes a lot to the national economy. And also tourism through its connection to other sectors, transport, accommodation, agriculture, and that also brings in that perspective. Because the currency, that is the first of the foreign currency in the country. Because of the competent, it also connects to the mining industry.

A
Oh really.

EM7
Yes, it is connected to all other sectors.
And that also makes that there is more employment for youth.

EO1
Yes youth. And their employment is both formal and informal. You can find a lot of people in Northern Tanzania and they are involved as tour guides, climbing Mount Kilimanjaro, and taking people here and there and showing them the regions.

A
And on other levels?

EO2
Other levels include… because there is formal and informal. It is like here, people working with the ministry, of natural resources and tourism. Those who are working with tour companies. But there are those who are working with people who operate guesthouses, in areas where their salary is included in the national economy. Through VAT’s. So they are those who are vending stuff, it is informal employment. But it is employment because they are working.

EM8
I am not even sure if the boma’s are being taxed?

EO3
No they are not taxed.

A
The Maasai boma’s? They are not taxed?

EM9
Yes. No they don’t pay taxes. Even that is simple like that, it is not counted in the national economy. Because the national economy is counted by taxes.

A
Ah okay. And what about your vision on community-based tourism?

EM10
My vision?

A
Yeah, what do you think about it?
Personally, I think that we still have a long way to go on community-based tourism. The stakeholders need to be informed, and the decision makers need to be involved. And there must be awareness creation on the role that the community-based tourism played in the national parks. And it is not only for the national economy, but also family level, and individual level. So if all these stakeholders are informed, I think we can say that we have started our journey towards achieving the goals and objectives of community-based tourism. Because the awareness is still low among the communities. Because most of the communities are trying to think better, these kind of activities and projects of tourism, but the sense of ownership is not to them. But they think that it is only the government who can initiate this. And it is only the government who can start this.

And they think that?

They think that yes. But my view is that it is wrong.

And why is that?

They have to participate on it, because, for instance, the wildlife management, I think there is where people can do community-based tourism. So by expanding these kind of programs, I think we can enhance it and facilitate it.

Yeah, what I see, the potential, with community-based tourism, because you can look at it from a different perspective, looking at how communities could benefit from the tourism industry by investing in different tourism activities. Because we are selling nature-based tourism, and the focus of the community is that the community is just an attraction. But also Tanzania it is a rich culture. Where we can find, and still use the attractions we have. And to attract the tourist but also taking that, and also selling other tourism products like culture tourism, which also has a huge potential when you mix it with natural resources. I think that the point of intervention should be, that people should think how they can use the resources well and how to sell that product via community-based tourism. So it is like, the community knows that the wildlife, and other natural resources are of economical potential. But how to utilize that, I think that is the point where we should focus on.
A
Ah okay, good, and you mentioned the benefits for the locals? Can you give some examples? Because of course employment is one of them.

EO5
The direct benefit. Employment you have mentioned. But there is support to the development, like in Tanzanian national parks where they have community outreach programs where the community assists the community that initiated the project. Through the assessment and the analysis, they know what the community needs, and then they support. They might support water projects, school development, health projects like construction of a little hospital in the village. That way. But we also have triumph hunting companies. Those that have hunting concession in hunting areas who are adjusting to communities. Every company is obliged to pay 5000 US$ to every village that borders the hunting blog. And those money is used to support the community, to initiate the projects. But also the ministry, there has been a 25% of the game killed in areas that has at least has contributed to making a hunting blog. So other revenue that has contributed to support the company. That also, within our laws and regulations. But I also think within the hunting companies themselves, they are part of the corporate social responsibility. They support the community, and they ask them what do you do currently and what projects or opportunity do you have... and what others do. So through that they have been supporting enormously. There is a, Ramoni, they are very big at safari in Arusha, they have been donating wheelchairs to handicapped.

A
To what?

EM14
To handicapped. People with disabilities.

A
Ah. Handicapped.

EO6
Yeah so they have been supporting that, in other places they have paying school fees, sometimes buying food when there was no money sometimes. So there is a huge support to the community. But it is been rented differently, it depends on how much the company earns, but there are those supporting continuously.

A
Yeah. But I only don’t understand what the connection is between hunters and tourism.

EO7
The hunters?

A
Well he said that hunters support the communities, but isn't tourism supposed to do that?

EO8
You know, in Tanzania we do both. Photographic, or hunting safari, photographic safari is like, we do both concoctive and non-concoctive wildlife utilization. In non-concoctive they visit the national parks like Ngorongoro where people are allowed to see the animals.

EM15
And filming.

EO9
Yeah and filming and see the nature with it. But in non-concoctive wildlife, we allow people to hunt for gaining trophies. They might want a permit, or a license, to hunt a buffalo, and then you hunt and execute the buffalo. And you take all the trophies you need from the animal. But if you kill the animal you have to pay a lot. A lot more than someone who just wants to see the animal. Because you destroy them, the animal. So there are companies that operate in photographic, and there are companies that operate in hunting. And those are tourism products that earn money. But every company has a different way of supporting the community. Because in every area we conduct hunting, it is exclusive for hunting. We do not allow photographic there.

A
No. But just out of curiosity. Do you have like a maximum of animals that can get killed a year?

EO10
Yes. We have a quarter system, to monitor the amount of animals to be killed and not only the number of animals to be killed but also we have other problem like providing licenses. We monitor and manage the business of wildlife and this can also promote the community-based tourism because these are guys don’t kill the animals. They are the ones who live in PA’s, protected areas. The villages, the local villages around the country, so when people see that, they earn something from the nature or the wild animals, the attitudes can at least change.

A
And is the local community aware of the tourism consequences? So do they understand to invite a lot of foreign people to Tanzania?

EM16
Yeah, they do understand. They do. In the more positive way, and in the negative way. Because what they fear, that when you have more visitors who are coming to the area is the opportunity to earn more money. Especially the ones who have cultural shops. More people, you can sell more. And also through the awareness that we have been creating in some areas, the tourism carrying capacity hasn’t been reached. Because people come in different times of the year. But by marketing and by having many people on many places, the impact, they are focusing on is the economical gain. But in different areas, for example in Zanzibar, where you find people who are going for beach tourism. They impact it. Because Zanzibar is like a Muslim community, 99%. So there is a changing, in behavior is different, it is a bit, especially in stores and those places. It was firstly reported in 2006 that there was an increasing number of youth wearing bikini. Because it wasn’t an issue in Zanzibar. But through exposure they are a little bit, people have been entrenched in that. But to some extend still people view it like, if you have more people coming, you have more business. But the impact they are looking, it also depends on religion, and culture.

A
Yeah, so they like tourists. But they have to behave and adapt to the culture.

[Director of the Wildlife walks in and starts talking Kiswahili]

EM17
That was the director.

A
Of the wildlife?

EM18
Yeah he is very important.

A
Oh wauw. And regarding the community based ecotourism, you want to improve that. Who is funding that?

EO11
Community based ecotourism, there was a project by UNWTO, they have been supporting community-based tourism in Arusha. They have a project on some areas there in the Northern circuit. So they have been supporting the community. Especially they have been involved in culture tourism. And that program has been conducted by Elly Maturo, and he walks with the Tanzanian tourism board, he is the program coordinator in Arusha. But also especially in the wildlife, money and materials, are supported by other organizations. For example WWF,
World Wildlife Fund, and I think also together with the UNWTO, they have been supporting the communities to establish wildlife in their living area through benefits that have been initiated by the projects. There are areas that still need more support, because there are few people... especially when the donor pulls out. And then the community is left behind without support. And then the area like this still, and see how we can best support them to be able to meet their conservation goal and at the same time the economic goal that comes from the conservation.

A
Yeah.

EM19
In general, we support at least two sides I can say. First wise, the government is supporting community-based tourism indirect by providing conducive environment for the community to continue their businesses as they can do. And to the other end, the government is trying to create a conducive environment for nine organizations, nine governmental organizations, to support, to make a support group for communities. It tries to put in place the policies, which can allow the people, the communities to participate in community-based tourism in general. And at the same time they are trying to put the policies in place that are allowed. The donors, the non-governmental organizations, at least they support communities, but the problem is, as what my colleague was saying, the communities are not well equipped because if the donors are pulled out, the project is ceased. We need, this is the area that needs much attention and focus that even if donors or other supporters, extensive supporters, pull out, then the community can manage to continue the project, with money to do community-based tourism projects. And this is can be done through education the natives in business. Or people from a certain area so that they can have at least the knowledge of product management or related projects.

A
Okay, and also regarding improvements. Are there facilities that need to be improved? And then not only the communities, but more the facilities to have tourists.

EO12
Yeah I think, facilities are pretty important. Because first there need to be access to certain areas where the communities are located. We do not have good roads. That would reduce time in travelling, so we really need proper infrastructure. Infrastructure in place. But also if I think, the communities have nice nature and they have conserved and they are looking for having tourists and another thing that we really need to have is accommodation facilities in place. At least for when the community, for when the tourist comes, to have a place to sleep and then to go and walk around in the community. And maybe different communities have and sell...
different products. If you go maybe go up to the maasaii, you spend some time with their community, you really need, when you go, even if it is a banda, you will need a banda that is well maintained. Someone to support them to build banda’s by using the materials that are available in the village. But the banda that will not leave the visitor with some disease. So we need to have that right. Another thing we should focus on is how visitors are aware of the product.

[Another guy walks in and asks for the director]

EM20
The director just went to Ngorongoro. He just left.

[Oh sorry for disturbing]

A
Oh no worries.

EO13
So also information, information is very important. So I think another issue is make sure that the visitor is aware that there is a community located in maybe Kumi, and they are told that this community has like one, two, three, four, five. And if you want to experience your life in Tanzania with this community this is how you do that. So this kind of information, it is not really available. We are talking of community-based tourism but we do not have information, enough information that can be marketed in the community itself.

A
Yeah. And I have done some research on community-based accommodations and they mainly have Ecolodges, tented camps and homestays. So what is your opinion on homestays? Does that really benefit the community?

EO14
Homestays. It depends. Also it depends on homestays in Tanzania, and in other places. When you talk about homestays in New Zealand context ...

A
Is really different.

EO15
Yes really different. But homestays in Tanzania, like in Arusha, if you visit friends and relatives, when you stay in a community. Sometimes the context they have. But if that is that the case, I cannot see much the benefit in that. Because it depends on the tourist, if they are willing to support the community by paying little
money when they are living with the community. And whether the community is happy to host visitors. If they are charging them.

A
Well, the thing is, I am working for a company in the Netherlands, called Fair2, and they are focusing on community-based tourism and they are now expanding to Tanzania. And they only have clients that want to be involved with the locals. So if they would go to a homestay, which would have proper facilities, either a compost toilet or some water, that they will definitely pay an amount to the family to host them and then they will also be involved with the local community, help them with some work, something like that.

EM21
So like volunteerism tourism?

A
Yes, but then for a short time because they will travel around, as we want to offer a mix of the natural resources and the communities.

EM22
I think, one way or another, this could help the communities. Because that money will go directly to the family. And the benefit that someone feels is so much more then when the government provides that through other projects. But the challenge is that I am seeing is the willingness of visitors of living the locals life. Because you may go to a place, where there is no electricity, or water. So…

A
I have done that, it is an experience.

EO16
So yeah, for adventurers yes. But for other groups, I think that in order to capture that market, because it is a huge market, and it is very much growing. I think you can go through community outreach programs they could teach people how to make nice, how to host people, and I think that in that environment I think it would be good for the visitors. That is also good revenue as the people get the direct benefit of tourism because they come and they pay. And most of the visitors, when they come, they always have a very strong tie with the community, the extend, even when they go back to their own county, they still feel some affiliation. And they continue to support the community, and some of them they go back and forth. Because they have established, they have a family in Tanzania and through that they have a bridge, and the bridge is strong. But that also, you need people who have changed their mind. Those Europeans…
So it depends on the tourist…

EO17
Yes. The host, and the visitor. Maybe, if you look it from Europe, you are visitor in Africa. So your perception has changed.

A
Yes, it has.

EO18
To some extend, the perception has a little bit changed when you look at Africa. When you look at Europe, America, and then Africa. Because the life that you can live in a country is all the same but the live that you can live in Africa, is only in Africa. It is exclusive Africa. So you have both. So it is easy to manage. But for those who were raised in European continent it is also an experience. And for people who love an experience they can do that homestays.

A
That is good. And for community-based tourism, do you support the really big hotels or do you prefer the smaller Ecolodges that are good for the environment? To host tourists in.

EM23
For the community… [talking in Kiswahili] but the big hotels, I don’t think they are the reason that there is no community-based tourism per se.

EO19
But even the management does not allow some organizations to build big mansions in PA’s, but what is allowed is just to create, at a certain level just to provide accommodation. Yeah, but you have been asking about support.

EM24
So support from the government? Or from the ministry? You have been asking about accommodations that have been constructed by the communities or the big hotel chains that are invested…

A
I am asking what you prefer… The really big ones, the chains, or the small ones that focus on the community. From ministry perspective.
EM25
From the ministry perspective it has been both, because what the ministry is looking for is more revenue, and being able to support the conservations. And conservations are an expensive venture. Also we, as a ministry, we have been supporting, in terms of the policy, and also the law that people are allowed to construct hotels but not inside protected areas, but outside, in co-protected areas. But the support that the government is providing is more structural support. But for the community, the government has been supporting the community by creating awareness, so at least they construct something at their area in order to enter a venue. And in more cases, they do it in co-protected areas. Because it is easier to tourists, because they who want to live close to the communities, they could sleep. Because in most cases, the small hotels, they do not pay tax, compared to the bigger hotels. And in some of the protected areas the communities have been supported by establishing a banda system. So they have been supported by creating awareness and talking to the tour companies that when you take tourists, and you stop somewhere, take the tourists to the community to see something that there are interested in. So through that you involve the community. Because if you take 50 cars to three bandas, at least you will have 5 tourists that will buy something, a souvenir or stuff.

A
Right, so you need the big hotel chains to support the communities.

EM26 / EO20
Yes to support the locals

A
That makes sense. Very good. That was actually my interview. Thank you very much.

MARISE KOCH (RHOTIA VALLEY) INTERVIEW

A
So I have already introduced myself, so that is all fine. Can you maybe tell me something about yourself? Regarding education and background?

MK1
We have both been general practitioners our whole life. In Apeldoorn, for 30 years. And I wanted to become a tropical doctor and George did not want to, so we became general practitioners. So quite similar as the story you were just telling. My parents lived in Indie, so also in the tropical area. I have 6 brothers and from them most of them work in tropical areas. So now finally the little sister is also going! It is never too late is it?
A
No, that’s true. And your vision on community-based ecotourism?

MK2
Well, we organize seminars here, charity focused, and that was basically bringing a bag of money, dropping it here with the message: use it well. After the tsunami in India I heard on the radio that the people did not want to accept the bag of money as they had to say thank you and they did not want to. Furthermore, the purpose of the money was meant for activities and services they did not agree with and they wanted it to do it their own way. And then I thought by myself that it is not really respectful to let people say thank you. Then I thought, fair deal, we just give the people from this community a job and then they will work for the money and at the end of the month we both say thank you. So this aspect needed to be included in our lodge for sure. Furthermore, we wanted to do something about the living standards of this community. It is very hard to change the behavior of adults, it is easier with children. Definitely when you give them proper education, so we have build a primary school, and we have run that together with the government, we also have the management of the high school which is also an government school that is quite successful. And we guide and support the children and we have 70 locals working for us who all have families that are receiving income. And we are having the best time, Africa is really a super continent. There are plenty things growing, and plenty possibilities. But for some reason the locals are not doing it. So here we have vegetable gardens, fruit gardens, fruit trees, cows, milk, bakery, you name it. So ecological, or mostly organic, as we call the restaurant on the main road. Regarding ecological we get our energy from solar collectors, solar heaters, and biogas from the cows. The whole kitchen of the children’s home is done on biogas.

A
Oh wauw, but on only 14 cows?

MK3
Yes, but also the human waste from the staff. So we have two inputs. The human waste works perfectly. So we do not need any other sources for the kitchen.

A
So you also don’t pollute anything.

MK4
No, and we have some remaining fertilizer from the cows. The human waste goes underground, and that’s where our banana trees grow. So we have got some few circles pretty much completed. And regarding water, we have just drilled a very good water source with 50,000 to 70,000 liter water per hour so that is our current...
focus at the moment to get that up this mountain. So we drilled the hole and now we need to make sure that the water comes up with proper pumps, as we are on a quite high point, 1700 meters. No mosquitos by the way, which is really good. No mosquito nets. And from 1700 meter the water can flow down from every side. So I have been to an Indier today, in a lodge not far from here, who would like to buy water from us. We also have to discuss with the villages if we can use their pipe system so we can get water to the school and the community. And we want to set up a DP, a distribution point, in the surroundings so that local people can go there to get their water.

A
Ah right so that even the water provision is managed by Rhotia Valley.

MK5
Haha yes, so we are becoming quite a water supplying company. On top of all of it.

A
And the accommodation? You manage a lodge, how many rooms do you have?

MK6
We have 15 tents, everything under canvas so the guests can hear all the sounds very clear at night as we are very close to the forest. We have had the visit of a leopard, elephants, monkeys of course, hyenas, and a lot of birds which you can hear all the time. We also have special, very beautiful birds. So we have 15 tents, they all have a small bathroom with a warm water shower and a western toilet, all with a beautiful view, to either the Ngorongoro forest or the river, or the fields and the valley. So that is all fine. We can accommodate 34 people at once. And this is a perfect amount of clients and we really do not want any more as we want to stay a small lodge. We welcome all of the guests personally and fit our behavior to their needs, and they will give signs on what they want. If they want to go to their tent, or to the swimming pool or want to chat with us, or if they want to go to the children’s home or whatever.

A
And what kind of visitors do you have? Regarding nationalities etc.

MK7
We have got 40 percent Dutch, 60 per cent from Europe. Germany is on second place, and we also have a lot of visitors from America (on third place). And then France, England, Spain, Italy. And the amount of visitors from Norway and Sweden (Scandinavian) are very much increasing. And Australia, South Africa, sometimes a lost Chinese however they normally don’t visit our lodge. Only sometimes.

A
So do you notice that your visitors really want to help and that they specifically come for the community-based or just because of the luxury?

MK8
Both, and we always respect their decision and what they want to do. However, we have the feeling that it appeals to visitors that 20% of their payment goes directly to the children’s home so that they have a feel good feeling. Do good, feel good. And its true, that is reason the children’s home exists. All the costs of the children home are paid by that 20%. And with 4000 visitors a year that is a pretty high amount.

A
I can imagine that! And how many children do you have in the children home?

MK9
At the moment we have 38 kids and we have three buildings that all fit 12 children.

A
Right, and with full time carers and stuff?

MK10
Yes of course as they live here. We have 17 staff so that is quite an occupation. But they also work in the gardens and take care of the cows. And the house has 2 permanent mamas. There is always one mamas there, and they can decide who that is themselves. We have 4 cooks and they also provide food for the staff. And of course the people outside, teachers for both schools that we run together with the government. We have 5 teachers that are all fully paid by Rhotia Valley and they also come up to the children home in the weekend to help the kids with their homework.

A
And do they have more salary than other teachers in the neighborhood that they volunteer to do that?

MK11
No, but what we do, also with the government teachers, and we think it is a good plan, is when they are present, giving good classes, and if the children improve (we test them occasionally with simple tests) and it has progression, they will get a top up on their salary. So we motivate them, and Tanzania is really not a motivational country when talking about salary. And they already know their retirement age and that’s is where they are working towards to.

A
And what is the retirement age here?

MK12
Around their 60’s and that is also already stated in their teacher CAO, but they have to work for it and we push them a little harder.

A
And you also own a bakery?

MK13
Yes, we also own a bakery and we have 7 people working there and currently they produce food that the locals eat. Unfortunately white bread, not brown because they don’t want to eat that, and they don’t buy it.

A
Haha yeah, I’ve noticed that! Quite strange actually.

MK14
But we do produce our bread with the best ingredients so not all that unhealthy fat stuff. We put milk in, and sugar. That might sound weird but the amount of sugar we put in our bread is huge, and they normally eat their bread dry, bread with satisfaction. So that’s why there is some sugar in the bread, milk and sunflower oil, so that is good quality oil, and not the fat unhealthy oil, which most bread factories are putting in. And of course the best quality of flower. They also bake queen cakes, and scones, and the large tearing breads. And that is basically it.

A
And the bread is for the visitors here and for the children’s home?

MK15
Yes and for the schools. And we provide breakfast at the schools, very important. It is very hard to study for a whole day with an empty stomach. We will not be able to do that, and we think the children also can’t. So they get tea with milk and sugar, and two sandwiches in the morning. That means that they at least will come to school and this costs around, I am not sure how much bread, but it costs us at least 1 million Tanzanian shillings a month. 400 children. So that is quite a lot.

A
And all this is paid by the 20% from the visitor’s payment?
MK16
No, this is not paid by the 20%. There is a big donation for the bread provision at the schools. The bakery earns some money and we hope we will get some electricity up there so we will get more income and from that we can pay the secondary school fees. So we do have profit but not high enough.

A
So the bakery sells some bread to the villagers as well?

MK17
The most of the bread is sold to stores in Mto WaMbu, Karatu, in Rhotia, not much to hotels, but quite a lot to schools and to hospitals. And special orders, and even the government started buying our bread now. It took 2 years for them to say out loud that they like our bread. So it tastes different and what they don’t know, they don’t eat, and it took them 2 years to start liking it! But here in Tanzania you will need a long breath and be patient, and don’t give up, and then you will break their circle. So for a few months now, we sell much more.

A
And the lodge exists since 2007?

MK18
We started here in 2007 but we opened the lodge in 2008.

A
Together with the children’s home?

MK19
Yes, at the same time.

A
And what about the bakery?

MK20
We opened the bakery in 2011, so that has been existing for about 3/4 years now. So we added that some time later.

A
And regarding vegetables? Are you all doing that by yourself up here?
MK21
Well, even we have to go to the market to buy vegetables. We can’t grow the big things as tomatoes, onions, beans, and carrots ourselves. We really have to buy those. And from the market in Arusha, we are getting really good fruits. Growing fruits is quite difficult here on this height; you will need some more coastal areas for that such as growing pineapples, and mango etc.

A
Right so a way softer climate..

MK22
Exactly. But the remaining vegetables are grown here and as soon as the water of our new drill hole starts to come up here they will be able grow really fast and well. Then it starts to become really good. We have quite some land and then we will be able to grow tomatoes ourselves, like the things we really need.

A
How many hectares do you have?

MK23
Let me count, around 8 hectares at the moment.

A
Ah right, that is quite a lot after all!

MK24
Yes definitely, it is quite a surface where we can do some great stuff.

A
Regarding the lodge, you have all the facilities right? As the lodge is relatively luxurious?

MK25
What we really want is that the visitors have a real African experience so the lodge has been built with local African materials and also by African locals. So all comfort is present, even Wi–Fi. We have got really good food as we think this is really important. A warm jar in bed if it is cold outside...

A
Is it cold here in the evening?
MK26
Yes, definitely, the temperature decreases massively at night as we are on 1700 meters. And in the morning it will be warm again. But this also makes that our visitors sleep very well. So you won't be lying in your bed, not be able to sleep because of the heat.

A
Right, that is what I have in Moshi. Quite hot.

MK27
Right, so just one sheet and it is still too hot. We don't have that here, so that is quite good. And for the children's home and the lodge we have one slogan: two hills, one goal. So our goal is to provide the children with good education and to provide a better life for them. And that is what they say themselves as well; we have a good life.

A
That is really good. And how do the children end up here?

MK28
Via the mayor of the village, and he writes a letter and then we have a form that will be sent to the school, to the church, and to the sub-village chairmen. As soon as we have those forms there are some things we would like to know. Why the parents deceased, what happened, where is the father, where is the mother and then we will go for a house visit. Often they stay at a sister of their moms or at their grandmother and then we will take them with us.

A
That is quite a good process! Well I've read some things online about this. Unicef has written a report about this whole thing that for many children homes, their parents just send them to the home, as they will then get a better life while the parents have not deceased at all.

MK29
Right, well that is why we only have children from this village so we have an enormous social control and grip on the process, and before the children will end up in our home all the important people have to sign for it, that they agree with the social history. Furthermore, we employ 70 locals from the village and often we do some check ups with them to see if the story is true. And after that we also see them, we can take their word that the story is true.

A
Well that is quite a good process! And how do you combine your tourism with the children home?
MK30
Well the guests that come here are told in their briefing that they can pay a visit to the children's home around 5.30, that means that they will go there, can check out the whole surroundings, so the cows, the bakery, the gardens, the biogas process. The children that are here, or adults can play with them. Often it is soccer time between 6 and 7 when they come from school, before dinner. Sometimes the guests like to bring something to give to the children or the mamas and normally it will turn out to be a fun activity for both the children as our visitors, but that all depends on the visitor. If they don't want to go to the children home they relax on our veranda, and enjoy their beer or wine when watching the sunset.

A
Does that happen often that they don't show interest at all?

MK31
Yes sometimes, or they are tired. I guess 50/50 nowadays. But that is quite good, as we do not want too many visitors, as the children will then start to dislike them. The children are kind of required to approach the visitors and to shake their hand and to tell them their name and to welcome them, and after that they will just continue what they were doing. It all depends on what the visitors will do. We think it is a very basic thing, to learn how to behave. That when someone's enters your area, that you approach them, tell them your name and tell them that they are welcome.

A
That is very good. As we have experienced in several other projects that the children's will stare at you, scream mzungu (white person) and will run away laughing. And I understand their behavior, as they don't know better but it gives a felling that makes you less enthusiastic to put a lot of energy in them.

MK32
No that is exactly what we don't want, we stand for good behavior and good attitude of the children. Aside of the English language, computer skills, and normal classes it is very important that they know how to behave socially and they are doing a very fine job. And that is also what we hear from guests as they say; oh it was so nice how they immediately approached us and welcomed us. And honestly, it is not that hard to do so but it makes a huge difference.

A
Definitely, and it adds a lot of value. And is the community aware of the consequences of tourism?
MK33
Well, that is normally not that big of an issue. However, we do have some tour operators that send their clients up to the mountain with the announcement that they will visit our children’s home, and then we definitely say that this is not the meaning of our project. We are not zoo. Of course we do not say that to them directly but it is true. Visitors who stay here know there is a percentage that goes to the home and they know it is a win-win situation and they like it, and of course the children are graceful to them because they have a good life now, good food, good education, safe, name it.. Well we think they can shake a hand for that..

A
And what about the local teachers? Were they already teachers or did you provide them with proper education?

MK34
Eh well we have one teacher that already had an teacher education As she studied in Dar es Salaam, and we just hired 2 English teachers. Fabiola just learned it, but she has a good feeling with children and Nico learned it here as well.

A
And they are all local?

MK35
Yes, they are all from this village.

A
And are you working on any improvements? I heard George talking about a coffee bar?

MK36
Yes, we really want the children to have a good future, the problem with Tanzanian schools is that when you graduate, you get a certain amount of points and the local government schools have a medium quality and those children do not earn enough points to be accepted at a college.

A
Right, so they can graduate high school, but without enough points to go to college.

MK37
No, so they cant go to the 5th and 6th class or they cant go to college or university so that is only a chance for the children from richer people that go to private schools where they speak English and where they have good teachers. So our children have their graduation but they cant go any further. And because tourism is an important income factor here we have opened a restaurant on the main road
and there we train the children intensively and it is completely managed by children and there are also no adults at all.

A
And with children you mean which age?

MK38
Around 15/16, as soon as they finished secondary school.

A
A right, so adulterity children

MK39
Yes, yes of course. Children in their 20's. We have got good equipment up there, electricity, modern kitchen machines. And it looks really good, has an amazing view. So behind you, there is one of our female chefs, grace, she is doing really well. And then I am hoping that other hotels visit us and say wow, that is a great employee, I would like to have her. And then I'll say: here you go. If they want to of course, they can go wherever they want, they do not need to stay here very long.

A
So you make sure you give them proper education and have a rotating staff?

MK40
Yes, definitely, and we work together with the hotel school in Maastricht. In September we will get 2 trainees to work with us and hopefully we will benefit from each other. And also, we are completely organic. We only have products that can grow in Tanzania, that are rough and raw, not wrapped in plastic, fresh honest coffee from the fields, good vegetables and fruit, and we make our own ice cream, we make our own milkshakes, from the milk of our own cows, and of eggs, and we would like to expand the bakery a bit with croissants, cakes, lemon cake, and that kind of stuff. So food is extremely important to us. That has to be good and fresh and of good quality. And it is also possible here, this continent is so rich. What you can buy locally regarding food is amazing.

A
Yes, and not expensive at all. And regarding the surroundings. Can you tell me something more about it?

MK41
We are located directly to the Ngorongoro conservation area so with a hike you can go up to the edge of the crater, but it is a very difficult hike because it is right through the jungle so it will give scratches so there is no clear footpath so it is...
really climbing up. And we are here in the local area and the farmers grow a lot of maize and beans. Closer to the forest is quite hard, as there are elephants coming out of the forest and destroy the harvest. Especially when it just rained, they will come and harvest for them.

A
Does that happen often?

MK42
Yes, actually. At the moment every night, and they will come with 5 or 6. And he or she won’t anyone bother them. What we just thought of to keep them out of our garden, as they destroyed our kitchen garden. We have had an elephant proof gate, which is not that elephant proof as we found out as they just walk right through it. So now we are planning to put up some beehives with a double fence around it, and when they will walk into the middle fence, the bees will be disturbed, and will come out and that is what elephants really don’t like. Bees in their trunk is almost as annoying as ants in their trunk.

A
Right, that sounds like a very good plan haha!

MK43
Yes, so our watchmen have already started building beehives and as soon as we have 10 we will put them up. We have our own honey by the way, delicious.

A
Haha, I never want to leave here!

MK44
So then our gardens will be safe and protected for elephants but for the locals and especially the farmers it is very difficult and sad. What elephants also don’t like are torches. We have 3 very big large lamps that can reach really far and if you shine those in their faces they normally turn around. So by doing that we are able to support the local community a little bit as well. A car does not work as you can’t direct the lamps to a specific direction but with those really big torches we are able to get them out of the fields.

A
And do you have enough electricity to use those big torches? Is that all done by solar power?

MK45
Well, honestly the torches run on batteries.. Also for security if something happens with the solar panels. We do have rechargeable batteries though! Of course.

A
Haha, I did not expect anything else.

MK46
Haha, well we try to figure out the best solution but it has to stay practical of course. We cant do everything ecological when there will be elephants in the kitchen garden…

A
No exactly. And regarding safety. Do you have security?

MK47
Yes, of course!

A
Right, and why? Do you have examples of what can happen when there is no security?

MK48
Well if you don’t have it, it will be known by the bush radio immediately. The security is mostly important for the fact that people know we have it.. It is important that they know that when someone tries something here… We have guns, and two big dogs, grishbacks, and when someone gets in he wont be shot immediately but they know they should not go any further than the instructions of the watchmen or guard. And we employ around 12 watchmen.

A
And also at the children’s home I assume?

MK49
Yes, definitely.

A
And you mentioned the Bushmen…?

MK50
Haha no, the bush radio. That is unbelievable, if something happens here, right now, they all have a cellphone right, the whole community will know right away, within 10 minutes. They don’t have any radio or television here so it is entertainment for them. If something happens, it is soap.

A
And is that negative or positive?
Well, both. Mostly positive, we have had the situation that there was a car with untrustworthy people in it that tried to get up the mountain here, and then the whole community stopped them at the river with 30/40 people. And afterwards, they all came up here. My mouth just dropped, all villagers were wearing sticks and bows. 'We scared them away mama'. Haha. I did not even know there was something going on!

A
Haha, but then you know they have your back and that they support you..

Yes, and of course they really like stuff like this. We have to look at the funny side of these stories. And doing something tough with each other is one of the best things.

A
And one of the last things, about the temperature. You are in rain season now?

Yes, so currently it is rain season but we are sitting here with t-shirts in the African sun. And rain season means that there is a possibility for rain, often every third day. And then there is a lot of rain, 50 till 100 mm. which is quite a lot and after that the sun starts shining again and everything will dry again. The roads can be damaged quite badly.

A
Right, we have noticed that as we took the longer path and we were wondering if we had the right road as it became quite bad.

With those stones, down to the valley? Right yes but that is normal as it is the road through the river. Those stones.. The road is actually quite safe as the cars cant slip at all. But indeed, our guests normally think of the road as unsafe.

A
Well we did not doubt that but we were just wondering what would happen if it rains a lot. Would it still be a proper road and would it be safe to get here?

It is always safe, but we do say, good car, good driver. And the tires need to be good, with a proper profile. Also they need to have a 4wheel driver, and you will need a driver who knows how to drive a 4wheeldrive. And then there is never a day that visitors cannot come up here to visit our lodge our children home.
Well that is good to know! And I work for, and write my thesis for Fair2, which is a small tour operator in the Netherlands. They are located in Nijmegen. And they are eager to expand to Tanzania. And the question is now if you would be interested to cooperate when Fair2 starts sending large groups. Although large groups is not the right phrase as the groups normally consist of 12/13 people. And those trips are never standards and very tailor made towards the wishes of the clients, to offer Rhotia Valley as option for our clients.

MK56
Well that is an option we are also thinking about for the future. We have contact with tour operators in Arusha, who have agents with 40% Dutch clients and 60% other countries. What we like our visitors to do is to book 10 days with us, but also spend 2 days in the Serengeti, 1 night to Tarangire or Manyara or a week to climb the Kilimanjaro or a week relaxing at Zanzibar, but that they are able to build the package themselves. That they can tailor their own trip and decide that after the safari they want to read their book, or want to go for a hike, or what ever wish or need they have. Do that they will be able to design their trip very flexible. And we would love to start working with Dutch tour operators.

A
Right, I do think that if Fair2 sends guests up here it will be for a maximum of 3 nights as we are working with Milestones who is our fixed partner and we like them to organize our trips.

MK57
Right, well don’t do just one night as the most people who stay here for one night all say: why can’t we stay longer.

A
Haha, so it is recommended to do at least 2 nights?

MK58
Yes, 2 nights is perfect. For example we will receive a group later today who will visit the crater tomorrow, come back to the lodge, and then leave the day after. Also, if they go to the Serengeti, they often come back for one more night before they leave the country. To just relax for a while as the distance between the Serengeti and the Kilimanjaro national airport is really far. So we are located in the middle, which is quite good.
It is definitely not or meaning for the guests to stay here for 10 days. Normally guests go climbing for a week, relax a week on Zanzibar or go on a safari of 7 days and safari in the northern circuit means the Serengeti, the crater, Tarangire, and lake Manyara, Arusha NP, and they also have their lodges connected to the parks but from Rhotia Valley there are a lot of parks that can be reached easily so that means our clients do not have to pack their suitcase every night, which is very
A
Well, thank you very much.

MK59
Haha your welcome, very nice.

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JOEY RENJU (HONEY BADGER) INTERVIEW

A
Well, thank you for your time.

J1
No problem.

A
Well, you know me of course.

J2
Yes.

A
And I just wanted to thank you for hosting me all this time.

J3
That is no problem.

A
And we are very happy with the partnership that is going on.

J4
Good, I like that.

A
Good. And can you tell me something about yourself? Background information.

J5
Okay, I guess I was born in Malawi, because my parents worked outside. And then I grew up in Kenya and Tanzania as well. So I feel like a more East-African than a Tanzanian. Yeah, I had a decent education, thanks to my parents. In my family we all speak English. Which has made a
great difference in my life. My parents got first in the tourism industry in 1999, I believe. And since then I have been exposed to it and I have learned, sometimes formally, sometimes informally through experience. And yeah, it is, by profession I guess I am a development worker. I say this bearing in mind that I am not quite done with my studies now, I am still going. But I am, but as far as I am qualified to do in both terms of experience and in terms of where my interests lie, I am a development worker but I also believe that a development worker, in terms of a job, it is not always done for its own sake. Anyone, doing anything, like us, working in a private sector at the moment, the tour industry, the tourism industry, we can affect change and development. Like we can actually do something. It is not going to be on the scale of the UN or whatever, but it is still. It is still, you can do something. It is just being responsible. And trying to behave in an appropriate manner. So that is what we are trying to do. So yeah, I have three children, and a lovely wife, who helps out, she is the moonlight here. She has her own job. Yeah and it is a family run business, the lodge and the tour company. And it is nice, we are enjoying it. It is very dear to us.

A
Very good, and what about education?

J6
Yeah, so I have one unfinished law-degree, I am just about to finish in development studies. I yeah. That is pretty much it.

A
But you studied in England was it?

J7
Yeah that was in England, and the development studies degree is going through Kimmage institute of Development Studies in Ireland.

A
Oh cool!

J8
Yeah, oh and it is a centre of development studies actually.

A
Ah what?

J9
A centre of development studies. But it doesn’t matter anyway. So, yeah that is what I do, I have taken various courses that have to do with business and courses in tourism. But I have found that none of them can offer what I am doing to go and study, I found it quite difficult to find a sort of distance or part-time course in tourism, of a larger scale. You have just smaller
things to do. So I kind of missed out on that part but I have been learning tons over the years, and now we are growing. So business has been really good.

A
And what about your vision on community-based ecotourism?

J10
I believe that community-based tourism is a little difficult as people are quite reluctant to employ from within communities, which would be the most ideal way to do it. And the most really sustainable. But the thing is that people from the community do not always have the necessary skills or knowledge. And unfortunately for a lot of people they found it counter productive to train somebody rather than to bring someone who is already trained. That is from a financial perspective. But for us I feel that it is the only way to have a sustainable tourism industry. I feel that that is where it lies, it is only so many safaris you can sell in a national park and that can only affect people to a certain extent and it also has attendance to the people who own the companies. But the companies, are rarely, quite rarely locally owned. The ones that are locally owned are very, very small.

A
But you are locally owned here?

J11
Yes, but we are little bit of an exception I would say, because only because of the recent growth that we have had. Most of the companies are much smaller. We have the added benefit of having the lodge which is an unusual thing. From an employment perspective, tourism always helps. It employs thousands and thousands of people, but beyond that it does not have a lasting positive impact on the community. On the national parks where the most tourism takes place. Oh the national parks, which means, they do not have people within them. There is a difference when working with game reserves, where there are communities there in, but that are exceptions. But those are also less popular, because it is harder for people to find larger game, in terms of predators like lions, where people are very interested in. And it is also hard to find for lets say rhino’s as they are so in demand, there is traffic of people, they tend to get poached very easily. Whereas the national parks, after a certain time of the day, the rangers are out, and if you are seen in not like a tour vehicle or something, then they really are allowed to shoot you. If you look at the number of rhino’s that used to be in this country, or in Africa, just generally, and if you look at that now. I think it is probably a little bit acceptable. So the fact that poachers also have killed several rangers as well. Yeah, it is kind of a pre-emptive defence.

A
Fair enough.
J12
Yeah, so because of these reasons, community-based tourism is a difficult sector to grow. It is just difficult.

A
But it is important...?

J13
Oh completely. It is important, but the problem is just that it is very easy for people not to see the importance of it, based on the fact that it is hard to see the money in it. Now this is changing, it is changing slowly, as the actual clients, the travelling population becomes more conscious and sensitive to business practices. How do you manage waste disposal, how do you treat the environment you are in, do you have alternative sources of energy? You know, there are so many different things. And do you employ locally, do you train them, do you offer any benefits to the community, what do you do. People are more and more interested in this, and we have seen this through the years and it is certainly makes our jobs a lot easier. Because it makes it much easier to sleep at night. I go to work every day, I walk around here, and I go home and I sleep like a baby because I know that somehow, somewhere I helped a bit. That it is helpful.

A
Wauw, that is really good. And can you describe the lodge? Facilities, energy, employment.

J14
Yeah, okay. So the lodge sits on just above 3.7 hectares, I would say. And we have 14 rooms across that we use, that are active. We have 19 in total, the rest we only use if we take student groups or like that. Interesting enough not about numbers but because are not very well positioned, there is a difference in the quality. We have a bar, a lounge, a restaurant, the restaurant caters an a la carte menu during the day and a set menu in the evening, we have a swimming pool, our offices are also on the premises and we also have quite a nice garden I think.

A
Yeah, you do. With monkeys...

J15
Thank you. Haha yeah. So we source our water from the government, because with the government it is controlled. And they use reservoirs, further up. Actually where we will go tomorrow, in Kirua. And the water is excellent quality, and so we also don’t need to play around with the water table here. Which I always found a bit strange about, it will costs us less money on the long run, but I would prefer not to do that. And then, for power, while
Tanzanians power is prominently clean because most of Tanzanians power is hydro electric. The problem is that it is very inconsistent. It cuts off...

A
Quite often.

J16
Almost, every day for part of the year, and probably every third or fourth day the rest of the year. So yeah, it is half and half. So what we do in order to make up for this is, we have solar panels, for lighting for the entire lodge and panels and batteries for socket power and certain parts of the lodge. We cannot do that in the rooms as we cannot control what someone brings. Yeah. Did I tell you that?

A
Yeah you did. No hairdryers.

J17
No hairdryers. Killing inverters in 10 minutes. And so yeah, it is again like a family run business, but at the moment, I, myself am working manager, the managing director. Chair holders include my parents and my wife, and myself. With my parents, they do not do any of the decision making but it is kind of nice as they gave us the opportunity to be here.

A
Yeah definitely. And what about employment? Are they all locals?

J18
Ehm, all local to Tanzania. But of the 38 staff that we have here, there is like 11 that are not particularly from this region here. They are from Masai landsides, so we have all of the night guards, and we have a couple of people from Mwanza, where we used to live. So essentially, they were staff members before we came into the honey badger and they decided to come with us, as we gave them the option.

A
Really good, and what about the location? Did you pick that for a particular reason?

J19
Well, it is family property and it is 6 kilometres out of town so there is, initially, there were not that many accommodation options far enough from town that people did not have the bustle of the city. But close enough so you can access it.
easily. So town at the moment is about 10 minutes away. But being here, it does not feel being in town.

A
No definitely not...

J20
So, yeah and the proximity of home always helps because you can keep it family run. You are always accessible. Obviously we have some strict rules about how, because it has to be an emergency if it is out of hours. But generally speaking, we come in and have a look how the lodge is going, probably eat dinner with the client every third day, every fourth day. And we have a tradition here where we like people to sit at the same people, and we pass food around. So everyone gets the talking. And it is very interesting. People meet here who have mutual friends who never, they came here not knowing each other and it also just lends a more relaxed atmosphere.

A
Yeah definitely, like a family table.

J21
Yes.

A
That is really good. And can you describe Milestone shortly?

J22
Yeah, Milestone was born out of necessity, we were not initially intending to start a tour company but we ended up having to do so. We were outsourcing to other companies. So if a client would want to go mountain climbing, we would say, go and see this people. And this went okay for the first year, for the second year we started to switch people, and then we switched pretty much every second month. And then eventually, something quite really bad happened. A client got abandoned out in Karatu, where you passed. Like they literally just left them there. And she was young, she was like 16/17, first time out on her own. I don’t know how she was 16/17 and travelling on her own, but I don’t know.

A
Oh but it happens. I went to Australia when I was 17.

J23
Oh hmm.
A
Yeah, but still it happens.

J24
Yeah but normally you would say someone is 18. I don’t know why, but I had it in my head that she was...

A
Young.

J25
Yeah but she was also not travelled. You know, you can have people that are more eh...

A
Experienced..

J26
Yeah, and more street savvy you know. But again, we did not really have an option for her and we did not actually recommend it but she just went into town and had a look and found that company and they asked us and we said like yeah we see them around, they have an office in town. The company, I mean, they are there. It is not like they are hard to find. And then she said well, they must be eligible and so they went off, and abandoned her there. She got me on the phone...

A
On purpose? Wauw

J27
Yeah, definitely. Basically, she wanted to go on a two–day, one–night trip. But what they had available was a 5 day trip. So when they left, they did the first two days, and they dropped here there.

A
Wauw... so talking about safety. So you also put of Milestone to guarantee safety of the guests?

J28
Yeah because it its, and we though we would just start off with just one car, and we would sort out a driver and that’s that okay. And then get someone we really know, because for us, for everything we here employ for character is supposed to be, like you know, credentials. The reason for that is, I would be able by far, I would be able to trust somebody and then teach them. Rather than not having to teach them and not be sure. So, we did this and those problems went away and then we realized that this became quite popular and so we got a second car and then it got really popular and then we thought maybe we have to take it
seriously and so split it off from the lodge so it functions on its own. As it was very unclear to people, because we would have the lodge but also trucks to go on safari, and it wasn’t clear. From marketing perspective. And Milestone was the name of the volunteer house and the offices of the non-profit organisation I was running in Mwanza. Yeah, we used to call the place the Milestone house.

A
Ah that is a good thing. And regarding security for the lodge? What is the security here?

J29
Basically here, we have a three prominent approach. One, we have night guards who are employed from the village of Kitenda, it is all one family and I have known these guys for years and years.

A
So you know for sure they are trustworthy and so.

J30
Yeah, and I have been to their homes. And my wife and I got taken out there to take a blessing in a boma and so. And so we employ 13, no, yeah we will be employing 13 when we are open again, now we employ 9. But that is another thing. So there is a 24-hour rotation, there are people here during the day, and there are people at night. At both properties. And then on top of that we have a panic button system, using a local security company. It is an South African security system actually, the biggest one.

A
Is that KK?

J31
Yeah, KK security. Basically every night guard has a panic button around their neck and under their clothes, and if something should happen, they get worried about something, or they are not sure than they just push this button and the police will be notified and the security company. And there are certain points, there is one under the bar, you would expect, the bar is always manned, there is one under there (office) and there is one on my side of the property and there is one in my house. So like literally, and the other thing is we contribute to the zungu-zungu. It is the neighbourhood watch. The neighbourhood watch is probably the most effective thing, because this essentially means there are like 15 people every night roaming around the village. And it switches, sometimes someone from our place will come as well, and sometimes from other peoples houses. In total there are 47 people that are participating.
A
And regarding the locals, are they aware of the tourism consequences?

J32
Yeah, but I think, for most people I think the benefits outweigh the risk.

A
And what kind of benefits do you provide by having this lodge and Milestone?

J33
Hm, well one thing is we, for the people we employ, we also provide, apart from the permanent employees, we provide employment to our neighbours essentially. So if someone has a craft, if they are maser, a carpenter, if they are a mechanic, or a welder, all of these people. To run a place like this, it requires workers, and it continues, the maintenance is throughout the whole time. So these people are able to subsidise their own salaries by getting work from us, and we insist doing it here, and it is only if we cannot find it here, we will look further in the field. The other thing is that we provide training as well, and this is, we do it reactionary, it is kind of a reaction to things that take place, like for instance there is an member of staff of ours, and many times they cook in house with caressing stoves, that are close to the ground, and her daughter came in running, did not see the caressing stove, knocked it over, and had a quite serious burn. At that time, we had not been told, we were just at home. And after a while, an hour and a half, like an hour, they came to us with like our daughter is burned. And I did not know how bad it was, but they looked quite serious so I took some burn remedy from the first aid kid and went over there and they tried all these different things. They put like mud on it, they cracked an egg on it, smeared honey on it. And there are only some things that might have actually been helpful. Honey is like a natural antiseptic.

A
No, but mud is not.

J34
No, but mud is liquid. And really what you need to do with that girl is dump her in some water and left her there. So the skin can hydrate, so you can save it. But people do not know that kind of things and they also don’t know how to grade, is it a first degree, second degree, like how bad is it. And so I came in and did the best I could, and then we were discussing it here at the office, and I was discussing it with my wife, and she works at the National Refer hospital, so she said Okay, I am going to get somebody to come out. So we have had a first aid course open for everybody, and a special course for our staff members in resuscitation, you know CPR, because we have got a pool. Most of them do not know how to swim but they definitely try to survive you as soon as they got you out, so they can do that. And
then we have also had one in reproductive health, that is my wife’s speciality. So that is always an interesting one, also because we have had some surprise pregnancies which they were all good fine when they say they are all fine, congratulations. But it is not fine when you are terrified and not ready, and not sure how you are going to deal with the change in your lifestyle and so. And we talked about people getting sick, and getting STD’s, all that sorts of stuff. And it gives, we have a kind of relaxed atmosphere towards our staff, it makes it more appropriate than it would be otherwise. To have a discussion about these kind of things.

A
Yeah, that is good. And what about community-based activities? You have like forest walks...

J35
Yeah those, they are available. And we do have those activities and they are available and we offer all those kind of things. And it does help. We make some money, the guides make some money, there are a few in where you would stop and eat at someone’s house, and then they also make some money. And it is nice, because it goes around. More needs to be done obviously, but it comes back to most people, to the fact that most people would make more money by going on safari or mountain climbing, than going on to village walks to Moshi or into the forest. It is almost like not worth it. From a financial perspective it is not as sexy, and not as attractive.

A
And what about second chance? That is your mums project? You work together?

J36
No, we support it, but that is on a case of case basis because one of the things as a development worker I have issues with is not having a sustainable model. And second change’s model is not sustainable yet, it is getting there, it is a lot better than it used to be. And a lack of sustainability does not mean that the work done there is not worth it. And we still do assist and that. For example we have the gift shop here at the lodge, and basically 100% of that goes to Second Chance. We sell T-shirts during the season, and I don’t know if you have seen that video Honey Badger don’t care, Honey Badger....

A
Haha, I’ll look it up. We don’t have YouTube here, I can’t access it here.

J37
Well at one point then.

A
When we have Wi-Fi, I’ll make sure I’ll Google it!
J38
Yes please do. Yeah then that’s it...

A
Ehm, your mum told me you are also doing the rice provision?

J39
I guess we actually do. The reason why I say that and rarely mention it is because we bought a rice patty for the school and we are renting them for basically 500 Tsh.

A
Ah right, so you are not actually providing it?

J40
Well the idea was for them to farm it, well not they themselves but administer it so it can be farmed, and the products can be sold and so on and so on. And at the moment they have just rented it out, and the deal includes just as much rice for the children to use. Yeah so okay that’s how.

A
Right, so you renting it to them, and they are renting it out.

J41
Yeah and they have rented it again. But I don’t mind. The whole purpose of getting it was for them so.

A
Yeah okay definitely. And regarding the visitors type. Do you think it is really important that they are sustainable and good for the environment or does it not really matter what kind of guests you will get here?

J42
We do have the tendency to have more clients who are more consciously, and I don’t know but I think that is also because we are also not shy about who we are. So that attracts...

A
Yeah and in terms of marketing..

J43
Exactly, people want a particular sort of... However it does not bear to much, because I have the feeling that every tour company has a much worse impact on a community and on the environment than a single client would. So if the practices of the company are reasonably good, their clients can only do so much damage. They
actually cant. I mean what is the worst they could do? I mean here, we are careful how we manage the waste, we are careful about the power generation, we are careful about the how we, what we do with the food, for example that is an important one. We try as hard as possible to try avoiding things that will unnecessarily waste power, or harm the environment. So basically it is waste disposal and energy management. And because we do that on our site, if a client walks in here, and they throw a plastic bottle on the floor, we are probably going to pick it up. So it is almost, we are taking their own responsibility of their shoulders.

A
That is really good. And regarding improvement, are you planning on expanding?

J44
Yeah, just need to make a bit more money first. We make small changes every year, we need some..

A
And what are your big plans?

J45
Well, generally it is just improving the quality of the rooms, for example. That is one. The staffing, I feel like we are solid. I feel we have a really good group of people. Yeah so it is just the rooms and increasing and I think we need to grow by 5 or 6 rooms and then we will be fine for a while. Expansion on that side. And expansion on the tours it is more about marketing because we need to, for the sake of maintaining the growth that we have, we need to grow by about 50 % over the next 18, oh no not 18, more like 20 months. Hopefully, fingers crossed. And then we will be in a good position to take us to the next level.

A
Okay, and regarding working with Fair2, what would be the main advantages and consequences of doing that?

J46
Well I think... Well consequences I am not sure, I guess we will have to see that from the actual practical side as we will learn. Because until you have actually done something, and it is still theoretical, there is no downside. So we will see. And also, you know the other way. There might be an encounter that might be too difficult to handle, but I don't know. We have never did something like that but I am not going to say that its not possible. The benefit, first of all, right from the back, is we kind of seem to be on the same page as far as the kind of tourism that is very positive. It is very rare, because most of the time... you know Vera and I were just talking to someone today and most people just want the standard thing, they will come in here, will go straight go to the parks, and after the parks we will go
straight on to Zanzibar and then I am gone. I don’t need to actually see Tanzania, in fact Tanzania could be any country.

A
Yeah that is the thing. It could be Kenya, or Zimbabwe, it will be all the same then..

J47
Exactly, and that is the difference. It makes, it brings the actual country itself to the forefront. And it takes into consideration the welfare of the people of the country, you know, that is not something to take lightly but the tourism industry does. And that is something I think we need to address. And for us, a little bit, we are trying a bit here and there, and I think this would be an opportunity to take it more seriously from a business perspective. So for us, from a work perspective, I could dedicate some time to that, you know. Where before I would have to use my spare time, or my extra time. If I work really hard there is always time left over.

A
True. Well that sounds very promising. Thank you for your time, that was all it!

J48
Thank you. Asante Sana.

PATRICK NDABAGA (FANAKA) INTERVIEW

A
So we will start over again. My name is Anne, I am from the Netherlands and I am studying international tourism management. And this is my graduation project, which means I am almost finished. I am working for a Dutch tour operator and they want to expand to Tanzania and I am looking for the possibilities here, they are really focused on community based, which means they try to involve locals in everything, and that is also why I would like to interview you, as you have a good vision on it. To start, can you tell me something about yourself?

P1
Yes, my name is Patrick, a retired civilian servant. I used to work with the Tanzanian national parks, professionally. I retired in the year 2012 and started this business, camping and lodge. The idea of this place came when I was in employment because I had the chance to talk about conservation areas and tourism. I developed an idea to start this business. I chose this side because of the proximity parts. When you are in Mto WaMbu, you are close to lake Manyara NP and you can easily go to Tarangire, Ngorongoro and Serengeti. So we decided this was the most proper location to start our business.

A
Good, and can you describe the accommodation?
P2
Yes, we have 22 rooms currently. We have single or doubles, twins or triple rooms. We also have quite enough space for camping. That can end up to 200 tents, depending on the size of the tents. We provide all the facilities, washrooms for the campers, kitchen self-catering if they want to cook themselves. We can also cook for them if they prefer, they ask us to cook for them. And security and water.

A
And do you think it is important for an accommodation or this lodge to be green? To not pollute the environment?

P3
Yes, I think that is very important.

A
And why do you think that is important?

P4
To not damage the environment, that is a principle.

A
And do you think it is important to employ locals in your lodge?

P5
Yes, actually most of the staff are locals and we pick them from the same area for the duties they can do. For example gardening, you don’t need someone from outside. And laundry, our locals can do it.

A
And you support local communities?

P6
Yes we work together with local communities.

A
And that is combined with the mentioned activities?

P7
Yes, we cooperate with Wesley’s company, and when we have guests that are interested in cultural tourism we call them. We share ideas.
A
What kind of cultural tours do you have?

W1
name is Wesley, and I lead the cultural tourism program for this lodge. We have several different tours that are community-based and we have a kind of tour that we can take the guests on that will bring them to the locals and to show them how the real lives of Tanzanians are. Most of the tourists that come here want to combine the cultural tours with nature and in order to combine this, and then we start with bicycle, a bicycle tour. And go to the other side of the village, closer to the conservation area and see the wildlife up close, and after that come back to this side of the village and we go to different areas. For example we go to women, who show us their local cuisine, a local traditional meal.

A
And do you have a local guides from this area, or just from Tanzania?

P8
Oh, the most guides are from this area and they have been to private school, and after that they have been trained as guides, and after that they will become a guide,

A
So you educate the local guides here?

P9
Yes.

A
And do you pay that with the money generated from the tours of is that done by the lodge?

P10
Yes, mostly.

W2
It is the lodge where the tourists come, and we cooperate with the lodge to get tourists and that is how we get income and that is how we work.

A
And the local community is aware of the tourism consequences?

P11
Yes they are aware due to the commission, everyone in the area, 70 up to 80% depends on tourism so when there are no tourists they will not have income and
that is a big consequence. They will not have money in their pockets.

A
Right, so you employ the locals and you give them education. Do you also support them with monetary support? With money? Or is it just the opportunity?

W3
No there is this. The money we gain, a percentage goes back to the guides. To pay their salary and other expenses. And the other percent goes in to the lodge and into the community.

A
Okay, and what do you think is the most important aspect of this lodge? Is that accommodating tourists, or is it employing the locals, or is it a combination of both?

P12
Well it is definitely a combination because people like facilitating the tourists in their town and to get payment, and we also employ local staff and also the taxes, the taxation. And also there are contributions for the village, if they have a project, they request contributions. And we participate in it.

A
Okay, and regarding safety, are there any main concerns hosting white tourists?

P13
I have to tell you, We have never experienced an event of incidents. We have a company that works for us, a security company, since we started in 2012 there have been no incidents reported.

A
Okay, and do you have examples of incidents that happened within other companies?

W4
Not in this area.

A
But there must be a reason that you have security? So what can happen if you don’t have security?

P14
Definitely, if the security is not good then it will affect tourists in terms of attacks and thefts. And the police also, they are working with us and occasionally visit to
see how secure our facilities are.

A
And the measures to secure safety is working with the police and having a security gate?

P15
Yes

A
And there is a guard, always?

P16
Yes, always there is a guard at the gate, and during the night there are more guards and they go around to secure everything is safe.

A
And what about the activities, is that always safe?

W5
Yes it is always safe. Since we have started doing these activities we have never experienced a safety issue.

A
Okay good. And with the activities, do you also visit schools?

W6
Yes we do, we visit schools, traditional healing, health centers. Youth artistic groups, different groups.

P17
So the offering is around and we use it.

A
Right, that is good and let me see, what about the improvements on the facilities?

P18
Yes, we are planning on increasing the amount of rooms so we can accommodate more visitors and we also think that if the finances allow we can try to improve to build more facilities and then also offer more community-based cultural tours.

A
And regarding the term public goods which includes climate, scenery, culture and the animals,
so which cultures are present in this area and are very attractive to get guests here?

W7
The things our guests are very interested in are the tribes and ethnic groups that live here in this area and that they are peaceful and not fighting such as other tribes in the country. But here we are modern, and living peacefully with each other.

A
So how many different cultures do you have here?

P19
There are all different ethnic groups. But the main tribe is the Masai and most Europeans want to see the culture of the Masai, to see their living sheds and traditions.

A
So they are all different. But connected to the Masai. Can you describe their culture a bit?

P20
Maybe, which one, Masai? Well this is one we really like, Masai, because most of the tour operators want to see them so by this Masai, we have tours starting from here either walking or biking or driving. We visit them in their tribe, see traditional boma’s, to see how they live, how they look inside, traditions and also after that see how woman make accessories and necklaces. So these different type of goods. Then also, after that, the Masai boma activities we organize Masai dance. We start to dance and sometimes these big groups of tourists also want to see Masai tattoos. So we find some Masai warriors to prepare some materials to make these tattoos and then with the tools.

A
So is it like Henna?

P21
No it is not henna, it is made with fire, and a product of the tree. The material from the tree is then made very hot and put on the skin.

A
So it is permanent? And burned in their skin?

P22
Yes, we also do have an activity where the tourist can milk the cow, learning how to milk the cow, and also to learn about Masai nights, by sleeping in a traditional
A boma.

A
And a boma is their hut isn't it?

P23
Yes

A
And it is not the case that these traditions keep standing because the tourists like it and they can make money out of it?

P24
I don't understand

A
I mean, are they always dancing and stuff or are they just doing it for the tourists?

P25
No no they have a lot of ceremonies and that is part of their learning and culture.

A
So they do not just do it for the tourists?

P26
No, and for them receiving guests and visitors is like having music and then they turn up more music and they start dancing.
A
So they don't mind tourists?

G1
No they don't mind it and they are also very happy to hear if you want to go there. Yeah they are really, really happy.

P27
Yes

A
Okay, that is good. And what about the history of this region?

P28
Mto WaMbu, Mto WaMbu area, was before a Masaai area where there was a big forest and a lot of water. And because of the water and the national parks close by it was very hard to keep
their cattle’s here because of the Tsetse.

A
Sorry the what? Tsetse?

G2
Tsetse, the fly, the one that bit you today.

P29
Yes, the Tsetse flies. So the Masai decided to go to away from the water and go to the open areas. When in dry season, the cattle here for grazing and everything, but also a lot of mosquitos. So in that time other tribes started coming into the area and started growing food. They started a coffee plantation and then they decided to make a road from this area to Arusha and Moshi so they could easily drive there and sell their coffee on the markets. Then for the road construction they started employing people from this area to build it. And there were many more activities in town then here and some of them started to move to another town. But then there was more tourism and they started to come to the national parks and then the town started with cultural tours and later on in 1970 we got a lot of Kilimanjaro tourists with bigger shops and lodges and the cultural tourism started to work. So lots of shops, bars and cultural activities. Big part of the area was just a forest, only forest.

A
And about the forests, how many national parks are there in this region?

P30
Just one. Lake Manyara national park.

A
But what about the Ngorongoro? It is also very close it it?

P31
Yes the Ngorongoro is also very close, and the Serengeti, and the Tarangire also very close.

G3
Yes but only this region is Tarangire, Ngorongoro and lake Manyara. So three national parks, no two national parks and one conservation area.

P32
Geographically this area is near rift valley.

A
What kind of seasons do you have here? It is supposed to be rain season now...
Yes we have rain season and dry season.

But the rain season is supposed to be now?

Yes this time is for rain season. It is starting.

So do you also experience that you have less tourists now?

Yes, because it is low season now because of the rain.

And what kind of animals do you have in the national parks?

We have lots of animals. We have elephants, giraffes, buffalos, baboons, monkeys, zebras, hippos, lots of birds like the flamingos in the lake. And we also have birds from different locations as well. We have pelicans, and other tropical birds. They come here for the season, for breeding.

Maybe we can conclude this by saying that we have all the animals except for rhinos. Well in lake Manyara and Tarangire no, but Ngorongoro yes. They have rhinos.

Oh right they have them.

Yes, and in the Serengeti, they have rhinos. Sorry, your dinner is ready?

Yes, but we don't mind. Let's finish this first and then we will eat.

Yes, good idea we are almost finished anyway. So George, question for you. What do you think is the best aspect of this area? What do you like most about this area.
Ah, what I like most here are the activities that can be done here in Mto WaMbu, because mto wambu is a combination of many different people, from different areas here in tanzania. I suppose I can give you an example of the low season. In the low season there is not that many people here but in high season a lot of people. So it means that people have benefits from mto wambu areas and also Mto WaMbu areas is like in the middle, so how Patrick is saying about it is the middle of Tarangire, lake Manyara and Serengeti. So people they drive like from Moshi so they have to stay overnight here in mto wambu.

Right so it is a very good location. And what about the lodge?

About the lodge, I guess I really like it and I am the first one to introduce this lodge to my company, milestone safaris, and I am very happy because today they sent Vera around because we have had 4/5 groups that came here but that was more camping and most of our clients recommended Fanaka, so our boss was thinking we do not need to bring all the tents all the time, we will use Fanaka. So for me, really good.

And for the lodge, what does it mean to the lodge to work with a company such as milestone? As a cooperation?

Yes, the cooperation has been really good. They regularly bring a lot of visitors, and we also communicate via email and telephone. And they inform us in advance when they have visitors, so yeah very good friendly relationship.

Good, and what about the activities?

We are really happy with being able to do the activities to give the community better lives and also to improve educational and especially the youth and that is also good if we have more visitors we can give them more benefits.

And there is one thing, I did not forget that but there is not only fanaka here in the neighborhood. Not only fanaka, there are a lot, hundreds and hundreds of these kinds of campsites. But what we look for is how our clients accept, not only clients but also us, the drivers. You remember, I showed you my room. Other places, somewhere else they do not care about the driver and I guess that is why
you asked me where is your room?

A + V
Yes, exactly!

G9
Yes, they asked me and I told them I have the same room, a very nice room on the compound because I stayed here more nights. So I guess they had all criteria’s for us to be here?

A
And what are those criteria exactly?

G10
Security, friendly, and the other thing is like how they make the tourist, to be close to the community and locals.

A
like community-based.

G11
Yes, like community-based. Because mostly the tourist that we get, few of them do not need to hear about the community-based but mostly 75% they need to hear about the community based.

A
That is really good, so when Fair2 starts working with milestones, we will send more tourists here. And they are all focused on community-based, as they all want to be involved with the locals and involved the actual cultures. But that would be really good for you if that happens wouldn’t it?

P39
Yes, for both. It is a win win situation. They can learn from each other.

A
Yeah but that is what they are trying to do. Work with the locals instead of letting them work for us. So they want to be partners, and not the new boss.

P40
Yes, good we like that.

A
Well, this has been good, thank you very much for your time. Asante Sana.
Okay well, you have already told us, but can you tell me something about yourself?

Right, as in what about myself?

As in education, profession, how you ended up here.

Well I am a secondary teacher, from the UK, from Northwest England. Ah are you recording.

Yes, I am.

Ah that is so much easier then. So yeah my last job was kind of 10 or 11 years in secondary school, in England. And I, my background is art and design really. So, I taught every child in the school really, but I also taught them on O&A levels, and Art and design. So that. And, as I first told you, when first got to Tanzania, in 2005, was to climb the Kilimanjaro. And as part of that trip I did some work with street children. A year later I was looking for a year out of my job, my secondary school job, to work for that street children project. Towards the end of that time I did some volunteer work at the school of St. Jude. Then went back to the UK, to continue my job, but within six months I have had handed my notice in, and they offered me a job to start the art department at the school of St Jude, Campus Marmella, that was a primary school. And I ended up teaching art and design there, for four years. Three years primary and one year secondary, that campus became a secondary campus. But during a lot of that time, we were starting with this program. Basically, I have told you about it. But a project that helps disadvantaged children from different backgrounds in this village, Maruvango. This is my wife's home village.

Can you give me an example of very poor situations?

Well, yeah we have had a lot of children that are from large families. They are not living with their parents, they are living with guardians, grandparents, and quite a few children are living in traditional homes. You know, a traditional house of mud and wood, like there is no running water, no electricity, no lavatory toilet, outside. Sometimes they are lucky it has a solid structure around it. Sometimes it is just plastic on a wooden fence or whatever so living conditions are very basic. And a lot
of families are just living of the land, and their main income generator is from the farming so it is very dependent on the weather, weather conditions. In a good year there is quite good harvest coming of the chambers, corn, coffee, maize, beans. Those are the main crops. Bananas, yeah. So in a good year they are used to sell, but in a hard year these crops might not even be enough to feed the family, let stand selling, and generate an income. And some families, they might have a cow that gives a little bit of milk so they can sell that, and eggs. They can sell eggs to generate a bit of income. You have mainly fathers or sometimes grandfathers, or uncles who are looking for work trying to generate more income. There are a lot of builders in the village, quite a few fathers are forced to move away, in order to provide some income for the family. For example, this year we took a boy who’s father works in Arusha Town and he is a night time security guard for one of the security firms. He does not earn very much but the little he makes he tries to send back. Ah he tries to say something too (Referring to the dog that jumped on my lap). So you know, a lot of cases are very desperate, and in a few cases extremely desperate. You know so, we are only too happy to help.

A
Ah yeah right. And can you tell me something about your school? How many kids do you have, what do you teach?

15
Well, we are currently educating 85 children across three classes. We are educating the children according to the NECTAR, the Tanzanian curriculum, the national curriculum of Tanzania. But we are in a medium English school so all the classes are taught in English. As apposed to government schools that teach in Kiswahili, that is used during the normal classes except for the English lessons. So technically our children should be way more progressed than those children when they head to secondary school. Where at the moment all the lessons are taught in English, which gives them a good advantage, when they know good English, before they progress on to secondary school.

A
That is really good. And all your teachers are local as well?

16
Yeah vertically all of my teachers are local. Mr. Absolem, Judith, I have one teacher she is still Meru but she is from Tengeru. Let me see, Gloria is from the village. Gloriana she is from Meru, she lives very close to where I live, she is a neighbor in Kikatiti. So where possible we try to employ people from the village at first but obviously you cant be bias totally. We have to bring the best candidate for the job. But the support staff is all local.

A
And are there other ways to involve the local community?
Yeah, as I have said we involve. We want to share the ownership of this school, so where possible we involve the parents. Especially when we are building, we try to bring them in to volunteer with the building, and as I said, lots of the consumable materials that are used in school, a lot of food stock, the building work, is carried out by local builders, a lots of food stuff we try getting locally. Any work we can give the local community, we try very hard rather than getting or buying it in town, or bringing our own workforce from town. So the idea is, we want to go beyond just being a school, we want to try extend our help to the community. So I have just explained to your our little project, what we are trying to do for someone from the community. Every so often we do a project like that, so there is another mama that we have helped to get a major surgery. She had a really big problem with her jaw, apparently she had a very big tumor in her jaw, that was so deformed that she had major surgery. A year ago or so, she is still in the hospital actually. Where possible, we try to support the community the best we can.

A
So you also buy locally? Food and?

Yeah, obviously stationary we buy in town, some building materials we have to purchase in town but most of those we buy locally from a local builders merchant, higher up in Marcheruki. So you could say, most of the things we use in the school are purchased locally. We do try to support the local people.

A
That is really good. And what about the funding of the school?

Well, as I explained we have two sources of funding. Sponsorship, every child is sponsored. From an overseas sponsor. So we have sponsors in the UK, New Zealand, Holland, Australia. And that funding comes in every month, and pays for the entire running costs of this school. So we have to be quite careful with how we manage the funds. And you have seen the example of the building materials, we have to manage very, very carefully, to make sure nothing is wasted or goes missing.

A
So you always keep track of that?

Yeah we do.
I gave him a cookie I thinks he likes me. *(Referring to the dog).*

Haha yeah. And then, donations have funded all of this buildings, so that is separate from the sponsorships. So I spend a lot of time speaking to donors, and on the Internet, launching appeals. These chickens have an Easter appeal in the UK. The Chicken and Egg. So one of these toilet blocks have been build, one of the toilet blocks has been build from just one donation, but the original block has been build by people just collecting pennies. We launched a loose change appeal, where I made a collection box, which was a toilet and people put their pennies in and we got enough to build a toilet block. So it is just about the funny ideas that appeal to the public.

A

And it is a compost toilet?

Yes it is.

A

Can you explain how that works?

Well basically, it is much smaller, it is a 1,5 meter pitch. So when a child has used it they throw in a cup of soil. We leave a bucket of soil, or ash, which we recycle from the schools stove. They just tip it basically in the hole. So basically it fills up and in the end we seal it up with soil and you build a double block and you move over to the next block, and you use it for 1 or 2 years and when its full you soil that one and move back, you dig it out and you can use it again. The original one is soil, so we are hoping that the soil will go out to our vegetables. But I get the feeling that I will be the one who stands there digging ha-ha! Because everybody is just being ew! But it is all about being environmentally friendly. Go to a government school and the first thing you smell when on the compound are the toilets. Here...

... you don’t smell anything at all.

No so, people say you can’t educate the children using those toilets but we have to. And when the little ones come, they are kind of like, they don’t use the hole. They just need training. When they see the building they will just think, we can go anywhere. So we are trying to educate the children.
A
That's really good. And what about water? You don't have running water do you?

I15
We do have running water, just since last year and this is by an Italian water NGO called Oikos who have sourced a brand new water source up on Mount Meru, and they have improved every village water supply from up to Mount Meru to basically here. So now we have really good quality piped water, 24 hours a day, 7 days a week. The first thing we did when we came out here, when we first started to be an NGO we actually just extended the village water supply line that actually dates back to the colonial period, would you believe. It used to get close to that house there, we had a standpipe and we had an allocation of two days a week so Mr. Itaralli used to put a pipe on it and fill a tank basically. Trying to exist from that. Times of drought, there was no water. Sometimes for a week, or two weeks and then we would have to look for it. We would buck up with buckets and look up higher in the mountains until we found a tap that had water. But now we also harvest rainwater, we have got these rear harvesting gutters. And as I’ve said, the first night we had put them in and it rained and all three were full. 15,000 liters of good quality water, and that is just of the back of the classrooms so we need to do a lot more work. We need to put gutters on the front. And you know, they laugh when I come to pay the water bill because this is paid for water, we have a water meter. But it is only like 10 TSh for a 20-liter bucket. My water bill is like 2000 or 3000 TSh per month. So they say like; how do you exist with the school with that amount of water. But that is it you know, we are harvesting rainwater. So we are not consuming thousands of liters per month.

A
That is really good. And what about electricity?

I16
Well up until very, very recently we had none. But you have seen the wires up the hill, and you have just seen the officials, the electricity company coming, laying the ground. I have even seen wires now in the village. They have actually managed to put up poles now in the perimeter of the schools so we are hoping within several months we hope we will get some electricity supply. But, you know, knowing the Tanzanian electricity supply, we have Tanesco power at home, and that does not necessarily mean 24/7 sit down power. You know, people say that this is like an election, pre-election job, like to placate the people, but I don't know, we'll see. It is so good that we have power. Obviously, it opens a lot of new areas we could work with, for example computers. This is very important. Even for me, to work here at the school. I even bring two laptops, and use them until the power goes up and then that’s it. So to get power and to recharge a laptop is a major achievement. And for the village as well. It is very, very good.
Okay, and what about improvements? You are expanding the campus?

Yeah, every year we are taking a new class. 20 to 25 people, I have got to increase with at least one teacher and a new building. And until we have the classes we have a nursery and prep class from one to seven. And that is what we have to do in order to fulfill the primary curriculum. So basically, if you do the figures we will be up to 170/180 children here and the amount of staff to complement it. So it is going to be quite large.

And how many people do you employ?

At the moment I am employing 10. 10 Tanzanians. Yeah including one part-time person, Mr. Almenialba, all the others are all full-time. So I have 5 teachers, and 5 support staff, basically. And lots of dogs. They help with the security at night.

And what about the process of accepting children? I have heard you only pick one child from a family?

Yeah, we kind of, every year we speak to the village chairman, sometimes people come to us themselves and say do you have a place for our child? I speak to other villages, it is very difficult, as they are so many people who are eligible for a place, or think that they are eligible. But the only fair way we can do this is to draw up a list and we have a recruitment week where we go very quietly, with Mr. Absolem and Mr. Ambesai, and a couple of visitors and we visit homes where we find people are eligible. So we go there and we have a kind of registration form to fill, we interview the parents or the guardians, find out the home background, you know, we don't intrude, I do not go poke my nose in other peoples houses but you can just tell from someone's household, by someone's garden, if they need help. And they will tell you about their family's background and they are struggling, they don't have work, big families. So that is the way we do it. And we have a policy, to only recruit one child of a family, to remain fair. So for instance, this year we have had quite some existing parents who asked; can I get my other child in the school, I'll even pay. While they cannot even afford to pay. They are so desperate to get a good education for their children. We have to be strict. But sometimes we have very intelligent parents, who will come when there are working parties. I can sit here and see like, for instance one year a grandmother came, and maybe have had 6 or 8 working parties, and I said to my staff like who is that grandmother? I don't know her. And they said We don't know. And we investigate and it turned out she was looking after a little girl, living in a traditional home, no form of income. You have got to admire someone like that, so we interviewed here and gave her a place. But sometimes parents use their
intelligence, trying to get to be known at school. And sometimes I get parents who pest at me, who aren’t eligible as they are from slightly better backgrounds, so then it is very difficult to say; I am very sorry but we do not have the place. To measure poverty is difficult, very difficult. So we try to do our jobs but it is really difficult.

A
I understand, and what about the future of the children? As they are going to secondary school afterwards?

I20
Well the long term plan for them is to go to a good quality secondary school, but what we don’t want to happen is for all this good hard work to be wasted when they just go back to a government secondary school with all this issues of low number of equipment, lack of teachers, battling for structure, that kind of things so, we are looking already, we are beginning negotiations with interested, other projects, NGO’s, school projects, to see if there is somewhere where we could feed our children into, into good quality secondary schools, even if it is a boarding school. So they also could move quite far away, and be educated well. Not all of our children, one thing I need to say is, we don’t test children when we recruit them. So we are not a project skimming off all the good children from the government schools. We recruit children of complete mixed ability. Because we believe that everybody deserves an equal chance and that kind of philosophy. For instance, that little boy I was telling you about, he knew nothing when he came to school. If we would have tested him we would have said no. This child can’t read, can’t write, and can’t do anything. He is one of the top children now, if not the top.

A
And how long has he been here?

I21
He has been here three years.

A
Ah wauw.

I22
So just over three years. So that kind of child in projects where they test to recruit, so the children with the best potential rejecting. There are so many children with the potential but who have never had the chance. You know, so, but we already know as well that every child that we recruit here is not going to progress either. Some children struggle, and we are just doing the best we can. We have a child here, and it is in plain obvious that she wasn’t making head way, she has quite a severe learning difficulty. So I have managed to place her in a center in Ousa. She just wanted to be interviewed, and she is now studying
something more vocational and we are supporting her, we have paid her fees to go there. So we try our best, every child that is here, we will try our very best to do at least something that can help them, even if it is not going to a recognized secondary school.

A
Ah yeah, and you said every kid is sponsored? Will this also happen for boarding school or secondary school?

I23
We will have to see about that, it kind of depends on whether the sponsors would want to continue, so you know, we might have sponsors who say yes, we are willing to continue. We might have problems with funding if we had to support children in secondary school and primary school. So, you know, we would have to look into that. So it is not that far away, in four years time, standard 7.

A
But there is an opportunity and the potential to make it work?

I24
Yes, but we would have to smile to the sponsors. I am sure that if a child does well, and a sponsor has sponsored them from nursery to standard 7, they are not going to walk away and say, now you are on your own. If we can persuade sponsors to continue, I would not want that money to go directly into another school, maybe we can manage it here and keep it tight on what happens with the money. So we can make sure the money goes to the child, to the child’s education.

A
Okay, and you said visitors are very welcome?

I25
Yes, very welcome. We do not get that many, we are in a pretty remote location. So the program has progressed, we are starting to get more and more. I was just telling my staff, in September we will get 80 children, well young ladies really, from an Australian school, they came here last year. With two teachers. But they want to stay here for 5 days or 7 days this times and we are working on projects, they are doing some community related project works.

A
What kind of?

I26
I don’t know, we are still at the very beginning of negotiating but I have given them a lot of different ideas whether they want to work with the children, or with
the staff, or help us improving the infrastructure. For instance, they could go into the kitchen and help out with the cooking and the menu, and the food buying at the market. They could go help out the teachers to develop the curriculum, or to display or visualize. They might want to do something structural, doing something with the infrastructure. To raise money and to help us build and so. So I have given them lots of ideas but you know, I am waiting for them to come back to me.

A
That’s really good, and they are doing projects, but you are also doing projects now right? With the community? To get them some income? As with the seeds with the mamas? Benefits.

I27
Well, where possible. That is just a very simple idea that has worked quite well.

A
Can you maybe explain it again?

I28
Yeah, yeah, well basically I buy some packages of seeds that cost like 3000 TSh, 2500 TSh, and give them to the local mamas, they go and start a little garden market at home, and when the seeds have grown, they harvest, come back to school and we buy off the mamas. So they provide us with regular vegetables, you know and someone from the community gets the income. This is the same with the person, Mr. Sefayeli, to help here. Hopefully that is going to be a two-way process. Anyway, we have mamas bring in milk everyday, they milk their cows and bring it to school. We have a kind of milk book, so they provide the milk everyday for our tea. We also send the local mamas to the markets where they buy some vegetables and fruit for us, we help mamas bring avocados, oranges.

A
And that is also for lunch? All that food?

I29
Yeah, right.

A
And what about the safety of the visitors? Is there any problem with that?

I30
I would say there is absolutely no problem at all. We have on site security. Our neighbors are our security, every single household you can see is related, to this project. Mr. Absolem lives here, but Mr. Atanyali en Mr. Emanuel are our nighttime guardians. So before dark we have a watchman here that patrols and he has
dogs, he has a mobile phone, he has a few weapons with him, more for wild animals and dogs rather than for people but we have never had any issues. The security is good. We can guarantee the safety of our visitors and if people are planning to stay up here for longer than a couple of hours, we will talk to the chairman of the village to let him know there are visitors in the village. That he is aware of well. *Oh he got ticks.*

A

*Oh yeah I have got them. (Referring to the ticks on the dog).*

I31

Yeah, so there is no problem at all.

A

Okay, and how can the visitors help? We do not want to just look at it, we want to be involved a little bit.

I32

Well, as I said. It would have to be well planned and they would have to explain their area of expertise of interest and then we could tailor something. We cannot just give them a plumb and say here you go.

A

No of course not.

I33

So if we got teachers, who want to work with children, we could arrange something. And if we got someone with a building background, or someone who wants to do something practical, maybe building work. It will be good to be it a two-way thing. So maybe we could negotiate, they could raise some funding regarding a specific thing, you know transfer the funding, and we could have the materials ready. Even as I have said, with the kitchen, I would love for someone who is interested in cooking to help our cooks, our cooks could show them our ingredients and we could come up with some new menus for the school. It will be post-effective but that also involves going to the local market to see what is available and to find out the prices. So there are so many ways we could involve people but it involves planning, it has to be done quite far ahead.

A

But normally people book in advance so...

I34

Yeah.
Really good, and lastly, your vision about community-based tourism.

Sure, I do not have a vision really.

What do you think about it? Positive, negative?

I think it is good. I think rather than just, lot of these tour companies just bring people, they come briefly, they look around, and they go. They do not get involved, they are purely tourists. And that is what I did really when I first got here, I got involved straight away and I visited a children’s home, and that was all through the tour company saying, we have got a link with this project, you are a teacher, would you be interested in raising some money and supporting them and that is what we did. We raised money due to our climb and then worked with those children. I think it is really good, when it is a two-way process. But I am skeptical about those tour companies who say we will give you a cultural community-based experience. And they just visit this false Maasai boma, and the Masai ask the tourist to buy things and then that’s it. It has to be more in-depth and more forced out so there is something in it for everybody. I think it is really good, and I would not have contacted your company, and asked you to visit, if your company wasn’t doing something good.

Ah that is good to hear!

Yeah, I have looked at your website. So all good. Was that it? Getting really tired haha!

Yes, that was it! Thank you very much!

Haha everyone is just sitting here thinking what is Mr. Ian saying!
A
So my name is Anne, I am from the Netherlands and I am doing a research on community-based tourism. Can you tell me something about yourself? Education, profession..

S1
Oh okay, well my name is Stephan Ayubu, is my name. I have a very high secondary education and also I did some accountancy work and various other operations like business, like teaching. And later I was employed in one of the companies, and I started thinking more and more about starting a project. So when I was working there, that was they place where I met (guy next to me) who was also working there but the efficiency was not so much the management. So my coworker and me, we decided to start a project that is more efficient to children. As you know there are also many orphanages in Tanzania but not all of them are very serious about the benefits of the children. And we could see that so many kids did not receive high education so we intended to establish such an orphanage that will have more benefits and to reduce the amount of orphans that live on the street. So we established in 2010 and we were just hiring a small house but because we were very serious and very committed to the donors, we have made some major changes in only 4/5 years. And actually we are so motivated that what we want and what we intended is great. And even the society is very much admiring us and liking what we are doing. Now we have 36 children that we support and out of them are in secondary level, 25 are in primary level, and 4 are in kindergarten. Actually we do not add more kids adequately because what we are really try to do is rise the status of the children. Provide them with a good place to live and good education so that they can reach their goal. The goal for them is to have a sustainable bright future. And we have experienced that there is a lot to do in order to achieve that. So yeah we try to work on that and we also thinking about a vocational training course because we have learned that a lot of kids pass primary education but they are not capable of secondary education. So when no one tries to pay attention to them they do not do well, so eventually they will end up on the streets. So were thinking about a project that will help them with vocational training and we are also very anxious to learn what their talent is and that we can direct them and help them if we need too, and what they can do themselves. So that’s what we are doing.

A
Good, and who is funding this?
We have got friends from the United States and others from Europe, we have got our main donors from the USA. We have to from the USA, but they have set up an organization that does the fundraising there. It is called The friends of the children concern foundation. We are children, all children of the foundation. Children of the concern foundation. It is a tax assumed organization and we are so grateful and happy with the donors, one of them is Bret, and of them is Casey, they are very committed, very devoted to helping us. And they have helped us to become who we are at this point. That is one of the groups that are supporting us and also we have a couple of Scotland, that is Felix and David, they have also established an organization, they are called Scottish friends of the children concern foundation. Do we have two strong relations that are working for us. And we have also other friends from Spain, other countries, and also we have some few local people that try to come visit us. Especially when it is Easter or Christmas they come over and bring some food or small presents with them. So basically we are not funded by the government at all. So it is all done by friends who are willing to help us.

A
That’s good and what about food that you are providing to all the kids? Is that local? The meals?

We just use local meals as this is the most used food. Maize, beans, rice, banana, some special local dishes, sometimes we give them fish and we can see that we have changed and grown as we so much have variety in the meals now. Without good food they will not be motivated or encouraged but then they are both psychologically and physically motivated. Yes.

Okay, and I have read something about board children and day children. What is the difference between that?

Most of them are boarders and the boarders are here in primary schools. And kindergarten. So primary school and kindergarten are boarders. But for the secondary students, because they are a little grown up, they can try to master with little help to take care about themselves. We just have had a relatively small problem with this and this is on regard of complains of children homes. Those who are in children homes are children. Over 18, they are not supposed to be in a children’s home. But however, we focus on the young children to help them in difficult times and especially when they do not have a proper family they do not get food or get washed properly. So here primary and secondary school are very much different,
A
Yeah, and what about the process of accepting the children? How do they end up in this home?

S5
When we were starting the first time we just paying a visit to the village and to see the children that were living with their grandparents and relatives but in a very poor circumstances. So we asked their age, their names and asked the village secretary. Of course the social office was not so active at that time because you know they were, their idea of social services is different. We believe in second chances. And when we would accept a child we would run by the social office, to came to proof, and to fill in their forms, there are special forms for occasions like this. This was just the first group of 13 children but when we started adding the kids then we, what we do now is, someone sends a request or says that the kid needs help so we advice them, the relatives, to go directly to the social officer so that the social office men can see whether the kid is supposed to be supported. And then the letter comes to us. So from there we grow.

A
You said you wanted the children to live on a sustainable level? What did you mean with that?

S6
What we mean is that the general way of parenting them. Because when they are going out of here they need to know enough skill or education. But if you start here, and give them attention, and education is not all what they need. They need you to listen to them, they need sharing, they need their ideas to be accepted. They just need to come like; I want to go work on this... So it is a relationship between the child and the staff or an adult. A child needs to be cared, to be protected, but also be listened to. So that they can physiological grow, and their inner man can stand up. Yeah so that’s what is we do. We give them love and care them and what they do is their own choice, in a good way. That is what we mean by that.

A
Okay, and you mentioned benefits of the children; can you give me some examples of the benefits?

S7
Yes, okay when I mentioned the benefits of the children I was meaning to give them all that they need if its possible in the mean time. In fact, I try to get them developed. Sometimes, you can see a kid as a very nice type of fruit you see, a very slow type of fruit and that grows very slow. Quality, quality. And you see so many children abused, grown up in a bad way. Sometimes so much beaten, so much beaten. Anyway, that kid is beaten and goes to sleep and it is actually very bad and they don’t want to speak and they am not interested because they are hurt. And eventually this child becomes full of life, he can now say what he wants. So that
was a positive and negative example. But we need to have a relationship with the kids for them to be able to express what they think and that will be easy to know what they need, and want. So the benefit we are giving them is caring, we are giving them the best you can, or the best we can. And also to give them primary things. They need to respect their will.

A
And what about when they are turning 18? Do you prepare them for a job or do you help them to get a job?

S8
Our first thing is to give them education until they get professions. These professions will vary. Those who pursue well in secondary school will go into higher education and eventually get higher jobs. But those who will participate in the vocational courses for maybe one or to years we help them. But our aim is to have a good connection with them because we want them to be like a big family you know, wherever they work we have good connections. And they can also cooperate, mostly financially or with other resources. Because it is like a family. For example one is grown up in this family and has connections with the young ones. We intend to like first see, so not all of them, but quite a lot, the majority of them will remember the connection. And know the privilege and the support and they are still caring from where ever they are.

A
Good, you employ locals? Like the mamas? They are local? From this area?

S9
Yes we have employed locals, the staff is from this area. And it is one of the benefits, it is a bit, in terms of employment. Although it is not fully, we are still not in the position to fully pay them. But they are very committed. They work very hard but they are not yet paid accordingly. To find someone who works day and night, never off. And it is sometimes a difficult job, they are also partly volunteering. Yeah and actually it takes time. If we try to put someone, it is hard to get someone because some people just want money but we have that besides money, they are willing to help. They have a, you know, when we started we have had a very low occupation because we needed these kinds of people.

A
Yes, and are you involved with other locals in the area? Or is it just the people working here?

S10
Yes, we are involved with other locals. We have friends who visit us that bring things, and sometimes they come with bananas, sometimes they come with maize, some with beans. So we cooperate. And we also cooperate with the government.
Sometimes they help. And also we have a truck and when someone needs our help they ask and if we are in a good position we try to help.

A
And you said you are inviting visitors? How many do you get? Average?

S11
Ehm the average. It depends on seasons, two different seasons. We have high season tourism and low. Now is low. When it’s high we work together with Sana tour operators. Tour operators like they come 4 times a week. 4 times a week. But when it is low like this, in three weeks maybe once. Or in four weeks, once.

A
And if they are here, what do they do with the children? Do they play together or?

S12
Ah ok, yes some come and it depends on the time. Some come and they just have 10 minutes. So I talk to them, and I brief, and I answer questions to them and also ask them to help. To help because you know we are not funded by the government. And they stay with the kids, the children sing to them, they are taking pictures and then they go. Just 10 minutes. But others they come they have one hour, or 1,5 hour and they come with a guide and they want to play with the kids, so they play, they swing, they play football and they sing together. They teach some games to each other. So there is a difference. Some stay long and some a very short time.

A
Yes, and what are the benefits of inviting tourists here?

S13
Ah the benefits of inviting tourists is getting some people who are interested to support the orphanage. Because when many people come, then there is more possibility of them to give be kind or when they go back and they still support. With the money we can support the children.

A
Good, and about the location, around mto wambu, did you pick that for a reason?

S14
Sorry come again?

A
Did you choose this location, the children’s home, for a reason or was it just convenient?
Eh I don’t understand..

(George translates in Swahili)

Ah ah I get it, I get it. For the location, we were just looking for a wider area. People, we have had got a big vision and also we needed an area free of floods. There are areas on the other side of mto wambu that does not support people to live there, it is a very floody area.

Sorry? A what kind of area?

A floody area.

Ah floody, Great. Okay thanks.

Even when we were there, there was a big problem of animals. That were beaten by the floods. Because the flood sometimes comes to the windows you see.

Oh really, wauw.

Yes that was a big problem. So when we tried to find, to find a good area, that was a bit cheaper. Because when we got here they were just selling it so it was much cheaper. Now it is becoming high..

Yeah because people try to move Manyara town from Esilalei and they are coming through this town.

Yes so we were the first here, so it was cheap. And we tried very hard so we could get a big area because we started with what, 1 hectare. And then we got the second, and the third, fourth, and fifth and eventually two at once so we have seven. But in the mean time people have already bought the land of the surrounding area. And now if they want to buy an area they have to pay a really
high price haha. But we are very happy, we have enough so. We can grow our plans, we can go now.

A

So are you still thinking of improvement or expanding? Do you want to build more, invite more children?

S21

Yes we are planning to do vocational training, as I said because we have learned that it is very important, and needed for the society. We have seen several numbers of results in the days that have passed and they are very good and now we can give the children when they finish primary school a good vocational training, and they are interested. Some of them will be tailoring, some will be very good with carpets, some will be molders, with iron and so. And we know that we can give them education and that they can employ themselves. Yeah that is what we thought of. And also we were thinking about generating some income, by selling products, big farms, and try to work together. So that are kind of the plans that we have now. Another thing that made us think of vocational training is we have been there and we have also had some problems with the town and working. If you walk around in town you can see a lot of business. But when they come to us, you find that they just have an idea. For example, they have a plan like: I want to build something. But when they come you find that they don’t have brought enough equipment. Now what we want to have, the very perfect techniques, very perfect so our kids know, and they will do very well on the market. And that is one of the examples I did get when I was doing accountancy part of Tanzania. There was a very big college. That was established by the Catholic Church. Donta College was the name, but I don’t know. They had very good techniques and there was also a demand. Getting much work. Because when they say 5cm, it is 5cm, no imagination.

A

Okay, and I see like awards? Where is that for?

S22

Awards? Ah awards, they are just some gifts from the tourists that have come. They bring it to us and we have it as a gift. They are awards for something but they did not tell us that haha. Yeah. So it is just a kind of decoration.

A

Okay, good. And the last question. How important do you think inviting tourists is? Do you think you can go without or is it really important for the existence?
Can you repeat the question?

A
Ehm how important are visitors or tourists for this children’s home?

Ah okay, yeah so we really feel them frequently, we really like them. This is one of the benefits of tourism. That we get people with different ideas, with different emotions. You see. When they come and visit you know, the tourists learn the difference from between where they live and here. They can see that the children are suffering, and that they have some access to them, where they live. And from them it is good to share things from them, could be biscuits, and from them that is one of the great benefits. They give some support, and we cooperate. And it is like a lesson, they teach us, they are other people, and we want to show them we have a good life. Because what you can see from there, from Europe, from America. Different from Arabic countries. From Arabic country they come different, they are religious but for the main benefits that we got from Europe, these humans, that is my favorite mankind. I know that I need something good and that he or she is what we need. So its kind of sharing, religion and tradition.

Okay, thank you for your time, it has been really helpful.

So can you tell me something about yourself, as in your background, profession, where you are from?

Ah okay, my name is George Mwambo, but they used to call me Jungle George, I am a safari driver of Milestone safari and lodges. I get this experience through Wildlife College, which I had been there in 2006, for a one-year certificate. But before getting there, originally I have been born in the Pare Mountains, I have been grown up there, until I finished primary school. After starting standard secondary school I moved from Pare to Kilimanjaro, and Kilimanjaro, I mean Moshi. Where I do secondary school for 4 years and after secondary school I went to college of African Wildlife management in Mweka, for 1-year certificate. After finishing college there I was like hanging around here in Moshi just to get a job. So after 6 months I found this company that is called Asante Tours & Safari. And they have given me a job, but it was different to what I was looking for, I was looking for Safari driver guide. But at Asante tours I was starting working at the mountain. So I started as a porter for two months.

On the Kilimanjaro?
G2
Yes, the Kilimanjaro Mountain. So I started as a porter for two months, then I was an assistant guide for three months, and after that I was joined the training to guide somebody to the mount Kilimanjaro, and then I was getting a license for guiding people, I mean tourists, for climbing Kilimanjaro. I worked as a guide for Mount Kilimanjaro for 6 months, then after that I was get back to my experience, which was Safari. The thing that did make me starting the mountain, on that time when I started working, I did not have enough experience for driving to safaris. So I needed to work there and earning money. So after that I went to Dar es Salaam, for Tanzania Institute of transport for three months, then I get a certificate and after that coming back in Moshi, and I had my license and I started to drive tourists, but I was starting with a small van. Picking up clients from the airport, to take them to the lodges, or take them from the lodges to take them to the gates for Mount Kilimanjaro. I did that for two months, and after two months I was changing because my experience it was okay to drive some people to safari, so I was starting to drive a long based land cruiser that was taking 8 passengers. So I would drive them around the national parks here, in Tanzania, like Arusha National Park, Tarangire National Park, Lake Manyara National Park, Ngorongoro Conservation Areas, and the Serengeti. So after two years I spend with Asante tours, after that, I moved to Milestone, Milestone lodges and Safari. Once we were working, there is a challenge so, some challenges makes my move from one company to another company. So now I am here in Milestone Safari, and this is now my fourth year. I am doing safari here, but I am doing different activities. I am not only driving people to safari. Sometimes we have clients who want to do culture tourism, they needed to do walking somewhere, so sometimes I would just go to park my jeep and then I can walk with my clients, or can do what the client is supposed to do. According to the itineraries. So that is about Jungle George.

A
Very good, and we have visited a lot of activities this week and I was just wondering about the Pare Mountains. We did a village walk, what kind of community–based benefits does the community have of us visiting there?

G3
First of all, you can take the example from me directly. What the benefits are when the client visiting Pare Mountain. The first thing, sometimes people they get, lets say, sponsorships, through the clients. Because I remember for me, to be at the Wildlife College, it was not my money from my parents, it was the money from the client. The client, they were visiting Pare, and they found me at the Pare there. And then there the questions were just coming up. What is your name? My name is George. What are you doing? I just say, I am just hanging around here, I have just finished secondary school and there is nothing I can do. And do you think about going to a college? And I say, no I cannot go to college because, I guess, for that time, it was not easy. You needed to have a lot of cash to go to college. And they asked me about my interests and I said my interests are, I needed to work with the client. I needed to work in the tourism industry. So after that, they were asking me where you can get that college, the Wildlife College, which is one of the most expensive colleges here in Africa. So from the tourist, who visited Pare, the biggest benefit we have, are the sponsorships. And the village fees they pay.

A
The tourists pay them?
G4
Yes, the tourists, which they pay. In the public school, or in the health center, some families, even people who live at the village. And they know them. This family they don’t have nothing to them. They don’t even have money to take the kids to hospital or to school. So the money that is paid by tourists, the money that is paid by village fees, sometimes helping that kind of people.

A
Wauw, that is really good. And we also visited Lake Manyara. And you said something about that the fees are used to build like facilities for the community? Can you explain?

G5
Yeah, before the Lake Manyara National Park became a national park, it was like a game hunting. And there are also people around it, they are the maasai. The maasai, the name Lake Manyara, is derived from maasaii words, because after this, this area is so full of wildlife. And the government thought that this area could be a national park. And so they were asking the maasaii. What can we call this area? And the maasaii were suggesting one plant, that is called Euphorbia, but in the maasaii word it is called Emanyara. But because of the translation of the first people, they say Manyara National park, and not Emanyara. And the lake is just another word they added, but it should be Lake Emanyara National park, and not Lake Manyara National park. Because of that plant that is very popular in Lake Manyara. In order for other people around that area to agree on that the area should be National Park, they have to know first, what is the benefit. The first benefit is, people getting jobs, there is permanent workers who are working as a ranger, or who are working as, I don’t know, counters, and most of them they are around Lake Manyara, that is the first benefit. And secondly, there is this cheap labors. I think we saw them when we were in, with the pick up. The ones. They do not have permanent jobs, but who maintain the road, there are cleaners. Sometimes every year there is some few months that they need those cheap labors there.

A
So part-time workers?

G6
Yeah, yeah. And they are all people from around Lake Manyara. Another thing, every year, they are sitting down, and have a look how much they get for that year, or for that season. How much money they get from the client. Then there is some percent that goes to the villages, the ones that are around Lake Manyara. The money is going to the village, the one that they used to build the roads, the road around the village. And also the money that they used for building hospital, or building some schools.

A
That is really good. And what about the Ngorongoro? The Ngorongoro Crater? The conservation area?

G7
Yeah, Ngorongoro crater, is the one of the world heritage.
A
Is it UNESCO?

G8
Yeah, it is UNESCO. Two years ago we were voting between Mount Kilimanjaro, the Serengeti, and the Ngorongoro to become one of the wonders. But only one could become a wonder of the world. But that is the difference between the national park. Because with a national park, the difference is, they are not allowed the movement of people. Especially, the workers. The rangers, the park watch, and the people working at the park they are allowed to stay there, but not permanent. But in a conservation area, they allow people to stay there. Like the Maasai, before the Ngorongoro conservation, became a conservation area, the maasai, they were there. So the park they came up with ideas, there is no need to move this Maasai here, because the first point was, the Maasai did not eat wild meat. That it was point one. They did not eat wild meat. Secondly, the park came up with an idea. Teaching the maasai, starting from primary school, kindergarten, the kids, about wildlife. How they get benefits from wildlife, and to stop the Maasai from killing the wild animals. I am sure you have heard about the story that long time ago the maasai, if a maasai boy want to marry, the warriors group, they have to go and kill a lion, before they can marry the girl. They say, I am tough, I am strong, I killed the lion, I can marry your daughter. But nowadays, they didn’t do that because they have already understanding the meaning of the wildlife. And another thing, about the Ngorongoro conservation area, is like a guarantee. If there is a 100% chance of people going there to work, 60% will come from the Masaai, who live around there. The other 40% are other people who can take it. So they teach them, so they know how to live with the wildlife. So I can say all the wildlife. We are talking about the big 5, the big 9, and all the animals are there. They live there with maasai without any problems.

A
That’s good. And we also visited the Chagga caves and the museum, about the history of the fighting between the Chagga’s and the maasai. So what are the benefits for the community of visitors visiting the caves?

G9
The first benefit I see with the Chagga caves is accommodation. Around the Marangu area, where there are the Chagga caves, there is a lot and a lot of guesthouses, lodges and hotels. Also there is one of 5 stars, in Marangu there. So the thing that makes people to build the lodge is after they found out about the caves. So people they like to go there, so that is the first benefit. When the people who are building the lodge take many builders from the village and to the cave, providing jobs. They have got these receipt book, so when we get there, the client may pay for themselves or pay through the company, the tour operator they went with, every month, or every season, the head of the village has to go through with all the receipts the clients have been paying there. There is a percent that goes to the village.

A
Do you know how much that percent is?
G10
I don’t know actual how much, but I do know there is a percentage that goes to the village. How is it helping the local community. Take an example like now, I am sure for the next two months, or three months could be disastrous, like 60% of Tanzania depends on the farms. Now we have had a lack of rain. All the corn is dry. So what the village is doing sometimes, like this year. It is a problem with the food. Sometimes they would buy a lot of corn, or maize, so they can say: every family they are supposed to get 20K or 50K for Maize, and then they get money from the caves, they get money from the waterfalls, they get money from the tax they are paying at the lodge that is around, around the Chagga caves.

A
And you said the fees are also used to build schools and hospitals as well?

G11
Yes.

A
And we also went to the Ndoro Waterfalls, and the falls belong to the villages?

G12
According to the Tanzanian law you can say that, if your area is where there is a source of water table, which can be a supplier for another place, or the next village, then the place does not belong to you. It belongs to the government or to the villagers. If here is a water table, you are not allowed to cultivate up to this point. You have to move like 30 meter this site and 30 meter that side in order to keep the nature to be there. Because if you continue digging here, you will continue cutting the trees, it means no water again, you make deforestation. But what do they do, they know the person who belongs to this area, so this person came up with an idea, like this could be a good attraction for tourists. So I make the trail here, going down. So when the clients come here, they pay. The same story. So what the villagers are doing, first they will have to get a license, to have that business. The money that they will have to pay at the village for the license is the money they will get from the client. And also, if there are any maintainers for hospitals, or schools, sometimes they used to be like the first people to be asked. Oh we need this in our village, lets ask Joe. Because Joe owns the hotel, oh because Joe owns the tours. And it is around here, and that is how they do.

A
And also, how is it called, they use someone to collect the fees, at the top of the waterfalls?

G13
Yes they choose someone to collect the fees, then the fees that have been collected, according to how they do, they check for the receipts, every month or every season. And then there is a percentage, so you won’t cross on that one.

A
Ah okay, and all the fees are also all paid back to the village.
Yes, they are all going back to the village.

Ah perfect. And we have visited some homestays. We have visited your parents, and we are going to more in Kirua. What are the benefits of tourism for homestay? For the family that lives there.

Ah, a homestay, first we can start with the benefits what the client gets. Mostly the clients who get the homestays, they need experience about Africa, about the real life. That is why they need to be at the homestay. That is the benefit what the client gets. Because if it is not the client, there will never asked for a homestay, because they have passed the places where they are very luxurious things, but they need to be interacted with this African life. So the first benefit, like if they visit a certain home, they say, when we are starting with my village, my mum that is now a homestay. The first thing that mama Renata is going to get is, even themselves, the local peoples, they learn another culture from the tourists, and secondly, It is not expensive, it is the need of the client to be there, and to do some working. Sometimes the villages, they can get some helping. Like, you come in my home, we stay together, and tomorrow we are going to the farm.

Yeah, so you actually learn from each other, and you work with each other.

Yeah we are both learning and we both have benefits. Tourists they can benefit and the owners of the homestay also get benefits. And the other thing, sometimes, lets say, we stay in this village today, but tomorrow we need to go to the primary school to visit. And you have seen what kind of problems they have there. We go to stay with the kids there, and we maybe will have to paint. So you have already helped the family, and you have already helped the village, because of the painting you have done, or maybe the shoes that you buy for the kids, it was supposed to be. For somebody to buy that kid a shoe. But now the kid won’t buy, because someone already did it.

Okay, really good. And regarding the seasons of Tanzania. So we have got rain season and dry season, so also low season, and high season. What are the benefits of visiting in the low season, like right now.

Anyway, I guess in the rain season, I guess it is like, for the client there are few benefits, Sometimes you won’t reach toward the point that you want. Because of the rain. It is depending on the profession of who you use, the profession of the tour operator, and the profession of the driver. Like Jungle George, you know. I can go everywhere you know. So if you use the company, that is, oh no not company. If you use somebody that is not really experienced and does not know about this rainy season, sometimes the client will end up with nothing. That is why we require the client to come when there is no rain, so they can go to every point that is in the itinerary.
But I mean, I am here now, in rain season, ish, but everything is really green and that is also really good for tourists to see it?

Well, it depends, sometimes for us we say, when it is greenish, it is very hard to spot the animals. Mostly the client, well for you it is a benefit, the client who will get a benefit are the students, because sometimes we have the different groups, photographers sometimes, and we had a group of students and they needed to study, about the biology, about the animals, they study about the plants. So they would prefer to come here when they see it is greenish, like now. I know, I have been working with a group of students from Canada, from Tower University, they were doing a bedding identification and plant identification, herbarium. So in the dry season, it was hard for them because to identify, oh what is this type of tree, sometimes it is hard. But if they come now, in a rainy season, I guess it will be really good. But it is different to the client who wants to come to see animals.

Yeah so it depends on what they want to see.

Yes it depends on what they want. This you can put directly to the student, or peoples. Or somebody who is here for identification of plants, they would be really happy once they have come in the green.

That is really good, and regarding the importance of tourism for locals. What is your vision on that? How important is tourism to Tanzania.

First of all, I can start with myself and then we can look at the other side of the coin, what is important for other people. Regarding to the tourist industry here in Tanzania, for myself, I say I really appreciate it. For me, as I already told you, I am a safari driver, is really my job from heart. I like, I love to be on this industry. Secondly, my life depending on the tourism industry. If there wouldn’t be a tourism industry, it is like nothing for George. My dream, is Tanzania to be safe. Because once Tanzania is safe, you get more tourism.

Yeah, but it is quite safe now is it?

It is quite safe, but we do not need anything happening here.

Yeah true, because then everything will just...
G22
Yeah, yeah, yeah. You heard about Ebola. Affected us a lot. Ebola is not in Tanzania but mostly people do not know the distance between ah Tanzania and where Sierra is.

A
Yeah it is like thousands and thousands.

G23
Yeah like thousands and thousands. But it is like...

A
They don’t know...

G24
No they don’t know the distance. And it has affected our clients because they say we are worried about that. And secondly, for the other people. Oh right, I can conclude with myself, that Georgie, is depending on the tourist. So I needed to be a professional, because now the tourism industry is like changing every day. How we work now is really different to two years ago. They need people, experienced, professional, educated people, is what they need for now. For example, if you have a group of students, they need to know something. They don’t need, that is an elephant. They know, they need more, they know the elephant already. They need to know more details. So now the tourism industry is changing. So the people who are working, people with only education, no experience, starting to give up. They won’t be there. Because now people are needed with experience. On the other side of the coin, the people around here, let’s say the people around Moshi and Arusha, like now.

A
They like it, or dislike it?

G25
Like now, everyone, in Moshi and Arusha, everyone, even people who are not working in the tourism industry, they get really angry when it is low season. But when it is high season, everyone happy. Because our money, we get the foreign money, our money has got a really long chain. I get money from you, because I was with you, I am not working as a farmer, and my family did not go to a farmer. But I have a farmer, I need somebody to work at the farm, so I am using the money you gave me, the tip, you tipped me, I take my tip and find somebody to work at the farm. Then the guy who is working at the farm, he took the money, he goes to the shop and he buys something. So that is...

A
Like a circle..

G26
Yes like a circle, this tourist industry. And anyway, some benefit more than others but a little bit, we are lucky. We are lucky because of Kilimanjaro; we are lucky because of the Serengeti, and the Ngorongoro. I did remember the time when I was doing my job on the Kilimanjaro, the mountain. I have been doing my field there for two weeks. Oh I can take an example of the first company I used to work with, they have got like 4/5 bigger groups and every time they come for mountain climbing,
they come like with 50 of them, 50 clients or 60. So there is sometimes, in the company, there is a full group of like 200 clients. They are going at Kili. So 200 clients, one client needs 4 porters. So 4 times 200. All those are a local. That is what you get. So mostly when you go to the mountain in high season, every porter is there. Everybody asking about a job. And it is bad to say this, but the one of easy jobs, when not educated, it is an easy job for the strong people. Lets say these people will be porter of guide of the mountain, you need somebody really strong. If you are not strong, you wont do it. So I guess, sometimes I can conclude, the people around Arusha, Moshi, without tourist industry, there is nothing.

A

Ah okay. And what about your favorites? What are the best activities we should show our tourists?

G27

You know, nowadays, jungle George is like everywhere first, my favorite now, I am a safari driver. When I was starting, I was starting like, studying about safari, but I was working as a porter for a few times, it took like one year, then I was becoming more experienced. So my favorite is safari, and what I am doing in a safari. In a safari we are doing different activities. We are not sending on a safari, just driving to the safari. No, nowadays, the client comes up with different ideas. Yes I am driving safari, but when people get to Mto WaMbu, they need to do culture tourism. And I need my client to be safe, that way I am walking with my clients. And I am going to park my jeep somewhere, and then I am going to walk with my client, because I want my client to be safe. I don’t want to hear a story of somebody, when I went with your clients, it was like this and this. No, no, I don’t want to hear that story. So it is like all the activities that are done through the safari, Jungle George, I can do it. Another thing, which becomes to me, is interest. I have had one group I worked with, but before I have never done that. I was translating for them. They were doing a three days safari, and after those two days they were helping people at Marangu there, they are doctors okay. And they asked me to go there as a translator. They treat people who are sick blabla, and they have got medicine. So sick person came to sit here, and asking; what is your name. My name is Joni, I come from here. How long have you been seeing a doctor? So they tell you. And I got really interested after that one, because after we done that, everyone was coming to Jungle George. Oh George, thank you for bringing that client here. Everybody just thanked me. But I told them, Jungle George is like nothing, I am nothing.

A

No, I think you are very dedicated, and that is really good.

G28

For myself, I was thinking, here I do this. But this people, they found Jungle George very important to this project so everyone was thanking me. And I was feeling it, because we found somebody who says Thanks. And they as well. It was really saying thanks. For this tourist industry, from now, I experienced many things. Because people come up with different ideas. Like now, like Fair2, they want to do it. For me, I really like it. And it is not the first time to do it, or to work with the community. Every time Jungle George works with the community. Because, if I did not know this, some local will. So I will stop, and ask it. And I am like famous, how
you see it. Everyone is like rasta, rasta. But it is easy for me to be connected to other locals. But we have had some friends sometimes, and they are not close to the local people, and you have had a problem, getting help is not always that easy. But Georgie, you can put me anywhere around here in Tanzania. And I can stay with the locals. Especially, I was born in a poor family, in Pare there, it was very hard to move from there to town, but because of this tourist industry and I moved away from the village. And now I am living here in Moshi with my family, I have my compound, and I just thank this to the tourist industry.

A
That is really good. And do you prefer a type of tourist? Tourists that are really interested in the communities or just the one who want luxury? What do you prefer? And for Tanzania as well...

G29
What I prefer, is different to other people. I am not sure if it is my blood or what, I am lucky. Because even if they bring to me, you my client, sometimes I guess they know, the tour operators, they know. This client is difficult. This client is harder to see..

A
Harder to satisfy...

G30
Yeah, with somebody who is a local. What I do, always, I accept it. Anyone, who my company Milestone, they will say that. Georgie, you will be the one to take this client. When they come to me, my responsibility is them to feel it, to make them happy. And once I know, they do not really want to interact with other people. I must be annoyed, because this, they do not want to talk to anyone. But I will make sure, to make them to feel that they were in Africa, and that they were with the local people. So always, the client, which I get, they are always happy.

A
But you always involve them with the locals? So that they try to involve them with the community based?

G31
About the involvement with the community–based, sometimes we go in a safari, like how we see the maasaii. Like where the point is starting, when you pass along the road, some maasaii who are painting the fence. If you are with somebody, who has never seen it, they must ask, like what is this. What is this kind of person? And you tell them that they are Maasai. Ah this is the Maasai tribe. Can you tell us about the Maasai tribe? So I start to tell them, and then they ask me if it is hard to visit them. And I tell them there is a percentage they will need to pay. And this money which you pay, the maasaii, because they live as a group, they take some of this, and this and this. So they ask me if it is a touristic place, and I say no, because the one who is going there is the tourist, but which you are learning, and what you wanted to learn is about the community–based. Then, even them, because some even clients think that the maasaii dance for them, they sing for them, and they think that somebody is forcing them. But nobody is forcing them. They like to do it. They like to show them the culture. Because they have already found the benefit that they get from the tourist.
G32
I would say that from now, now I have had seven or eight years of experience in this tourism industry, things are changing. The first thing that we need here is safe and trusted. Safe and trusted, just two thing. These can make the tourism in Tanzania grow up.

A
Yeah, so it needs to be safer?

G33
Yeah! Because the first thing, you won't to do anything if there is no safety. Here in Tanzania, it is safe now. And we do not have any scandals about what is happening in Kenya, what is happening in Somalia. We do not have any of that. The tourism industry will grow up. Because every client, along the nations, they will say, we need to go to a place safe. And they will think: Tanzania. And once they are thinking about Tanzania, they maybe will get our company, or maybe get another company of somebody else. And after that what we need is trusted, well this is I don't know, and you are my fan, so this is why I tell this. There is some guy here in Milestone, one guy who owns a small tour company. Because sometimes we used to rent our jeeps if we don't have many clients. And we don't just give the jeep to somebody else without me, Cornell, or some other driver. So I went with 4 Americans, on a safari, for four days, oh no for five days, and I was asking the owner of the company, I was asking, I won't drive to safari before you pay for our jeep. And he was saying I'll give it on the way. And I was saying No, according to our Milestone law, you have to pay first. So the guy, he was finding the money and he paid the jeep. Suddenly, we sleep at Fanaka, and when we got at the Serengeti gate, the guy already took the money of the client. The clients have already paid the guy. And the guy used all the money. He had like nothing on him. So we stayed there for two hours, and the clients came to me asking what happened? Why did we not go? And I did not have the answer because I was standing there with the owner.

A
Yeah, and to them you are just a driver.

G34
Exactly, I said Jungle George is rented, and I am a driver. But for me, I was feeling really, really sorry. And in the evening I almost had a fight with the guy. Because we stayed at the gate for two, maybe three hours. Then later I told the clients, this guy doesn't have money now. You can pay now, using your credit card. And later when we get to town, you will get your money back. And the client was like fine. But one client was like George. And he said, I don't know your company but this could be disastrous. Later we came to the lodge the guy had paid, but he did not pay. So we slept there for two nights, and then the guy did not pay anything. Until
we got back, the woman was asking *who is paying?* And I said, don’t ask me. The tour operator of this company is that man there.

A
Yeah, so the thing that needs to be improved is trustworthy people, safer, and a good reputation...

G35
Yeah, yeah. So for there, this is what I experienced, in the tourism industry needs more safe, and another thing that is needed, and what we come across with it, is briefing. Briefing, is really needed, because if you don’t brief the client very well, they can’t come up with an itinerary, that the driver gets the itinerary from the tour operator. And then at the end of the day, when you have the story that maybe at the end of the day the driver is maybe asking for tipping of the client. And that the clients say, no the tour operator did not tell us. And they won’t tip. So briefing, sometimes, is really, really needed. Once they get the briefing, it means things are clear.

A
Yeah definitely. Thank you very much George. Well done.
8.18 Appendix XVIII List of codes

BENEFITS TANZANIA
Improving living standards
Tanzania alternative for Kenya
Community linked to one-tourism project
Dynamic effects
Employment
Education
Good future
Providing meals
Water source DP
Formal and informal employment

SUPPORT
Supporting conservations
Structural support
Creating awareness
Creating conducive environment
Economic development
Tourism as development tool
Topping up Salary
Purchasing locally
Village fees
Donating
Self-sustaining
Projects still funded
Social impact investors
Sponsorship

DOWNSIDE TOURISM
Long money chain
Not buying fruits locally
Negative long-term impact of normal tourism
Locals lacking knowledge
Normal tourism is fractured
Difficulties with planning
Government wants big money

BENEFITS TOURIST
Briefing itinerary
Interaction
Protection by local community
Seeing backside of Africa
Taking their responsibility
Feeling welcome
Feeling good feeling
Contribution
Adventurous
Local food
Locals proud of presenting community

ACCOMMODATION
Tents; Bad quality
Lodge; Expensive
Facilities
Fitting behavior to needs client
African experience
Competition

**HOMESTAY**
Niche market
Low–budget
Basic criteria
Depending on tourist
Short money chain
Direct benefits
Experience
Interaction

**SAFETY**
Social control
Watchmen
Guns
Dogs
Bush radio
Panic button system
Necessity
Not a problem
Danger coming from somewhere else
No 100% safety guarantee
Attacks and thefts
Guaranteeing safety

**AWARENESS**
Awareness building
Finding balance
Benefits outweigh risks
Income depending on tourism
Changing behavior
Not an issue

**IMPROVEMENTS**
Learning from past
Transparent partnerships
Continuing support of NGOs
Awareness
Ownership
Cooperation
Marketing
Safety
Briefing itinerary
Trust
Facilities
Education
Infrastructure
Organizational structure
Restaurant

**ECOTOURISM**
Ecological
Organic Hydroelectric power
Solar panels
Harvesting rainwater
Compost toilet
Foundation is a way of sustainability
Principle
Circle completed
Criteria

PUBLIC GOODS
Animals
Rain season
Tourist highlights
Tribes and ethic groups
National parks
Dry season
Damaged roads
Close to NPs
Located in the middle
Location is essential
Located just outside of town
Good area
Right infrastructure

COMMUNITY-BASED TOURISM
Difficult
Criteria
Different
Skeptical
Long way to go
Hard to see money
Concept is disputing
Ownership
Potential
Ideal way of travelling
Involving community
Should be the way of tourism
Important
Changing slowly
Considering welfare locals
Culture tourism
Not forcing tribes
Feeling in Africa
Win–win situation
Supporting the community
Tourists showing

ACTIVITIES
Educational
Orphanage
Attractions
Health centers
Maasai tribe
Village walks
Cultural tours
HUNTING
Human-wildlife conflict
Disputing issue
Good instrument
Economically right
Paying money for permits
8.19 Appendix XIX  Schedule codes based on sources and preference

All codes

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<th>Reference</th>
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<td>10</td>
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8.20 Appendix XX  Breakdown structure code themes

1. CBET
   1.1 Community-based tourism
   1.2 Ecotourism
      1.2.1 Activities
         1.2.1.1 Public goods
         1.2.1.2 Safety
         1.2.1.3 Support
         1.2.1.4 Awareness
         1.2.1.5 Improvement
            1.2.1.5.1 Benefits Tanzania
            1.2.1.5.2 Benefits Tourist
            1.2.1.5.3 Downside tourism
               1.2.1.5.3.1 Conclusion
      1.2.2 Accommodation
         1.2.2.1 Public goods
         1.2.2.2 Safety
         1.2.2.3 Support
         1.2.2.4 Awareness
         1.2.2.5 Improvement
            1.2.2.5.1 Benefits Tanzania
            1.2.2.5.2 Benefits Tourist
            1.2.2.5.3 Downside tourism
               1.2.2.5.3.1 Conclusion
      1.2.3 Experts
         1.2.3.1 Public goods
         1.2.3.2 Accommodation
         1.2.3.3 Activities
         1.2.3.4 Safety
         1.2.3.5 Awareness
         1.2.3.6 Improvement
         1.2.3.7 Hunting
            1.2.3.7.1 Benefits Tanzania
            1.2.3.7.2 Benefits Tourist
            1.2.3.7.3 Downside tourism
               1.2.3.7.3.1 Conclusion
## 8.22 Appendix XXII  Analysis within units

### Experts analyzed

**Community–based tourism**

The professor says community–based tourism is *difficult* as it is very hard to define the concept as the terms have been used and misused in many different ways (R3). He also mentions that the whole concept of communities is disputed as there are so many definitions at the moment that it becomes hard to choose the right one (Duim, R33). The MTNR employee says that community–based tourism is the participation and involvement of locals in tourism products (EM13). The MTNR employee sees community–based tourism has potential (EM13) but says that it still has a *long way to go*. He states: *'The stakeholders need to be informed, and the decision makers need to be involved. And there must be awareness creation on the role that the community–based tourism played in the national parks (EM11).'* The CBET foundation holder states that community–based tourism should be the way of tourism (M56) and it is the *ideal way* of travelling (M19). It provides an experience for the tourist, shows the backside of Africa, and involves and benefits the local communities (Hovens, M17). Another aspect that all three experts agree on is *ownership*. The professor states: *'Real community–based is when they have a sort of ownership within the project (R4).'* That they have a say in what is going on and have ownership in the financial aspects of the project (Duim, R5).

**Ecotourism**

According to The professor (R3) ecotourism depends on to what extend the project or activity fulfills the criteria of the *ecotourism society*. The criteria of the society include i.e. provide direct financial benefits for the conservation, recognize the rights of the Indigenous People in the community and work in partnership, and provide positive experiences for both visitors and hosts (TIES, 2014). The company of The CBET foundation holder is a foundation, which means he does not earn any money from his work. *'I do not earn one penny, what the clients pay, goes to the projects in the country. That is also a form of sustainability (Hovens, M18).'*

**Public goods**

The professor states that the location is essential (R14) when he says *'It should be on the right place, with the right infrastructure, alongside a route where already tourists come so you can link up with existing flows of tourists etcetera.'* The right infrastructure is one of the success factors he mentions for community–based ecotourism, as accessibility is *essential* (Duim, R14). The CBET foundation holder elaborates on the tourist highlights that Tanzania features (Hovens, M12) such as the Mount Kilimanjaro, the Serengeti, and Zanzibar. He also mentions that his company focuses on less touristic places where there is *actual* involvement with the communities and not yet *mainstream* (Hovens, M8).

**Accommodation**
The CBET foundation holder says that he tries not to visit tented camps as they normally have a **bad quality** (Hovens, M42). His clients also don\'t stay in lodges as they are very **expensive** and therefore not fitting the budget of his clients (Hovens, M43). Normally his clients sleep in guesthouses or homestays. The CBET foundation holder: *Best option is to sleep with the people. That is, everybody likes that a lot (M40).* However, this is not easy and they have to meet some criteria such as speaking **English** or **French**, **basic needs**, and **good drinking water** (Hovens, M40). Eating together with the Africans, it is very **exchanging** (Hovens, M40). The professor calls homestays a **niche market**, and a **low-budget option** for accommodations in Africa (Duim, R34). He is on the same page as The CBET foundation holder as he says *And I still think it should meet basic criteria, in sanitation, hygiene, and so. And that is still very difficult. That is still a problem (R34).* At the ministry of tourism and natural resources they see homestays as an **experience** for tourists and according to The MTNR employee its success **depends on the tourist** as not all tourists want to be involved in the basic local communities (EO15). He adds that if the tourists are willing to stay in homestays, it provides **direct benefits** for the community (EO16) such as the **short money chain** and the **experience** for both visitor and tourist (Ombeni, EO18).

**Activities**

The ministry of tourism and natural resources and professor The professor both are not focusing on activities as they are researching and working on a higher level. The CBET foundation holder is involved with **activities** as he includes them in the itinerary for his clients. He says: *Many projects from Dutch foundations are educational, and we try to a bit variety in it (M21).* We are involved with development project such as gardens, vocational training, visiting an ecological farm, and orphanages (Hovens, M21). The CBET foundation holder is very focused on showing his clients the backside of Africa.

**Safety**

The CBET foundation holder states that there is no **100% safety guarantee** when visiting Africa (M49). There are always possibilities of unsafe situations when involved with the local communities. However, he says that he has a good social control with the local communities (Hovens, M47). He only travels with guides and drivers from the country *who know very much and very well where they can and cannot go* and he follows the news about Africa (Hovens, M49). He concludes with *I know these people. These are the people I met before, I trust them* (M49). The professor says safety in Tanzania is **not a problem** at all (R35). He says: *I see the danger in Nairobi, that is much higher than going to a community, generally speaking (R35).* The danger is coming from somewhere else, so it is not a major issue at the moment (Duim, R35).

**Support**

The ministry of tourism and natural resources is mainly supporting community-based tourism with **structural support** (Musamba, EM25). The MTNR employee says; *The government has been supporting the community by creating awareness, so at least they construct something at their area in order to enter a venue (EM25).* They are also supporting conservations and try to create a conductive environment for both the communities and the government.
organizations that can in their turn also support the communities (Musamba, EM19). The CBET foundation holder sees sponsorship as main support aspect. All the organizations he visits are sponsored and it visibly improves the living standards of the local communities (Hovens, M23). The professor thinks that tourism as a development tool has a huge support role in the development of local communities (Duim, R18). However, he states that donor money can be dangerous for the communities. If the money flow is decreasing their project is not able to continue (Duim, R26). He states: ‘So there has to be other sorts of money, and it is coming more and more from the private sector. From entropy, social impact investors (R27).’ Initial funding is very important, but it is all about the long term sustaining of the project in the end. The professor: ‘So it should be leading to something that is self-sustaining. That is the intention, and that is important (R28).’

Awareness
All three experts say that the local communities are aware of tourism and its consequences. The CBET foundation holder says it is all about finding the balance between feeling the need of getting money from tourists and to not only focus on tourists at the same time (M33). The professor says that awareness building is the first part of a project as people will always know. He adds that sensitizing communities is explaining the community about the potentials and problems and that this phase should not be underestimated (Duim, R30). The MTNR employee agrees with The professor that awareness building is a very important aspect of community-based tourism (Musamba, EM11). He also states that local communities are aware of tourism as their income depends on tourism: ‘When you have more visitors who are coming to the area is the opportunity to earn more money (EM16).’ In addition, there is also changing of behavior due to influences of tourism that did not fit the standards of the 99% Muslim community on Zanzibar. The local communities are seeing the positive financial site, but also the impact on religion and culture (Musamba, EM16).

Improvement
When The MTNR employee talks about improvements he mentions that facilities are very important. There need to be good accommodation facilities in place. And to reduce time in travelling Tanzania needs proper infrastructure for better accessibility (Ombeni, EO12). He also mentions that the support of NGOs needs to be continued and improved as they ‘want to support the communities with meeting their conservation goal and at the same time the economical goal that comes from the conservation’ according to The MTNR employee (EO11). The professor states that learning from the past will improve many projects and also prevent new ones from failing (Duim, R31). Transparent partnerships are thereby very important and essential because then ‘people understand where the flows of money go and who is profiting. Otherwise it leads to conflicts and disputes (Duim, R33).’ He adds that a solid organizational structure is a success factor of organizations and that these need to be improved (Duim, R14). Lastly, he mentions that ownership is the most important thing that needs to be improved. Duim: ‘What I have seen is increasing of the cooperation between the communities and private sector organizations. So the communities are very much involved, and also have ownership of the project, but they work together with the organization (R13).’ The CBET foundation holder agrees with that but adds that it should always be linked to some entrepreneurship (M36). He
also sees awareness as an improvement point; ‘local communities need to become more aware of the consequences that tourism brings (Hovens, M36).’

**Hunting**

According to The professor hunting is a disputing issue but personally he is not against hunting (R38). He adds that ‘It could be a very good instrument also to help communities, in the development of communities (R38).’ The CBET foundation holder says that the ministry is economically right, as they want to earn money (Hovens, M60). The ministry itself says that they are protecting and supporting the communities with hunting, as the large companies have to pay a lot of money for a permit (EO9). Furthermore, the hunting companies support water projects, school development, and health projects. They have a corporate social responsibility and provide the local communities with better living standards (Ombeni, EO5).

**Benefits Tanzania**

There are several benefits that have been mentioned by the experts. The most important benefit is employment. The professor states: ‘It is of course all about labor, about jobs. Very obvious (R29).’ The MTNR employee says that the two types of employment are formal and informal (EO1). The people working at the ministry of tourism and natural resources working with the tour companies are formal while the tour guides and guesthouse holders are informal (Ombeni, EO2). Due to community-based tourism the informal employment is increasing which benefits the local communities. Another benefit is education. The CBET foundation holder mentions that he has a project that only trains locals to maintain a national park (Hovens, M31). By training them he gives them the opportunity for a brighter future. The professor also said that the community benefits most when the whole community is linked to one-tourism project (Duim, R29). ‘More and more community members get involved and the linkages between tourism and eco cultures that the eco cultures produces become stronger (Duim, R29). In this case the tourism project really makes an impact and it becomes more than just jobs or earning money (Duim, R29). Another benefit he mentions is the fact that Tanzania becomes a good alternative for Kenya at the moment (Duim, R40). Due to the unsafe image, tourists are moving to safer countries, and in this case it is very beneficial for Tanzania.

**Benefits Tourist**

The CBET foundation holder started his foundation to show his clients the backside of Africa. He brings them deeper into Africa then they expect and he shows them the optimism and hope African people have. ‘They always see the bright side of life, that is my main inspiration for African people (Hovens, M55).’ The benefit for the tourist is to experience the real Africa and to experience their positive spirituality. He adds that the local communities he visits are always proud of presenting their community, which will also affect the experience of the tourist. Everything is positive, unforced, casual, and all about learning from each other (Hovens, M34). The professor sees contribution as main benefit for the tourist (Duim, R3). When tourists really have the opportunity to contribute to a community ‘That is what makes ecotourism different than other forms of tourism (Duim, R3).’

**Downside tourism**
According to The professor the lack of knowledge of the locals is very difficult for tourism, especially community-based ecotourism (R13). They normally do not have the skills and knowledge to set up a tourism project or don’t know how to promote it. If there is no partnership either the project is ceased or the ownership is completely in the hands of another organization (Duim, R13). He also adds that normal tourism is fractured as there are different groups within a community which means the tourism products will lead to conflicts and without a transparent partnership this will lead to serious problems (Duim, R33). The CBET foundation holder mentions that he has difficulties with planning in Africa, as the easy-going atmosphere does not lend itself to strict schedules (Hovens, M51). Another downside he added was the fact that the government wants big money (M57) and they do not want that many tourists close to the communities. They want tourists looking at Africa only, and paying a lot of money (Hovens, M57).

Activity & project leaders analyzed

Community-based tourism
The visions about community-based tourism are somewhat divergent and the respondents also have a two-side opinion. G. Mwambo describes community-based tourism as different (G27) and that it needs to fulfill several criteria such as security and friendliness (Mwambo, G8). Community-based tourism is involving the community according to G. Mwambo (G27) and I. Horne (I7). It involves culture tourism to make the tourist feel that they are in Africa (Mwambo, G31). In addition, G. Mwambo states that with community-based ecotourism the tribes are not forces but working together with the local community to show the tourists their culture (Mwambo, G31). Furthermore, according to G. Mwambo, 75 percent of the tourists are showing interest in the community-based tourism activities that confirms that the community-based tourism market is already quite big and already has the interest and curiosity of tourists in Tanzania (Mwambo, G11). S. Ayubu from the Children Concern Foundation is not focused on community-based tourism at all. It became clear that he is trying his best to provide the children with a good future but that he is not particularly focusing on any kind of tourism, except from sponsorship benefits. I. Horne’s view on community-based tourism is skeptical (I36) pointing at tour companies that bring tourists to false Maasai boma’s who will perform their traditions. He states: It has to be more in-depth and more forced out so there is something in it for everybody (I36). After all community-based tourism is suppose to benefit the Tanzanian communities and not only the tourists.

Ecotourism
Not all activities are focusing on ecotourism but the East Meru Community School of I. Horne definitely is. The village does not have electricity yet, but this is coming up very soon, and this will be the national hydroelectric power (Horne, I16). I. Horne is also working on clean drinking water; I. Horne: ‘But now we also harvest rainwater, we have got these rear harvesting gutters, and the first night we had put them in and it rained and all three were full. 15.000 liters of good quality water (I15).’ In addition, the school has compost toilets that are completely environmentally friendly according to I. Horne (I13).
Public goods
The location for these activities was not taken into consideration when starting the activity or project. The main criteria of founder of the Children Concern Foundation, S. Ayubu was a good area that was not too expensive (S19) and big enough to realize their vision (Ayubu, S16). I. Horne’s community school is built his wife’s home village, which means the location was already determined. He mentions that he road is long and difficult which makes it a remote location (Horne, I25). G. Mwambo mentions that the rain season can sometimes damage the roads so bad (G17), the client won’t reach towards the point that is in the itinerary. ‘That is why we require the client to come when there is no rain’ says G. Mwambo (G17).

Safety
In Africa there is always security on all sites, also when there are no tourists around. The community school of I. Horne guarantees safety (I30). They have on site security and social control due to close and committed neighbors (Horne, I30). I. Horne: ‘We have a watchman here that patrols and he has dogs, he has a mobile phone, he has a few weapons with him, more for wild animals and dogs rather than for people but we have never had any issues. The security is good’ (I30).’ The Children Concern Foundation has a 24/7 security guard at the gate to make sure non un-invited visitors enter the compound (Ayubu, S21).

Support
All activities are supporting the local communities whether in a different way. I. Horne says that he tries to purchase locally as much as he can to provide some income for the community members (Horne, I8). He also states that sponsorships support all of the children: ‘Every child is sponsored by an overseas sponsor. So we have sponsors in the UK, New Zealand, Holland, and Australia. That funding comes in every month, and pays for the entire running costs of this school’ (Horne, I9).’ Also at the Children Concern Foundation the children are sponsored says S. Ayubu (S2): ‘We have got friends from the United States and others from Europe, we have got our main donors from the USA.’ G. Mwambo states that his whole carrier was paid by sponsorships of the client. G. Mwambo (G3) ‘To be at the Wildlife College, it was not money from my parents, it was the money from the client.’ He says that next to sponsorships that are the biggest benefit, village fees also support the communities massively (G3), as they are used to help the very poor people by paying for their hospital bills or school fees (Mwambo, G4).

Improvement
The improvement aspects differ quite some bit from one another within the activity & projects unit. G. Mwambo is focused on a more positive image of tourism in Tanzania that includes more safety and more trusting, more trustworthiness (G33). He states: ‘Here in Tanzania, it is safe now. And we do not have any scandals about what is happening in Kenya, what is happening in Somalia. We do not have any of that’ (G33).’ For now Tanzania is a safe destination but the safety and trustworthiness image need to be improved to show the rest of the world the same (Mwambo, G33). He also says that the clients need better briefings about itineraries to prevent confusions about local traditions and habits, for example tipping the
driver (Mwambo, G35). I. Horne wants to improve its facilities, especially its classrooms so he can accept more disadvantaged children from the village and to start giving them proper education (Horne, I17). Education is all S. Ayubu of the Children Concern Foundation wants to see improved. He wants to improve his classes on vocational trainings to provide the children with a bright future where anything is possible (Ayubu, S21).

Benefits Tanzania
There are many benefits for Tanzania coming from community-based ecotourism and also from the activities & projects. Obviously, for I. Horne from the community school is that education. He is currently educating 85 children according to the NECTAR but as an English medium school which means all classes are taught in English (Horne, I5). ‘Technically our children should be way more progressed, which gives them a good advantage, when they know good English, before they progress on to secondary school (Horne, I5).’ By giving children good education means giving the children a good future (Horne, I20). G. Mwambo also says that education is one of the best benefits for Tanzania as educated people will be able to get better jobs, which makes a better tourism product, which attracts on the long term more tourism for Tanzania (Mwambo, G8). S. Ayubu mentioned that by providing good meals, good education, and plans for a good future are the most important aspects that he can offer to the children (Ayubu, S7). All activities only have local employees with provides employment and income possibilities for the local community.

Benefits Tourist
The most mentioned benefit of community-based ecotourism for tourists is contribution. It is a benefit for the tourists that they are able to make a difference and contribute to building roads, hospitals, or schools by paying village fees (Mwambo, G6). Also at the community school the tourists can contribute by helping to improve the infrastructure, the food menu, or to develop the curriculum (Horne, I26). There are many ways the tourist can be involved in these activities and to make it a two-way thing for both the tourist as the local community (Horne, I33). Another benefit I. Horne mentions is the fact that the tourists are very welcome which will make them feel welcome and more motivated (Horne, I25). S. Ayubu of the Children Concern Foundation sees this also as a benefit for tourists: ‘We really like them. This is one of the benefits of tourism. That we get people with different ideas, with different emotions (Ayubu, S24).’ Another benefit he mentions is the opportunity for the tourist to do something good by supporting an orphan (Ayubu, S13).

Downside tourism
The leaders and founders of the interviewed activities are mostly working on the project and are not always focusing on the tourism aspect or downside of normal tourism. The only thing G. Mwambo said regarding this topic is that the money chain is very long as it takes some time before the money that comes from the tourist actually benefits the local community (Mwambo, G25).

Accommodation
Within the interviews about accommodation only G. Mwambo was asked about *homestays* in Tanzania. He describes staying in a homestay as an *experience* (Mwambo, G15). He adds that the experience includes *interaction* with the locals (Mwambo G15). G. Mwambo: ‘We are both learning and we both have benefits (G16).’

**Activities**

As the respondents are all leaders or founders of community-based activities there has not been a discussion about the different activities. Only G. Mwambo has mentioned some national parks as attractions for tourists (Mwambo, G12).

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**Community-based tourism**

The opinions and visions of the accommodation holders are similar even though they say it with different words. J. Renju of the Honey Badger lodge states that community-based tourism is *difficult* (Renju, J10), and that it is very hard to see the money in this tourism sector (Renju, J13). But even though it is difficult, it is very important, and slowly changing (Renju, J13). M. Koch of the Rhotia Valley lodge says it is all about supporting the community (MK44) and trying to involve as much locals in the process as possible. ‘*Here in Tanzania you will need a long breath and be patient, and don’t give up, and then you will break their circle*’ according to M. Koch (MK17). P. Ndabaga of the Fanaka lodge describes community-based tourism as a win–win situation (Ndabaga, P12) because the locals like facilitating the tourists, and the locals get employment, and contributions for the village while the tourists get to experience the real Tanzanian life (Ndabaga, P12). M. Koch also talks about the *win–win situation* in community-based tourism in Rhotia Valley (Koch, MK33). Twenty percent of the amount that visitors of the lodge pay, fully covers the running costs of the Children’s home and this is both appreciated by the children and the tourists (Koch, MK33).

**Ecotourism**

The concept of ecotourism is extremely broad and can be defined in many different ways. All the interviewed accommodation holders make use of green energy. P. Ndabaga states it is a *principle* being green and taking care of the environment (Ndabaga, P4). J. Renju has several roofs full with solar panels and the national Tanzanian hydroelectric power as back up (Renju, J15). At Rhotia Valley they are even more fanatic as they are completely *ecological* (Koch, MK42). According to M. Koch (MK2) they have solar panels, solar heaters and the kitchens run on biogas from the cows. The banana trees grow on the human and cow waste, which makes the circle complete (Koch, MK4). Apart from that they are also completely *organic* as they only have products that can grow in Tanzania, that are rough, and raw, fresh honest coffee from the fields, and good vegetables and fruit (Koch, MK40).

**Public goods**
One aspect that was mentioned several times was the location of the accommodation. For the owners it was a critical factor before starting the business. The Fanaka lodge of P. Ndabaga is located in the middle of the National Parks that are in the surrounding area (Ndabaga, P8). The Honey Badger lodge of J. Renju is located just out of town to make sure that the accommodation is far enough from town to not have the bustle of the city but close enough to access it easily says J. Renju (J19). Rhotia Valley is also located in the middle between the National parks and even borders with the edge of the Ngorongoro Crater (Koch, MK41). The national parks feature many animals that are truly a tourist highlight that attracts many tourists to the region together with the tribes and ethnical groups in the area (Ndabaga, P36). M. Koch states that the animals can also have a negative impact on the communities as elephants come out of the forests nightly to destroy all the harvest of the farmers (Koch, MK41). According to M. Koch (MK53) and P. Ndabaga (P33) the seasons can also have a negative impact on the communities as the rain season damages the roads (Koch, MK53) and the dry season destroys the harvest (Koch, MK54).

Safety
Security and safety is very important to accommodations, as they are responsible for the tourists that are staying with them and therefore all the accommodations have full time security. J. Renju calls it a necessity (J22) to have security and also has several different measures to secure the safety of its guests. The Honey Badger lodge has 24/7 watchmen walking around (Renju, J30), there is a panic button system that connects the lodge to the police and security company (Renju, J30), and there is social control as there is a neighborhood watch active at night (Renju, J28). M. Koch also says Rhotia Valley has social control in the communities as there is a bush radio which can be seen as a neighborhood watch (Koch, MK50). Rhotia Valley is also guarded with watchmen with dogs and guns at all times (Koch, MK48). Divergent of the other two accommodation holders, P. Ndabaga says that the security is not a problem (Ndabaga, P13) and he says ‘we have never experienced an event of incidents’ (Ndabaga, P13). He also mentioned that in the worst case scenario the danger from the communities would come in forms of attacks and thefts (Ndabaga, P14) but so far this has not happened.

Support
There are many ways to support local communities but in Africa it is mostly financially. The tourism supports the economic development (Ndabaga, P29) by providing employment and the rotation of money through the different sectors. On small scale Rhotia Valley tops up salaries of teachers when they are making progress with the children (Koch, MK11) and purchases locally to give the locals an opportunity to make some money (Koch, MK25). Furthermore, they are self-sustaining and donate to other projects to support them (Koch, MK16). J. Renju also sponsors projects in the surrounding area of the lodge and provides them with rice fields so the school children can have good quality meals (Renju, J35).

Awareness
According to the accommodation holders, the local communities are aware of the tourism consequences. J. Renju states that the benefits outweigh the risks (Renju, J32) and that they
have accepted the consequences (Renju, J33). P. Ndabaga says that of at least 70 percent of the local communities incomes are depending on tourism (Ndabaga, P11). This means that if there are no tourists, they will not receive any commissions and will not have any money (Ndabaga, P11). M. Koch says that it is normally not that big of an issue (MK33) as the local communities are involved in the tourism product and are happy with the tourists (Koch, MK33).

Improvement
Regarding improvements, the accommodations are focusing on the facilities. Both Fanaka lodge (Ndabaga, P18) and the Honey Badger lodge (Renju, J45) want to expand with rooms to be able to accommodate more tourists. In addition, J. Renju wants to improve the marketing of the lodge and wants to become more professional with the lodge (Renju, J45). At Rhotia Valley they are expanding with a new organic restaurant on the main road (Koch, MK37) 'as tourism is an important income factor' according to Koch (MK37). The restaurant is completely managed by children that they hope to give a good future this way (Koch, MK37).

Benefits Tanzania
There are many benefits that come out of community-based ecotourism. The two most mentioned benefits are employment and education. All three accommodations focus on employing locals and to improve the living standards of the local communities (Koch, MK2, MK27). At Rhotia Valley they also focus on a good future for the orphans from the Children’s Home (Koch, MK36), on providing meals at the schools (Koch, MK17), and provision of water via a Distribution Point (Koch MK4). M. Koch: 'We want to set up a DP, a distribution point, in the surroundings so that local people can go there to get their water (MK4).'

Regarding education, Rhotia Valley runs a school together with the government and also educates teachers to ensure good quality education (Koch, MK10). Also at the Honey Badger lodge some trainings seminars are organized (Renju, J33). J. Renju: 'We do it reactionary; it is kind of a reaction to things that take place (J33).'

First aid seminars and education about reproductive health have been organized to improve their awareness (Renju, J34).

Benefits Tourist
Apart from the benefits for the local communities there are also benefits for the tourist in relation to community-based ecotourism. An important aspect is interaction according to M. Koch (MK30). It is for both the tourist as the local good to interact and to learn from each other. J. Renju describes the interaction as a real African experience (Renju, J20). J. Renju also adds that the lodge takes the responsibility of the client when they stay at the lodge so they do not have to worry about any issues (Renju, J43). M. Koch states that the briefing the clients get clears up most of their issues (Koch, MK30). Furthermore, at Rhotia Valley they only use fresh, local food (Koch, MK22), and in the case of problems the tourists can count on protection of the local community (Koch, MK51). In addition, because Rhotia Valley is involved in many community-based aspects and also owns a Children’s Home the tourists also get the feeling good – feeling (Koch, MK8).

Downside tourism
There is always a negative side to tourism but as these accommodations are fully involved in community-based ecotourism there are no shocking downsides or disadvantages for the local communities. The only thing M. Koch said about the downside was that they are not buying fruits locally but in Arusha, the closest town as the fruits are not able to grow in the high valley where the lodge is located (Koch, MK21). J. Renju mentioned that tourism has a negative long-term impact if not community-based practiced (J11) as it employs many people but does not provide any other benefits (Renju, J11).

**Accommodations**

The accommodation holders that were interviewed are a combination of Tented camps and Lodges. Fanaka of P. Ndabaga is a lodge with additional camping sites (Ndabaga, P2) while the Honey Badger lodge of J. Renju is a luxurious lodge (Renju, J14). Rhotia Valley is a tented lodge, which is a bit of a combination (Koch, MK6). All three accommodations have the basic standards such as running water, normal toilets and additionally a restaurant and a swimming pool (Koch MK6, Renju J14). M. Koch says that she fits her behavior to the needs of the client (MK6) and that she wants to offer a real African experience (MK25).

**Activities**

All three accommodations offer activities that are either organized from the lodge or recommended by the lodges. As there is a Children’s Home connected to Rhotia Valley, a visit is their main activity (Koch, MK30). The Honey Badger lodge is located just outside of Moshi and next to a large forest and they offer village walks to show the tourist the local Tanzanian life (Renju, J35). The Fanaka lodge is located next the Maasai steppe and has many opportunities to visit them in their traditional living standards (Ndabaga, P20, P22, P25).
Community-based tourism has been described as difficult and different. Some are sceptical about community-based tourism and experts state that it has potential but that it has a long way to go. Even though most opinions are negative, they all agree that community-based tourism is extremely important. This type of tourism is slowly changing but it is hard to see the money in it. The definition of community-based tourism involves supporting and involving the community in culture tourism and showing the tourists the backside of Africa and to provide the tourists with a real experience in Africa. Community-based tourism is more in-depth than normal tourism and is not about forcing tribes to dance for them but to work together and to learn from each other. An aspect that came forward repeatedly is ownership. Experts stated that community-based tourism is only real when the locals have a sort of ownership within the project. As said, it is all focused upon learning from and working with each other. Many respondents feel that community-based tourism should be the way of tourism and that this is the ideal way of travelling as community-based tourism creates a win-win situation for both the tourist and the local communities. It has been mentioned before that his type of tourism has still a long time to go and therefore stakeholders need to be informed, and there must be more awareness creation among both tourists and communities. In the end, the purpose of community-based tourism is about providing benefits for the local communities and giving the tourists the experience of feeling Africa.

When focussing on community-based ecotourism, ecotourism is an essential aspect. All respondents feel that ecotourism is very important and most of the accommodations and activities are trying to minimalize the tourist footprint. There are several criteria that define ecotourism which involve providing direct benefits to the conservation, work in partnerships, and provide positive experiences for both visitors and hosts. Most accommodations and activities meet these criteria and some go some steps further. Being a foundation is a form of sustainability while using hydroelectric power, harvesting rainwater, and using solar panels is as well. Some respondents make also use of environmental friendly compost toilets and use cow waste as biogas. The respondents prove their interest and motivation on ecotourism and all are involved in minimizing the environmental footprint, which has a great positive impact on communities and is therefore a perfect combination with community-based tourism.

The public goods of Tanzania play an important role in the success of the tourism products and all respondents mentioned location as key factor. Experts state that the location is essential, together with the right infrastructure, alongside a tourist route. This means that the accommodation or activity is easy accessible and has more chances of success. The respondents regarding activities have not particularly chosen the location in terms of attracting tourism. The locations have been chosen due to a wide, cheap area and determined by family properties to turn their visions into reality. The accommodation holders took into account the tourist networks and are located in the middle between national parks or just outside a large town that attracts many visitors. The difference is here that the accommodations holders are depending on tourists and therefore chose to start their business
in places with existing tourists networks. Sometime the accessibility is still not sufficient as the rain season damages the infrastructure that makes it hard to reach the accommodations or activities. Infrastructure is an aspect that got mentioned as an improvement several times in order to provide tourists with the whole itinerary. The national parks attract many tourists for wildlife watching which shows the positive side of the animals. Accommodation holders have enlighten us with the fact that they also have a negative side when destroying harvest and forming a danger for the community.

This research focuses mostly on activities and accommodation as components for the new community–based ecotourism product. The accommodations have been observed and this chapter of accommodations is more about the general opinion and critical looks of experts. They agree that the best option is to sleep with the people as it is an experience and provides interaction with the locals. However, it should fulfil several criteria such as sanitation and hygiene and even though this is difficult, this niche market provides a low budget opportunity and also benefits for both the tourist as the locals as they are learning from each other. Even though it is an experience, it depends on the tourist if they want to sleep at a homestay, as it is completely different than hotels or lodges. Derived from the responses of the experts they all have the same opinion: It is an experience, and a benefit for the locals due to the short money chain, but it should fulfil criteria such as basic needs, and clean drinking water. The other accommodations that have been observed and interviewed are more luxurious lodges and tented camps that facilitate all the basic needs, a swimming pool and a restaurant. The difference between these types of accommodation and homestays is enormous but the perfect combination for tourists that want to experience the real, pure destination and have some relaxing time in more luxurious lodges.

Another important component for this research are activities and the main activities that were mentioned by all respondents were development project such as vocational training, visiting ecological farms, schools and orphanages. The interviews that focused on activity leaders also involved an orphanage and a school. Other accommodations are connected to an orphanage or organize cultural tourism to the traditional Maasai tribes to show the indigenous Africa. Furthermore, forest walk and village tours are also mentioned. These activities all have the focus on community–based tourism as core concept. The activities are meant to provide the tourists with different activities and experiences than mainstream tourism and at the same time benefit the local communities and improve their living standards. This shows that benefitting the community is an important aspect in Tanzania and all accommodations and activities & projects are supporting it. This means that there is a whole Tanzanian network available that focuses on community–based tourism and that can be involved in a new community–based tourism product.

When hosting white tourists in Africa, safety is an aspect that needs to be taken very seriously. The opinions between the respondents are quite divergent as half of them say there is no 100% safety and the other half says there is no problem at all. Danger is in Nairobi, and coming from somewhere else. The accommodation and activity respondents also guarantee safety and they all have social control, good connections with the local community, and
watchmen with dogs and guns. None of them actually experienced incidents but the worst-case scenario would be attacks and thefts of tourists. In order to prevent these scenarios of happening, all respondents take it very seriously to protect and care the tourists when hosting them.

As community-based tourism is still not developed enough to be self-sustaining and as it still has a long way to go, there are several types of support for the communities coming from different directions. The ministry of tourism and natural resources supports with structural support that includes creating awareness for communities and creating conductive environments for both communities and governmental organizations, which want to support the communities. This type of support is very specific compared to the other support measures. Some respondents try to purchase their goods locally to provide some income for the community while others see sponsorships and donations as only support measure. The aspect that appeared in the interviews was financial support in all different ways. This can be sponsorships, donations, or village fees and this is seen, namely by the local respondents, as most important. However, experts state that activities and accommodations should always lead to something self-sustaining because there will be nothing left when donors pull out. It is important that the local community learns skills and knowledge from entrepreneurial partners and is able to continue to make some money on their own. Seeing support as a development tool would be the best option as this is most likely the only way that truly supports the local communities.

All respondents share a similar opinion regarding awareness of tourism and its consequences among local communities. Some mention that the benefits outweigh the risk and that the local people will always know. The main reason local communities are aware of tourism is the fact that their income depends on tourism. The more visitors that come to an area, the more opportunities they have to generate an income. On Zanzibar the local communities notice the downside of tourism as behaviour is changing due to exposure to different cultures, which has an impact on the local religion, and culture. This shows that all the locals are aware of tourism and its consequences, mainly the positive financial effects, but that tourists need to adapt to the present cultures and need to show respect and interest in order to prevent conflicts with the local religions and cultures.

The opinions regarding improvements are divergent per unit but do connect due to similarities in the answers. The experts focus on providing better facilities such as accommodations and a proper infrastructure. The accommodation holders want to improve their own accommodations by expanding with rooms and restaurants, which fits the mentioned improvements of the experts. Furthermore, the experts talk about increasing awareness of tourism among locals while activity & project leaders mention that the safe image of Tanzania needs more awareness with improvement aspects on being safer and having more trustworthiness among tourist. They also mention more and better education in order to improve their knowledge and skills and to provide a good future. Connected to this are the arguments about ownership from the experts. They state this as the most important thing as this educates the community in entrepreneurship while profiting from the tourism
industry by being involved. Financially this is also very positive, as they are half self-
sustaining which means they are not fully dependent of donors and sponsorship. These
improvements are fully substantiating the statement of the experts that tourism can be used
as a development tool as ownership and better specific education will develop the destination
and learn the communities how to entrepreneur and how to improve their living standards
with the help of private entrepreneurial organizations.

The aspect hunting is only discussed by the experts during the data collection and their
opinion is very cohesive. Even though they mention it is a disputing issue, the ministry of
tourism and natura
I resources is economically right and it is also a very good instrument to help communities.
The hunting companies have to pay large amounts of money to the hunting area surrounding
communities and additionally they support the communities with water projects, school
development and take corporate social responsibility into account. All these benefits and
money flows are used to compensate the killing of the animals and to win the support of the
communities to increase the hunting tourism business.

The two benefits for Tanzania that were mentioned most by all respondents are employment
and education. All activities & projects and accommodations only have local employees which
provides income for the community and from which they can improve their living standards.
With proper education that is provided within the interviewed schools and orphanages the
children are also provided with a better future and with opportunities of getting a good job
that will generate some income. Experts state that the most benefits for a community come
from a project where the whole community is linked to that one tourism project. Rhotia Valley
is a perfect example for this as they run a tented lodge, an children's home, two schools, a
bakery, and a restaurant in the same community. All employees are local and everything is
decided with the support of the locals, which means that they are really involved and support
the tourism project. It is a win-win situation that influences tourists and a whole community.

As the term win-win situation came forward, the benefits of the tourist are almost equally
important as the benefits of the local communities in Tanzania. One benefit that was
mentioned by all three units was the feeling god feeling which involves the positive, happy
feeling of doing something good for someone else. An example is sponsoring an orphan or
contributing with village fees that improve facilities within the community. Another aspect that
was mentioned by all respondents was interaction. Community–based tourism is a two–way
thing that can become very interesting when two parties are learning from each other. The
experts also mention that community–based tourism is also showing tourists the backside of
Africa and see the communities being proud of presenting their community. The Activity &
Projects unit adds the aspect that the tourists are very welcome and that they will get that
positive feeling which will easy the process of interaction. In the end, contributions are equally
important as the interaction between the tourist and the local communities, and this is a very
positive and encouraging success factor for community–based tourism products.
Next to the benefits that tourism and community-based tourism provide there are also some downside effects that have a negative impact on the destination and the local communities. From normal tourism the money chain is quite long which means it takes longer for the money to flow from the tourist to the local communities and often a large amount ends up at large tour companies. Another aspect that was mentioned is the fact that normal tourism has a negative long-term impact on communities if not community-based practiced. This argument proves that community-based tourism has a positive impact on communities and is worth improving. Experts also mention that the lack of knowledge is a disadvantage for community-based tourism as within this type of tourism ownership is important and if the local community does not know how to do that, the whole concept will disappear. This is linked to the difficulties with planning that experts have experienced, as local communities do not know how to handle it properly. These difficulties go hand in hand with low education levels and the fact that most activities still depend on donors and sponsorships. Regarding money, the ministry of tourism is mostly focused on generating income, which also explains their extensive support for the hunting tourism industry and their somehow hesitant answers about community-based tourism and the homestay concept as this will let the money flow directly from the tourist to the local community.
8.24 Appendix XXIV Data collection Observation

Accommodation observation

*Tona lodge*
1. Yes, located in the Pare Mountains.
2. Yes, stunning view, forest, and waterfalls.
3. Yes, 15 rooms.
4. Yes, the lodge is locally owned.
5. Yes, the lodge employs local people.
6. Yes, the lodge makes use of solar power.
7. Yes, visitor fees are used to contribute to the hospital and schools.
8. Yes, facilitates basic needs. (No mosquito nets needed due to height).
9. Yes, there is a local guide that can take tourists on tours. English level okay.
11. No, they support organizations against it.
12. Yes, safe and easy accessible.
13. No, mold on walls and ceiling, spiders, and scorpions.
14. Yes, very hospitable and friendly.

*Fanaka Lodge*
1. Yes, located just outside cultural village Mto WaMbu.
2. Yes, very close to all National parks.
3. Yes, 23 rooms
4. Yes, the lodge is locally owned.
5. Yes, the lodge employs local people.
6. Yes, the lodge makes use of solar power.
7. Yes, the lodge purchases goods locally and employs local people.
8. Yes, facilitates basic needs and mosquito nets.
9. Yes, there is a local guide that takes tourists on cultural tourism tours.
10. Yes, they are very interested.
11. There are no threats.
12. Yes, there is security and easy accessible.
13. Yes, the lodge is clean.
14. Yes, very friendly and hospitable.

*Rhotia Valley lodge*
1. Yes, on the edge of the Ngorongoro Crater close to the forest.
2. Yes, close to the National Parks and in the middle of vineyards.
3. Yes, 18 tents.
4. No, owned by a Dutch couple.
5. Yes, all employees are local.
6. Yes, solar power and biogas from cows.
7. Yes, contributes to schools, children’s home, provides food, employs locals.
8. Yes, facilitates basic needs. (No mosquito nets needed due to height)
9. Yes, there is a local guide that takes tourists to the connected Children’s Home.
10. Yes, very much interested.
11. No, there are no threats.
12. Yes, there is security and easy accessible.
13. Yes, the lodge is clean.
14. Yes, very friendly and hospitable.

*Kiotanest*
1. Yes, on the edge of Arusha National Park, in the forest.
2. The garden still has the indigenous vegetation.
3. Yes, 8 rooms. But only gives accommodation to one group at the time.
4. No, the accommodation is owned by a Swiss woman with a Tanzanian passport.
5. Yes, all employees are local.
6. Yes, solar power and harvesting rainwater.
7. Yes, contributes to the local village by supporting schools and environmental projects.
8. Yes, facilitates basic needs.
9. No, but has contact with local guides who she recommends.
10. Yes, very much interested.
11. No, there are no threats.
12. Yes, there is security and it is easy accessible.
13. Yes, the accommodation is clean.
14. Yes, very hospitable and friendly.

*Lake Natron Camp*
1. Yes, on the edge of Lake Natron.
2. Yes, very close to the hominid footprints and Lake Natron where 1 million flamingos breed every year.
3. Yes, 10 tents.
4. Yes, the lodge is locally owned.
5. Yes, all employees are local.
6. Yes, they make use of solar power and local spring water.
7. Yes, the camp contributes to the village and protects the environment.
8. Yes, facilitates compost toilet, running water, and mosquito nets.
9. Yes, employs local guide.
10. Yes, very interested.
11. No, no threats.
12. Yes, safe and easy accessible.
13. Yes, it is clean.
14. Yes, very hospitable and friendly.

*Homestay Mwambo Family*
1. Yes, in a small village in the Pare Mountains.
2. Yes, forest, waterfalls, and a stunning view.
3. Yes, 3 rooms.
4. Yes, it is locally owned.
5. Yes, it is all local.
6. No, but the power is hydroelectric.
7. The visitor fees will be contributed to the village.
8. No, it facilitates an outside toilet, but no running water.
9. The village has several guides who can show tourists around.
10. Yes, they are very interested.
11. No, there are no threats.
12. Yes, it is safe and easy accessible.
13. Yes, it is clean.
14. Yes, very hospitable and friendly.

**Honey Badger Lodge**
1. Yes, just outside Moshi close to the forest.
2. Yes, a view on the Kilimanjaro Mountain and close to the large river.
3. Yes, 19 rooms.
4. Yes, the lodge is locally owned.
5. Yes, almost every employee is local.
6. Yes, solar power.
7. Yes, supports the community and school projects.
8. Yes, facilitates basic needs.
9. Yes, employs several local guides.
10. Yes, very interested.
11. No threats.
12. Yes, security present and easy accessible.
13. Yes, it is clean.
14. Yes, very hospitable and friendly.

**Homestay Renju Family**
1. Yes, located in the mountains, in a very small village.
2. Yes, forests and a view on Kilimanjaro Mountain.
3. Yes, 4 rooms.
4. Yes, locally owned by Mr. Renju.
5. Yes, employs only locals.
6. No, there is not electricity.
7. Yes, contributes to neighbors.
8. No, outside toilet, no running water.
9. The village has several guides who can show tourists around.
10. Yes, very interested.
11. No threats.
12. Safe, not easy accessible when raining.
13. Yes, very clean.
14. Yes, very hospitable and friendly staff.

Mike’s Beach Cottages
1. Yes, located just outside Pangani, on the coast, in the forest.
2. Yes, Ushongo beach.
3. Yes, 7 large rooms.
4. Yes, locally owned.
5. Yes, employs only local people.
6. No, but the power is hydroelectric.
7. Yes, supports local soccer team, buys locally.
8. Yes, facilitates basic needs.
9. Yes, employs local guides.
10. Yes, very interested.
11. No threats.
12. Yes, safe and easy accessible.
13. Yes, very clean.
14. Yes, very hospitable and friendly.

Irene Farm Lodge
Due to the fact the field research visit was planned in the rain season the roads up to Korogwe were damaged to such extend it was not safe to try driving through the mountains to get there. In addition, when explained the route network, Lushoto is not on the route of any other tourism or cultural activities and the mountain road makes it difficult to access.

Mambo View Point
Due to the fact the field research visit was planned in the rain season the roads up to Korogwe were damaged to such extend it was not safe to try driving through the mountains to get there. In addition, Mr. Renju from Honey badger Lodges and Milestone Safari’s has sent up clients there in the previous past and was told stories about inappropriate attitudes towards the local employees and the sustainability of the lodge.

Coffee tree campsite
The coffee tree campsite is mentioned several times in The Lonely Planet but does unfortunately not exist anymore.

Kilimanjaro foothills eco lodge
The Kilimanjaro foothills eco lodge is only 20 kilometers away from Honey Badger lodge. The decision has been made not to visit it at all as the tourists will automatically stay at Honey Badger when in Moshi due to the partnership with J. Renju.
Activities observation

**Village walk Manga**
1. Yes, the village fees are used to build schools, hospitals and better roads.
2. Yes, it employs a local guide.
3. Yes, visits schools, hospital, church, and stunning waterfall.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are very friendly and interested.
7. No threats.
8. Yes, the community profits from the village fees.
9. The activity is self-sustaining.

**Hike to Malameni Rock & Mkumbavana Caves**
1. Yes, the village fees are used to build schools, hospitals and better roads.
2. Yes, it employs a local guide.
3. Yes, forest and caves.
4. Yes, storytelling about flora and fauna and local traditions.
5. Quite safe, not very easy to participate in.
6. Yes, they are very friendly and interested.
7. No threats.
8. Yes, the community profits from the village fees.
9. The activity is self-sustaining.

**Village walk Kafingiro & visit to Mghibi cave**
1. Yes, the village fees are used to build schools, hospitals and better roads.
2. Yes, it employs a local guide.
3. Yes, visits schools and local beer brewery.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are very friendly and interested.
7. No threats.
8. Yes, the community profits from the village fees.
9. The activity is self-sustaining.

**Lake Manyara NP game drive**
1. The activity focuses on game drives.
2. Yes, all employees are local.
3. Yes, forest, animals, steppe.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and know the benefits.
7. No, they are protecting the animals.
8. Yes, fees are used to support surrounding communities.
9. The NP is self-sustaining

*Ngorongoro Crater CA game drive*
1. The activity focuses on game drives.
2. Yes, all employees are local.
3. Yes, forest, animals, steppe.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and know the benefits.
7. No, they are protecting the animals.
8. Yes, fees are used to support surrounding communities.
9. The conservation area is self-sustaining

*Waterfalls tour Tanga*
1. Yes, the fees are used to support the surrounding communities.
2. Yes, it employs a local guide.
3. Yes, forest and waterfalls.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, very friendly and interested.
7. No threats.
8. Yes, fees are used to support the building of schools and hospitals.
9. The activity is self-sustaining.

*Amboni caves & Tangoni ruins tour*
1. Yes, the caves and ruins are owned by the community and receives most benefits.
2. Tour operators provide the guides from Tanga.
3. Yes, history and forest.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and very interested.
7. No threats.
8. Yes, the community receives most benefits due to ownership.

*Biking tour Arusha*
1. Yes, presents the sustainable features of local Arusha town.
2. Yes, employs a local guide.
3. Yes, visits schools, hospitals, history, and natural resources.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and very interested.
7. No threats.
8. Yes, some fees are used to support the visited projects.

**Early morning hike Lake Natron**
1. Yes, shows the Lake Natron with sunset and benefits the local Maasai.
2. Yes, employs a local Maasai guide.
3. Yes, river gorge and lake Natron.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and very interested.
7. No threats.
8. The income is contributed to the local Maasai tribe.

**Tanga mountain bike tour**
1. Yes, shows the surroundings of Tanga and visits local communities.
2. Yes, employs local guides.
3. Yes, visits forests, schools, and hospital.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and very interested.
7. No threats.
8. Yes, some fees are used to support the visited projects.

**Tanga snorkeling trip**
1. Focuses on snorkeling, transport with motorboat.
2. Yes, employs local steersmen.
3. Yes, the ocean and coral reefs.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and very interested in receiving visitors.
7. No threats.
8. Yes, the fees are used to support the community.

**Chagga museum and caves**
1. Yes, presents the history of the local communities.
2. Yes, employs local guides.
3. Yes, history and caves.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware and very interested in receiving visitors.
7. No threats.
8. All income is invested in the local community.

**Ndoro waterfall**
1. Yes, the local community owns the waterfall and they receive all benefits.
2. Yes, the activity employs local guides.
3. Yes, waterfall and forest.
4. Yes, storytelling about flora and fauna and local traditions.
5. Only safe and easy to participate in when it is not raining.
6. Yes, they are aware and very interested in receiving visitors.
7. No threats.
8. The fees are used to support the community.

**Second Chance project site**
1. No, project does not have a sustainable model.
2. Yes, Honey Badger lodge provides a local guide.
3. Yes, visit of a school.
4. Yes, storytelling about flora and fauna and local traditions.
5. Yes, easy and safe to participate in.
6. Yes, but they only like visitors when they bring a lot of money.
7. No threats.
8. Yes, some children even go to school for free.

**Maasai mountain bike tour Mto WaMbu**
1. Yes, the Maasai tribe benefits from the visitors.
2. Yes, employs a local guide.
3. Yes, visiting local traditional Maasai tribe.
4. Yes, storytelling about flora and fauna and local traditions.
5. Activity is safe and easy to participate in.
6. Very interested in receiving visitors.
7. No threats, all voluntarily.
8. Yes, some fees are contributed to the Maasai village.

**Village & forest walk Moshi**
1. Yes, focuses on presenting the local environment.
2. Yes, Honey Badger lodge employs a local guide.
3. Yes, visiting the village and the forest and rice fields.
4. Yes, storytelling about flora and fauna and local traditions.
5. The activity is safe and easy to participate in.
6. Yes, they are aware and very interested.
7. No threats.
8. Yes, local guides and surrounding communities receive some fees.

_Rhotia Valley’s Children Home_
1. Yes, project involves and benefits the whole community.
2. Yes, locals available to show tourists around.
3. Yes, visit of children's home.
4. Yes, storytelling about local traditions.
5. Yes, safe and easy to participate in.
6. Yes, very aware and interested in tourists.
7. No threats.
8. The incomes are used to support the children.

_East Meru Community School_
1. Yes, project involves and benefits the whole community.
2. Yes, local teacher around to show the compound.
3. Yes, visit of a school.
4. Yes, storytelling about local traditions.
5. Yes, safe and easy to participate in.
6. Yes, they are aware, tourists are very welcome.
7. No threats.
8. The incomes are used to support the children.

_Children Concern Foundation_
1. Project focuses on orphan children from Mto WaMbu.
2. Local managers around to show tourists the place.
3. Yes, visit of a children's home.
4. Yes, storytelling about local traditions.
5. Yes, safe and easy to participate in.
6. The children very much like tourists.
7. No threats.
8. The incomes are used to support the children.
## 8.25 Appendix XXV Schedule of suitable CBET components

### Accommodation

<table>
<thead>
<tr>
<th>Accommodation</th>
<th>Score %</th>
<th>Suitable Yes/No</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tona Lodge</td>
<td>90 %</td>
<td>Yes</td>
<td>A</td>
</tr>
<tr>
<td>Fanaka Lodge</td>
<td>100 %</td>
<td>Yes</td>
<td>B</td>
</tr>
<tr>
<td>Rhotia Valley Lodge</td>
<td>90 %</td>
<td>Yes</td>
<td>C</td>
</tr>
<tr>
<td>Kiotanest</td>
<td>90 %</td>
<td>Yes</td>
<td>D</td>
</tr>
<tr>
<td>Lake Natron Camp</td>
<td>100 %</td>
<td>Yes</td>
<td>E</td>
</tr>
<tr>
<td>Homestay Mwambo Family</td>
<td>85 %</td>
<td>Yes</td>
<td>F</td>
</tr>
<tr>
<td>Honey Badger lodge</td>
<td>100 %</td>
<td>Yes</td>
<td>G</td>
</tr>
<tr>
<td>Homestay Renju family</td>
<td>80 %</td>
<td>Yes</td>
<td>H</td>
</tr>
<tr>
<td>Mike’s beach cottages</td>
<td>90 %</td>
<td>Yes</td>
<td>I</td>
</tr>
<tr>
<td>Irene Farm Lodge</td>
<td>0 %</td>
<td>No</td>
<td>I</td>
</tr>
<tr>
<td>Mambo View Point</td>
<td>0 %</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Coffee tree campsite</td>
<td>0 %</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Kilimanjaro foothills eco lodge</td>
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</table>

### Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>Score %</th>
<th>Suitable Yes/No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Village walk Manga</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Hike to Malamani Rock &amp; Caves</td>
<td>90 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Village walk Kafingiro</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Lake Manyara NP Game drive</td>
<td>90 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Ngorongoro CA Game drive</td>
<td>90 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Waterfalls tour Tanga</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Amboni Caves &amp; Tangoni Ruins</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Biking tour Arusha</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Early morning hike Lake Natron</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Tanga mountain bike tour</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Tanga snorkeling trip</td>
<td>90 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Chagga museum &amp; caves</td>
<td>100 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Ndoro Waterfalls</td>
<td>90 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Second Chance Project site</td>
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<tr>
<td>Maasai mountain bike tour Mto Wambu</td>
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<td>Village and forest walk Moshi</td>
<td>100 %</td>
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</tr>
<tr>
<td>Rhotia Valley’s Children Home</td>
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<td>Yes</td>
</tr>
<tr>
<td>East Meru Community School</td>
<td>90 %</td>
<td>Yes</td>
</tr>
<tr>
<td>Children Concern Foundation</td>
<td>90 %</td>
<td>Yes</td>
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</tbody>
</table>
8.26 Appendix XXVI

Visualization available CBET components
Visualization itineraries new CBET product
8.28 Appendix XXVIII  Criteria list for best suitable CBET product

Criteria field research

1. Good logical location and on a tourism network
2. Proper infrastructure for good accessibility
3. Safety of the components to guarantee safety for clients
4. Real community-based ecotourism components
5. Interaction between clients and local communities.

Criteria literature research

6. The components should be within a reasonable distance from one another.
7. Relevancy of the components for the new CBET product.
8. Effectiveness of the order and combination of the components
9. Efficiency: Does the new product completely meet Fair2s needs?
10. Impact: Does the new CBET product truly benefit the local communities?
11. Sustainability: Is the new CBET product really sustainable?

Criteria Fair2 consultation

12. The CBET product benefits the local community.
13. The CBET components are completely focused on community-based ecotourism.
14. There are no overlapping activities within the CBET product.
15. There is a balance between activities and country highlights within the CBET product.
# Appendix XIX

## Price calculation new CBET product

<table>
<thead>
<tr>
<th>Day</th>
<th>Activity</th>
<th>No.</th>
<th>Accommodation</th>
<th>Meal Plan</th>
<th>Vehicle hire</th>
<th>Activities</th>
<th>Transport</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-6</td>
<td>Drive to Nkasa Rondavels</td>
<td>A-B</td>
<td>Lodge</td>
<td>Full board</td>
<td>FT Nkasa - RT 240</td>
<td>225</td>
<td>225</td>
<td></td>
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<tr>
<td>7</td>
<td>Nkasa Rondavels - Xambe Camp</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
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<td>225</td>
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</tr>
<tr>
<td>8</td>
<td>Xambe Camp - Camp Moremi</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
<td>225</td>
<td>225</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Moremi &amp; Moremi - Lobito</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
<td>225</td>
<td>225</td>
<td></td>
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<tr>
<td>10</td>
<td>Lobito - Lobito &amp; Ngorongoro</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
<td>225</td>
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<tr>
<td>11</td>
<td>Ngorongoro - Ngorongoro</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
<td>225</td>
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<tr>
<td>12</td>
<td>Ngorongoro - Ngorongoro</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
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<td>13</td>
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<td>A-B</td>
<td>Lodge</td>
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<tr>
<td>14</td>
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<td>Half board</td>
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<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
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</tr>
<tr>
<td>16</td>
<td>Ngorongoro - Ngorongoro</td>
<td>A-B</td>
<td>Lodge</td>
<td>Half board</td>
<td>FT Nkasa - RT 240</td>
<td>225</td>
<td>225</td>
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</tr>
</tbody>
</table>

Total cost: **$1,248 USD**