

**CONTRIBUTION OF THE NGORONGORO CONSERVATION AREA
AUTHORITY IN IMPROVING WELFARE OF THE COMMUNITIES: THE
CASE OF NGORONGORO AND ENDULEN VILLAGES**

**CONTRIBUTION OF THE NGORONGORO CONSERVATION AREA
AUTHORITY IN IMPROVING WELFARE OF THE COMMUNITIES: THE CASE
OF NGORONGORO AND ENDULEN VILLAGES**

By

POLYCARP NKUYUMBA

**A Dissertation Submitted in Partial Fulfilment of the Requirements for Award of the
Degree of Master of Public Administration (MPA) of Mzumbe University**

November, 2013

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation/thesis entitled: Contribution of the Ngorongoro Conservation Area Authority in improving welfare of the communities: The case of Ngorongoro and Endulen villages in Ngorongoro, in Partial Fulfilment of the Requirements for Award of the Degree of Master of Public Administration (MPA) of Mzumbe University

Signature

Major Supervisor

Signature

Internal Examiner

Signature

External Examiner

Accepted for the Board of SOPAM

Signature

DEAN, SCHOOL OF PUBLIC ADMINISTRATION AND
MANAGEMENT (SOPAM)

DECLARATION AND COPYRIGHT

I, Polycarp Nkuyumba, declare that this thesis is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature _____

Date _____

©

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse an acknowledgement, without the written permission of Mzumbe University, on behalf of the author.

ACKNOWLEDGEMENT

It is my pleasure taking this opportunity to thank everyone who supported me from all the long way of my MPA study and writing up of this dissertation. The outcome of this work wouldn't have been possible without the help and support from different individuals. My gratitude and sincere thanks go to my supervisor, Dr. Wilhelm Leonard Mafuru for his tireless guidance, valuable advice during the study and unlimited professional support during all the stages of my dissertation. He has been my mentor and also shared with me his vast knowledge and experience which inspired me in this research. May the almighty God bless him for the intellectual guidance he accorded me!

I would like to express my sincere appreciation to the management and administration of Ngorongoro conservation Area Authority, local leaders, village leaders of Ngorongoro and Endulen for their tireless assistance and cooperation during data collection.

Lastly, I would like to thank my family, parents, sisters and brothers for moral and material support which enabled me to study peacefully and complete this work. Without them this work would not have come into existence!

DEDICATION
TO ESTHER, MY WIFE

ABBREVIATIONS AND ACRONYMS

CSR	-	Corporate Social Responsibility
GDP	-	Gross Domestic Products
GMP	-	General Management Plan
GRs	-	Game Reserves
MNRT	-	Ministry of Natural Resources and Tourism
NCAA	-	Ngorongoro Conservation Area Authority
NPC	-	Ngorongoro Pastoralists Council
NPs	-	National Parks
OECD	-	Organisation for Economic Cooperation and Development
PAs	-	Protected Areas
SENAPA	-	Serengeti National Park
SGR	-	Selous Game Reserve
STS	-	State Travel Services
TTC	-	Tanzania Tourist Corporation
TTL	-	Tanzania Tourist Limited
UNESCO	-	United Nations Education Scientific & Cultural Organization
UNEP	-	United Nations Economic Programme
VEO	-	Village Executive Officer
URT	-	United Republic of Tanzania
WCMC	-	World Conservation Monitoring Centre
WMA	-	Wildlife Management Area
WTO	-	World Tourism Organization

ABSTRACT

This study intended to assess the contribution of tourism to the communities' welfare in Ngorongoro Conservation Area. Specifically, the study aimed at (i) identifying services provided by the NCAA to the community within the area; (ii) examining the involvement of the people in deciding the kind of services to be offered; and (iii) assessing the effectiveness of the tourism development strategies to improve the standards of living of the community. The study interviewed a total of 180 respondents from two villages namely Endulen and Ngorongoro. Questionnaires, observation, interviews and documentary reviews were used to collect both primary and secondary data.

The findings revealed there were a number of development projects established in the areas. These projects include water services, infrastructure (roads, buildings, and dams), health services and education services. It was also found that there were various locations where the community members marketed their products, mostly meat and milk, in hotels and tour companies. The study also found that community members were mainly involved in revenue collection especially in walking safaris and guiding tourists. Community involvement was very high in walking safaris as well as in donkey/camel hiring. The findings further reveal that participation was low in coordinating walking tourist and permit control. Further, it was found that community members were benefiting financially through social services provision due to tourism activities that generated income to the NCA, as well as to individual through the involvement in the community tourism projects like cultural bomas. It was in addition found that tourism and livestock were the two fast growing economic activities in the NCAA.

The study made several recommendations to Ngorongoro Pastoralist Council (NPC), NCAA and to tourism companies as well as communities in the sense that community engagement is of value in the tourism industry so as to acquire licence of operation and the maximization of the benefits that are derived from the industry.

TABLE OF CONTENTS

CERTIFICATION	i
DECLARATION AND COPYRIGHT.....	ii
ACKNOWLEDGEMENT	iii
DEDICATION.....	iv
TO ESTHER, MY WIFE.....	iv
ABBREVIATIONS AND ACRONMYS.....	v
ABSTRACT	vi
LIST OF FIGURES	x
LIST OF TABLES.....	xi
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Research Objectives.....	5
1.3.1 Main Objective.....	5
1.3.2 Specific Research Objectives.....	5
1.4 Research Questions.....	5
1.5 Significance of the Study	5
1.6 Scope of the Study	6
1.7 Limitation of the Study	6
1.8 Definitions of Key Terms	7
CHAPTERTWO	10
LITERATURE REVIEW	10
2.1 Introduction.....	10
2.2 Theoretical Literature Review	10
2.2.1 Tourism Cycle Development Theory.....	10
2.2.2 Social Exchange Theory	11
2.2.3 The Economic Concept of Tourism.....	12
2.2.4 Tourism in Tanzania	14

2.2.5 Tourism in the NCA.....	16
2.3 Literature Review from Earlier Studies	21
2.3.1 The CSR Theories.....	24
2.3.2 Conceptual Framework.....	31
2.3.3 The Impact of Tourism on Maasai Culture and Behaviour.	33
2.4 The Synthesis	35
CHAPTER THREE.....	36
RESEARCH METHODOLOGY	36
3.1 Introduction.....	36
3.2 Study Area	36
3.3 Research Design.....	37
3.4 Population and Sample Size.....	37
3.5 Sampling Procedures and Sample Size.....	38
3.6 Data Collection Methods	39
3.6.1 Primary Data Collection Methods	40
3.6.1.1 Interviews.....	40
3.6.1.2 Questionnaires.....	40
3.6.1.3 Observation	41
3.6.2 Secondary Data Collection Methods	41
3.7 Data Analysis	41
CHAPTER FOUR.....	43
RESULTS AND DISCUSSIONS	43
4.1 Introduction.....	43
4.2 Socio-economic Characteristics of Respondents	43
4.3 Services Provided by NCAA to the Community as Measures of Welfare	44
4.3.1 Water Services	44
4.3.2 Health Services	45
4.3.3 Education Services.....	46
4.3.4 Maintenance and Repair of Infrastructure	47
4.3.5 Handcrafts	47

4.4 Involvement of people in prioritizing services	48
4.4.1 Economic activities performed by the respondents	48
4.4.2 Community involvement in tourism activities.....	49
4.4.3 The extent to which the community is involved in tourism activities	51
4.5 Effectiveness of services provided for the community welfare.....	53
CHAPTER FIVE	56
CONCLUSIONS AND RECOMMENDATIONS.....	56
5.1 Conclusions.....	56
5.2 Recommendations.....	57
REFERENCES.....	62
APPENDICES	70

LIST OF FIGURES

Fig: 1 Ngorongoro Conservation Area Authority.....	3
Fig: 2 NCAA Tourist Statistics.....	19
Fig: 3 The Governance Relationship.....	31
Fig: 4 Conceptual Framework.....	32
Fig: 5 Local Community Population Trend in NCA.....	38
Fig: 6 Community Involvement in tourism activities.....	50
Fig: 7 Involvement in different types of tourism activities.....	52

LIST OF TABLES

Table: 1 Categories of Respondents.....	39
Table: 2 Community Sexes of Respondents.....	40
Table: 3 Socio-economic Characteristics of the Respondents.....	44
Table: 4 Community Involvement in Tourism Community (Sex Wise).....	47
Table: 5 Respondents from NCAA and NPC Staff.....	49
Table: 6 Community Involvement in Tourism- (Village Wise).....	50

CHAPTER ONE

INTRODUCTION

Ngorongoro Conservation Area (NCA) is one among the areas protected for the natural resources conservation, with communities living within. This gives the NCA a status of multiple land use where the interests of people are to be safeguarded without compromising the interests of nature and conservation. The major economic activity of the NCA community is livestock-keeping. In most cases tourism activities have been conducted in areas where communities are living and conducting their daily economic activities as well. Because of the tourism activities and operations, the interests of the communities are limited, denied or totally blocked and therefore poverty increases. This research aims therefore to see whether tourism income can aid in social service provision and poverty reduction among the local communities.

1.1 Background of the Study

Tourism is currently a world's leading category of international trade. Its effects reach deeper into national and regional economies (Dieke, 1998). Tourism revenue has been described by several studies as an alternative source of income complementing the communities' economy (Mbaiwa, 2004). Goodwin (2004) stipulates that both developed and developing countries have been basing their economic growth on tourism; prioritized as either the first or the second in contributing to economic development activities of the country. The use of tourism promotes economic and social development and help in eradication of poverty (Kimbu, 2012). It is one of the tools proposed by UNEP to meet UN Millennium Development Goals include among others, specific commitments to reduce by one-half the proportion of people living in extreme poverty by 2015.

Africa and other developing countries are faced by the problem of the decline of the primary socio-economic activities which increases the communities' demand for support in protected areas and seek refuge of their life. The use of the available resources in protected areas like timber, cultivation, trees for housing is illegal and has titled communities as poachers and encroachers until they acquire a license of use.

Tanzania is one of the countries that have abundant biological diversity and a high mega-fauna wildlife population. Wildlife species receive a high level of protection in over 28% of the country's land area in the form of national parks, game reserves, game-controlled areas, and forestry reserves. The interaction of human activities and conservation has been an experiment since 1959 and the area has maintained high tourism status of being the most prominent tourism site in the northern circuit of Tanzania since 1984.

Good relationships with local communities, positive recognition of verifiable concern for the natural and cultural environment and the maximization of the contribution which the tourism industry contributes to local livelihoods, economic development and the reduction of poverty are all important to the industry's licence to operate, particularly when they collaborate to achieve local economic development. This improves the general environment for business and enables them to achieve the desired goals. Offended communities can make it significantly more expensive for the industry to operate and reduce the capacity and level of performance in all operations.

Tourism has been one of Tanzania's most important economic sectors contributing about 17% GDP between 2003 to 2005 second to agriculture (46%). It was estimated that tourism was employing formally 200,000 people in 2004 that increased to 291,000 people in 2007 (World Economic Forum, 2008). Gradual development of tourism is foreseen to have an important and growing economic role in poverty eradication and improving people's welfare in Tanzania (Lyaluu, 2003).

The Ngorongoro Conservation Area (NCA) is one among the areas protected for the natural resources conservation, with communities living within. This gives the NCA a status of multiple land use where the interests of people are to be safeguarded. The economic activities of the communities within the area are mainly livestock-keeping. The area integrates conservation of natural resources with human development. Due to these facts, United Nations Educational Scientific and Cultural Organization (UNESCO) accorded the NCA (Figure: 1) the status of the World Cultural and

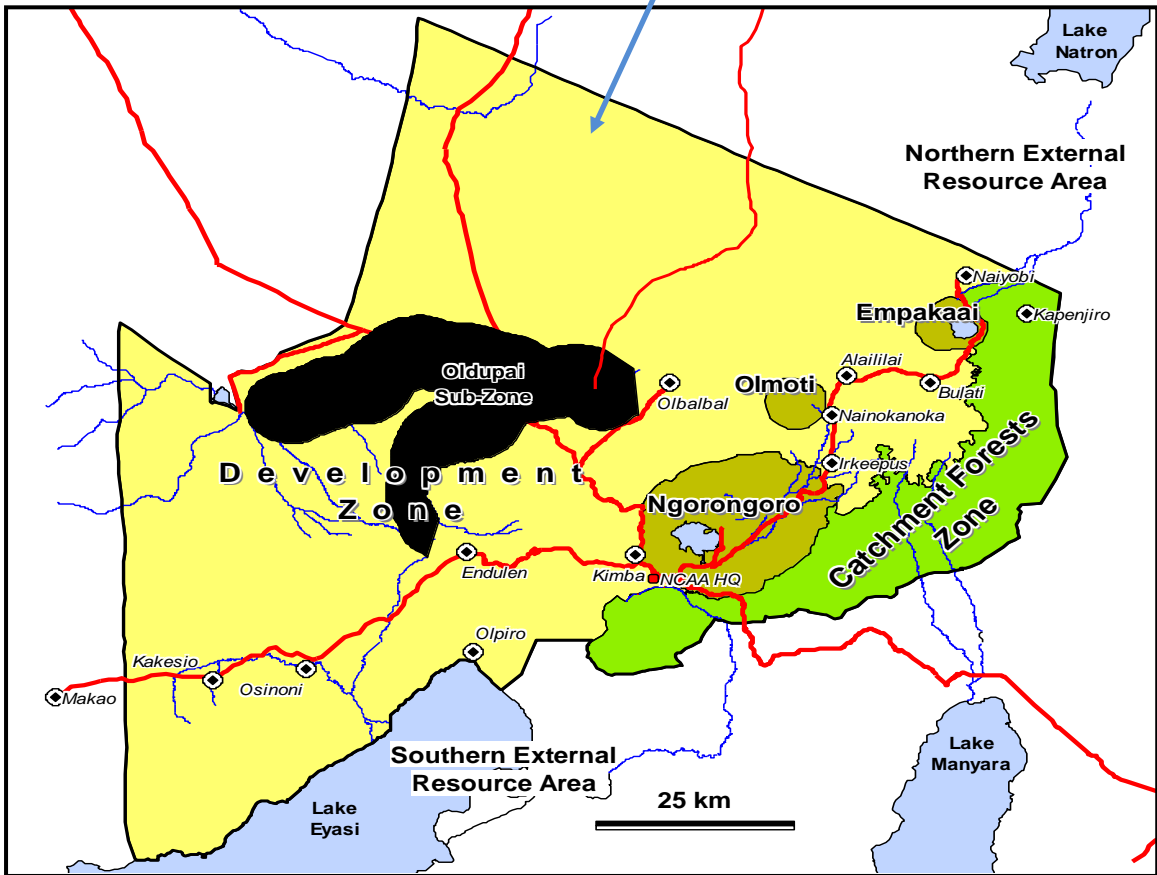
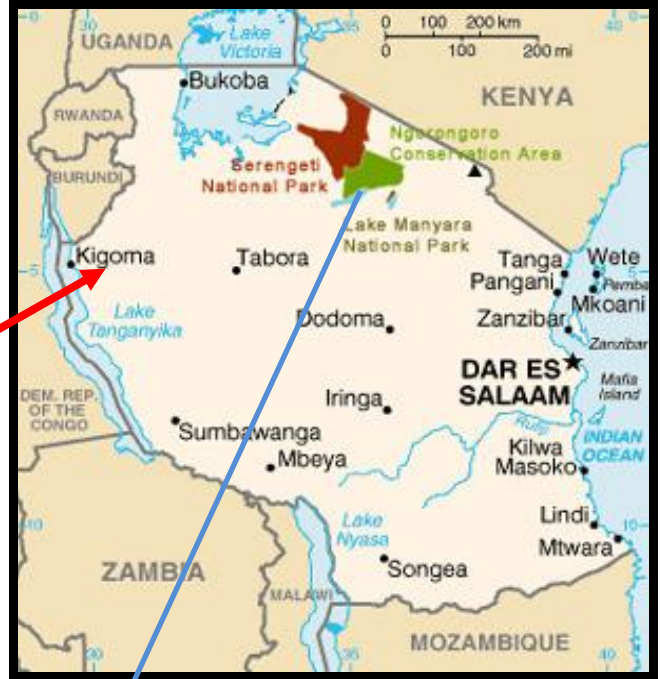


Fig: 1 Ngorongoro Conservation Area Authority

Natural Heritage Site in 1979 and as an International Biosphere Reserve in 1981. According to the NCAA General Management Plan (GMP) of 2006 and revised in 2010, the economic value of resources in Ngorongoro is aspired to potential development of the community living within the area. Due to managerial problems of the NCAA in managing and monitoring local communities' funds, an administrative body that was to be the voice of the indigenous was established. This became to be known as the Ngorongoro Pastoral Council (NPC). The Maasai, who are the indigenous people in the area, share this area with wildlife for hundreds of years; nevertheless have lived with conservation policy since 1959 when NCA was designated as a multiple land use area for wildlife, people and their livestock. According to Eagle *et al*, (2002) ecotourism should provide employment for surrounding communities and revenue that is shared for community welfare and development. Not only are people's livelihoods improved, but so is their attitude towards wildlife conservation. Co-existence of Maasai and wild life has attracted ecotourism activities in the area for a number of years. From tourist activities, a large amount of revenue is collected in the area. It is not disclosed the way the collected revenue contributes in improving community's welfare. Then this study is an effort towards assessment of the contribution of NCAA in improving communities' welfare.

1.2 Statement of the Problem

Wildlife tourism is ecologically and economically the most suitable form of extensive land use for most of the regions. Robinson *et al* (2000), and there are currently major moves to extend this through the development of transfrontier conservation areas. Many nations both developed and developing have been basing their socio-economic growth on tourism. In most cases tourism has been conducted in areas where communities are living and conducting their daily economic activities as well.

In fact, the gap from many of the literatures on the matter is that, despite the high amount of money generated from tourism, there is still great imbalance of wildlife costs and expenditures to benefits of the community living within the protected areas, Ngorongoro being the case. Therefore this study seeks to assess and document on the contribution of tourism to the community's welfare in Ngorongoro Conservation Area Authority.

There is a need for assessment, especially in the NCA (Figure: 3) where the communities are living within the conservation area and have been considered of being involved in tourism since the 1980s. If tourism is to continue growing and become an effective poverty reduction tool to the local community, there must be a deliberate concern for change of attitude for local community and administrators, so that opportunities and benefits can grow substantially.

1.3 Research Objectives

1.3.1 Main Objective

To investigate NCAA support to the Maasai Pastoralist community in the area.

1.3.2 Specific Research Objectives

- i) To identify services provided by the NCAA to the community within the area.
- ii) To examine the involvement of the people in deciding the kind of services to be offered.
- iii) To assess the effectiveness of the tourism revenue in improving the standards of living of the community

1.4 Research Questions

- iv) What kind of services that are provided by the NCAA to the community within the area?
- v) To what extent are the people involved in deciding the kind of services to be offered?
- vi) To what extent are revenue derived from tourism effective in attaining peoples' wellbeing?

1.5 Significance of the Study

The study was expected to fill the knowledge gap on the quantifiable contribution of NCAA to the people's welfare. The study identified the services provided in the area for the wellbeing of the people. It also provided the light on how the people were involved in establishing development projects for their good.

The findings of this study can be used by policy makers and planners in their processes in development planning and policy making as they can provide relevant information and disclose the problems to be tackled in the area.

Raise awareness among the community members by providing the document of these findings to Ngorongoro Pastoralist Council. Hence, people will be able to know how to demand stake in decision making about use of the available resources for their wellbeing like revenues and benefits from tourism as well as cultural bomas, handcraft made materials, campsites and walking safaris.

The study expresses the question of equity so as to meet the social-economic balance between community development and preservation of natural resources. This means that there is a need to make sure that while there is great demand for community development needs, a need to preserve nature and wild animals for revenue generation is of vital importance.

1.6 Scope of the Study

The study is limited to two villages in the NCAA as a case study. These are Ngorongoro and Endulen villages. It covers inter alia, the socio-economic support aspects of the organization to the communities within the protected area and the impact on the improvement of community's welfare.

1.7 Limitation of the Study

Long distances between Maasai bomas and impassable ways: Maasai bomas are very far from each other. The researcher and assistants had to walk long distances in search of information, the fact that made it impossible to meet all of the desired respondents in some places. Some respondents were far to the extent that the researcher and assistants could not walk to meet them all. For instance, the study aimed at getting a total of 200 respondents but ended up with 180 respondents. However, the selection of those 180 respondents was done with care to make sure that the sample really represented the

community. This change of the number of respondents could not affect the study since majority of the respondents were interviewed.

Financial Constraints. The financial support expected from researcher's pocket money was limited since he was self-funding for the study. For that case, the researcher took much time to gather or collect the whole data from all respondents of the respective area and offices; hence more time spent on meeting the required sample of respondents and this did not affect the study.

Poor women responses: The Maasai culture degrades women. Hence women could not respond until they were allowed by men to fill in the questionnaires and sometimes men filled questionnaires on behalf of their women. Therefore more time was spent to explain the need for this research. This is the reason why there were more males in the sample than females. Nevertheless the researcher tried to get the opinions of women as well so as to make sure that the study was not limited to men only.

1.8 Definitions of Key Terms

Tourism is described as the development of sustainable tourism and a process which meet the needs of present tourists and host communities whilst protecting and enhancing needs in the future (World Tourism Organisation 1996). It is a collection of activities, services and industries that delivers a travel experience, including transportation, accommodation, eating and drinking establishments, retail shops, entertainment businesses, activity facilities and other hospitality services provided for individual or groups travelling away from home.

Socio-economics is the social science that studies how economic activities affect social processes. In general it analyses how societies progress, stagnate or regress because of their local or regional economy, or the global economy (<https://en.wikipedia.org/>.....accessed on 28th March 2013). This is an umbrella term with different usages, but specifically in this respect it refers to the relation of economics to social values. The goal of socio-economics is concerned with bringing about socio-economic development, usually in terms of improvements in metrics such as gdp, life expectancy, literacy, and levels of employment.

Conservation is the management of human use of the biosphere so that it may yield greatest sustainable benefits to the present generations while maintaining its potential to meet the need and the aspirations of the future generation (Bell, 1984). It includes exploitation, improvement and protection of human and natural resources in a wise manner, ensuring derivation of the highest economic and social benefits on a continuing or long term basis.

Corporate Social Responsibility according to Kotler, P and Nancy, L (2005) corporate social responsibility is a commitment to improve community well being through discretionary business practices and contributions of corporate resources. It is also a set of management practices that ensure the company minimizes the negative impacts of its operations on society while maximizing its positive impacts. Here the interests of all stakeholders including customers, employees, investors and the environment are reflected in the company's policies and actions.

Community is a social organization that is based on shared values and beliefs by the individuals. In the society -it is a direct and many-sided relation between individuals and practice of reciprocity as once said by Mysers, 1999; as those people who share in common some elements. In other words it is a group of people living together in one place, especially one practicing common ownership.

Tourist is defined by the World Tourism Organization as people who 'travel to and stay in places outside their usual environmental for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited' (WTO, 1994).

Indigenous People are the people who have a past, a history and culture. A culture with history will never die, in other words are the ethnic groups who are natives of territory or original inhabitants of a land and possibility dominating culture, share a cultural identity that has been shaped by their geographical region.

Protected Areas (PAs) is land which comprises of National Parks, Game Reserves, Game Controlled Areas, Open Areas, Conservation Areas (e.g. NCA), Sanctuaries and Wildlife Management Areas (WMAs).

Boma or a Homestead is a grouping of houses of multiple families enclosed by a protective "fence" of thorny acacia branches to deter predators from entry. It is home of a Maasai family where several families do reside. The word is of Maasai origin and is used to mean an area where people stayed as homestead or as residence. It may comprise several farmhouses with adjoining buildings and land.

Welfare is the provision of a minimal level of wellbeing and social support for all citizens. In the end, this term replaces "charity" as it was known for thousands of years, being the voluntary act of providing for those who temporarily or permanently could not provide for themselves. It may comprise plans or work to better the social or economic conditions of various underprivileged groups. This can be done by the government, politics and even public agencies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is literature reviews which consist of three sections; section one is about theoretical literature review, section two is literature review from earlier studies, and section three is the synthesis.

2.2 Theoretical Literature Review

Literature gives a strong argument on the existing linkage between community and management. It further argues that many of the benefits from tourism go to the world as a whole, while the cost is usually borne at national and local level. These costs to community are the loss of access to the protected areas land and damage caused by wildlife, the heaviest burden tends to be borne by poorer countries and especially by impoverished people living in those areas.

2.2.1 Tourism Cycle Development Theory

This theory states that, “Attitudes changes towards tourism as the industry develops”. The proponents of this theory are Doxey (1975 and Butler (1980) (both cited in Hernandez et al. 1996). According to them the locals’ perceptions are initially positive and evolve to irritation and resentment only in later stages. They use famous Irridex model – irritation index – by Doxey (1975, cited in Murphy, 1985) which describes visibly four stages of local’s reactions, passing through euphoria, apathy, irritation and antagonism. The assumption is that presence of tourists forms a source of pressure on local residents, and as the number of tourists grows permanently, the bigger the pressure will be and residents’ feelings towards tourism will gradually become negative and socially irritated (Butlers, 1980: cited in Hernandez et al., 1996). This theory assumes that homogeneity characterizes a community and that it responds to changes as a whole. In this way the society is negatively affected and therefore at times does not see tourism as something of

importance, and therefore fight against it and all the related outcomes in favour of own demands whether of value or not.

This theory can be borrowed to explain some of the sources of community grievances towards tourism in Ngorongoro Conservation Area (NCA). Most notably, it may explain what happens when indigenous in NCA have to be relocated in order to give room for tourism infrastructure development. It as well fits in explaining the relationships between the local communities and the various investors in the tourism sector especially when it comes to competing for benefits derived from the industry. This is the reason of the conflicts that are emerging as days pass by among communities and investors in the Ngorongoro.

2.2.2 Social Exchange Theory

This theory is concerned with understanding the exchange of resources between individuals and groups in an interaction situation (AP, 1992). This theory has been used by various researchers within the tourism literature as their theoretical base when studying perceptions towards tourism and its impacts on communities. From a tourism point of-view this exchange can be understood as residents evaluating the expected costs and benefits that are derived from tourism in return for the services they supply for conservation and the tourists. In other words, the theory is based on the assumption that tourism development comes with economic benefits in exchange for social and environmental impacts. As a result, it is argued that residents who perceive that they are benefiting from tourism are likely to be more in favour of it, and vice versa (Ekeh, 1974; Ap 1992; King et al. 1993; Getz 1994; Hernandez et al. 1996; Williamson & Lawson 2001; Andereck et al. 2005). The public in any sense cannot in any way give support for any program that is against or does not fall in favour of them. Therefore licence of operations of any organisation depends on the level to which it helps and supports the public and the community at large.

This theory fits this study because the motive is to understand how society is involved in tourism activities in Ngorongoro Conservation Area (NCA) and how it has been benefiting. Community members are expected to have been benefiting directly from income generated from their engagement in provision of services to tourists individually

or through the tour companies. They are also expected to have been benefiting from trading with tourists on local goods let alone from the shares given to them by NCAA through Ngorongoro Pastoralist Council or in form of social services

2.2.3 The Economic Concept of Tourism

The international community appreciates tourism activities as one among the economic activities that can complement the local communities' economy if properly conducted. During the last decade, the growth of international travel to developing nations increased by 94.4 percent compared to a growth rate of only 34 percent for developed countries (Foan *et al*, 2008). It accounts for 5.5 of the global GDP and 6% of the employment (Mbaiwa, 2005). Ashley *et al* (1998) discussed tourism that it has increased and it is generating 10% of the world income, employs 10% of the world workforce and expected to double in size by the year 2015.

Tourism is also gender sensitive, a behaviour which is not normal among other communities' economic activities. Women comprises between 60% and 70% of the tourism labour force, and 50% of the workers are aged 25 and under (Foan *et al*, in Jessen, 2008). Tourism is believed to generate significant benefits for some developing countries, becoming an economic mainstay. In many of the countries, taking an example of Caribbean Islands, tourism has supplemented the local economy and has been taken as an alternative activity overtaking agriculture. Based on those facts, it is strongly believed that tourism will continue to shape-positively and negatively- local people economies in many decades ahead.

Tourism is mainly operated in natural protected areas (national parks or conservations) that have realized that their adjacent community demands' for the economic support from tourism is high. This is because of the economic potentiality these areas have in support for their livelihoods. Eagle *et al*, (2002) argued that, basing management on community economic support as critical adjustment, the coming decades will develop an understanding of the economic impact of the park tourism that would lead to more systematic treatment of park tourism.

Currently, tourist industry in many countries, in both developed and developing world, is either in its development or at its initial growth stage and growing to become country economic backbone. Citing few examples; Nigeria among the developing countries in the year 2000 witnessed the decline of petroleum and therefore turned to tourism as an alternative economic support of the country being the second ranked generating industry, contributing two billion naira to its GDP (Robinson *et al*, 2000). Mbaiwa, (2004) explained that tourism in Botswana is the second economic activity that contributes to about 4.5% of the nation's GDP.

The communities' involvement in Tourism in Namibia started some years back, and proved an improvement economically and socially among the communities where an existence of community institutions is an evidence of development and economic improvement in general. Further discussion concluded that realities of community participation in natural resources management are linked to tourism as a source of revenue. Goodwin, (2003) commented that if tourism is managed well, it could enable local people to gain economically from the protected area within which they live.

Thompson, *et al* (2002), assessed the land use in the Mara ecosystem in Kenya Maasai Mara, and observed that there were recognized returns from other alternative sources than livestock and agriculture. Among those other activities, tourism was leading as local economic support. Planning for those activities was the most major aspect of the successes of the communities' projects.

It is important to make sure that the community's tourism projects are planned well to avoid conflict among community members that might limit the strategies for conservation and sustainable management of natural resources. Taking an example of the Selengei Conservation Area in Kenya, owned by community while its tourism activities are run by Porini Company; their revenues reports presented amount that seems to be a seriously underestimated because of poor communities' representation. This can be attributed to the structure of the operation which is not transparent enough (poor governance) and it is assumed to deteriorate the communities' power of decision making.

It is likely that when community's economic opportunity is defaulted, the impact goes direct to the poor people. A greater success in conservation is expected when the community is fully involved into the tourism project management for support of their economy as well as having a say in all the plans that aims at empowering them.

2.2.4 Tourism in Tanzania

Tanzania occupies approximately 945,200km² of the eastern African region. Its protected area network covers about 28% of the total land area. Of this, 12 national parks (NPs) represent 4%, the Ngorongoro Conservation Area represents 1%, 15% comprises 31 game reserves (GRs), and 8% comprises 38 game-controlled areas. This means at least 19% of the land (NPs and GRs) is managed primarily for wildlife protection where no human settlement is allowed, and 9% of the land is intended to enable wildlife to coexist with people. Forestry reserves also add substantially to the areas for wildlife protection. Mlengeya et al (2003).

Tanzania is a country whose tourism industry over the past decade has been one of the main sources of economic growth, expansion and diversification of economic activity at national, district and local levels. The tourism industry is among the leading earning source of income to the country and has greatly contributed to the national economy during the past fifteen years. It has led to the industry becoming a principal focus of poverty reduction efforts.

Tourism in Tanzania started in the early 1950's when the British Colonial government started using the Game Reserves including the Serengeti Ecosystem as hunting sites. Tourism started in the then Momela Game Reserve now known as Arusha National Park as filming activity that was named as 'Hatari' (Danger in Swahili) in 1962 by starring John Wayne, an American film maker who released the film in United Kingdom for the first time in 1963 (*Hatari* Documentary Film, 1999).

During its initial stages, tourism was highly supported by the father of the nation and first President of Tanzania, the late Mwalimu Julius Kambarage Nyerere in 1961 stating, "I personally, I am not interested in animals. I do not want to spend my holidays watching crocodiles. Nevertheless, I am entirely in favour of their survival. I believe that after

diamond and sisal, wild animals will provide Tanganyika with greatest source of income. Thousands of Americans and Europeans have the strange urge to see these animals." (Levine, 2002: 1047 quoted by Kideghesho, 2003).

After the presidents' support statement, tourism developed in some other areas including the Serengeti, "The endless plains" and Ngorongoro "The living Eden" in 1969 in the crater floor, ten years after the establishment of the area as a conservation area. When tourism gained popularity and considered a significant economic activity due to rise in needs of foreign currency for the nation, Tanzania Government formed the Tanzania Tourism Limited (TTL) in 1969, which became Tanzania Tourist Corporation (TTC) in 1977 after the collapse of the East African Community.

One strategy among others was to send tourism staff into several embassies in the foreign countries for tourism promotions and operate local tourism services under the company named State Travel Services (STS), a government agency. In 1990, the government began liberalizing the tourism sector which afterwards caused tourism institutions to be amalgamated including the TTC and hence Tanzania Tourist Board was formed under the law Cap.364 of 1992 and thereafter amended by Act No. 18 of 1992 (MNRT,2002) . The TTB major jurisdiction was and is to promote and develop the tourism industry in Tanzania.

Tanzania had severe hunting (legal and illegal) problems in 1980 and initiated a national ant- poaching operation which triggered conflicts which by 1989, brought government to initiate a deal to involve community and make them enjoy the part of the revenues collected from tourism. Baldus, *et al* (2003) stated that by involving organized community conservation projects, poaching declined from 5000 animals per year in 1980's to 30 animals by 2003. Again, he stated that the decline in poaching is due to revenue that was directed to community economy from hunting and bush meat supply under a project financed by GTZ.

The voluntary benefit sharing between the Selous Game Reserve (SGR) and the communities was complemented by a statutory allocation of share in hunting revenue (effectively less than 10% of total revenues) from the treasury, which is paid to the

districts. Unequal benefit sharing declines the local economy and lowers the status of the importance of natural resources areas.

2.2.5 Tourism in the NCA

The Ngorongoro Conservation Area (NCA) is one of the important wildlife protected areas in East Africa. The Maasai have shared this region with wildlife for hundreds of years. Nevertheless, they have lived under conservation policy since 1959, when the NCA designated as a multiple land use area for wildlife, people and their livestock (Kijazi, 1997). The decline of livestock (primary economic activities of the community) and increase of local community population encouraged many small-scale farming activities in the NCA. The community engaged in small-scale business and tourism activities amongst them as an alternative for the economic development. From 1959 when NCA was established, the indigenous community has benefited from tourism earnings. Some of the community development projects included livestock development, road improvements, building of schools, food supply such as maize and beans, health services and support on school fees for a few selected pupils/students from poor families each year. The community projects adjacent and within the protected areas differ according in many factors.

Adam, *et al*, in Hulme, *et al*, (2006) commented that community conservation projects not only differ in the way in which they relate to nature, but also in the degree to which they involve local community and how they do so. He goes further to challenge whether community engagement is enough in the process of realizing community empowerment and decision making.

Ngorongoro in particular has shown sustainable revenue increase in the area from Tshs. 3.5 billion in 2000 to Tshs.59.0 billion in 2012 (*NCA Accounts Report, 2011/2012*). Tourism is regarded as the top earning source of income in Tanzania in 2009. This income growth enabled the NCAA to contribute about 2.1 billion, which is 5.1% of its income direct to the communities' development and 25% to the District council. Together with that amount of funds from the NCAA budget for the community livelihoods, there is some amount of tourism revenue that is accrued by the communities from different

activities that they are directly or indirectly involved. Total tourism revenue contribution to the communities is approximated to 42% of the NCAA tourism revenues by 2010 (NCAA financial report, 2010/2011).

From the mid 1980s approaches to conservation began to undergo changes, and to shift away from their previous emphasis on exclusion and isolation. As conflicts between NCAA authorities and communities intensified, it was recognized that any attempt to conserve wildlife was unlikely to succeed unless it engaged the active support of local human populations. As a result of this change in attitude towards wildlife management, the NCAA started a pilot community outreach plans approach to conservation (Barrow 1996), aiming to integrate conservation and development objectives so that each could be promoted without detriment to the other, and positive human-wildlife interactions be promulgated (MNRT 1985).

In 1985 a Regional Conservation Strategy for the Serengeti was established, combining conservation and development objectives and working with government authorities both within and outside protected areas. For the next decade wildlife management activities in the Western Serengeti included as major components education and extension activities among landholders. Although consideration of community-level concerns played a part in wildlife planning and decision-making, the main emphasis of this approach to conservation was to establish communication with villages living within and adjacent to the National Park rather than to increase directly the local value of wildlife on lands outside protected areas.

The Ngorongoro Conservation Area has a community of pastoralists who depends much of their livelihood on livestock keeping as the main base of their economy. The number of head per person was 12:1 for Cattle and 18:1 for small stocks back in 1980's when the population census was 28,000 people. The number of livestock started declining in the early 1990's due to severe drought and diseases that were associated with the interaction between wildlife and livestock in the area. Hence the livestock decreased to 2: 1 for cattle and to 6: 1 for small stocks when compared to the 2007 census of people which was 70,000 (NCAA GMP, 2008).

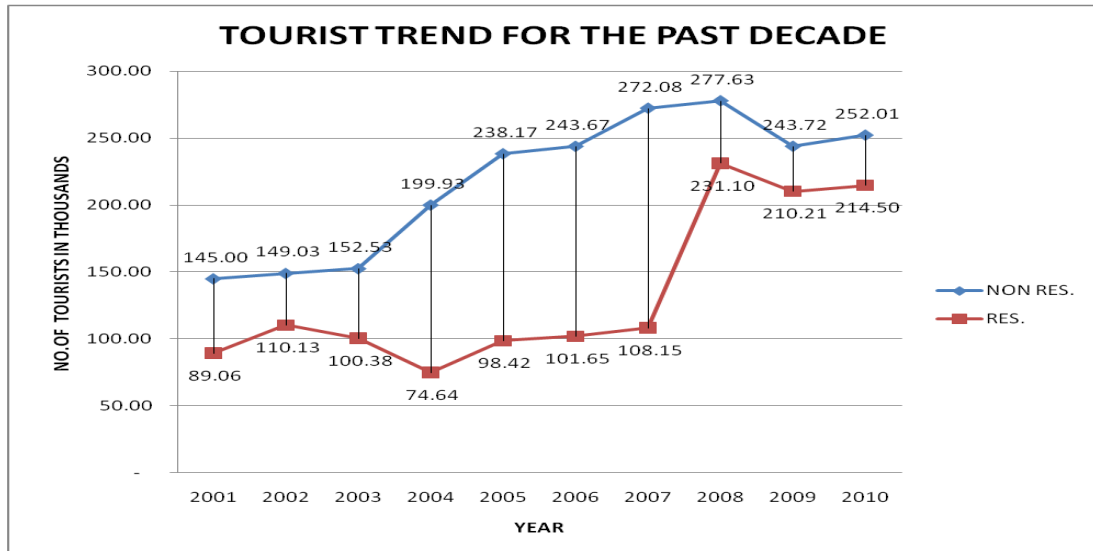
The government of Tanzania in mid 1991 deliberately announced the small-scale farming to complement the food stock in the NCA, an exercise that aimed to end in 2005 after food security measures could have been found. Unfortunately it seems that farming changed to large scale in the NCA and therefore affected the core wildlife areas badly. The farming was banned in 1976 when observed to take over the core wildlife areas and therefore the NCAA management initiated tourism projects as an alternative to farming which was incompatible with the conservation activities.

The NCAA and NPC shares activities such as cultural bomas management and walking safaris payments at a 50% rate which is directed to the communities under the management of the Ngorongoro Pastoralist Council (NPC), which is the community's council but with very little financial management knowledge and structures.

Nevertheless, the information on the tourism revenue impact to local communities' livelihoods in Ngorongoro has little documentation which gives little understanding of the growth of the economic situation of the communities of the area. There are many challenges apart from the tourism that has not proven the success of the communities economic and how it complements the livelihood and economic development generally.

The effective Tourism projects in the NCA were initiated in 2004, when voluntary reformation were done to make sure that the communities are directly involved in the tourism activities to enable direct benefits sharing. NCA due to its uniqueness continued hosting a good number of the tourists who arrived in Tanzania. From 1998, the Ngorongoro Conservation Area received half of the tourists visited the country which is a status maintained to date (see Figure: 2 below).

Fig:2 NCAA Tourist Statistics



Source: NCAA Tourist Statistics, 2010

The communities are involved directly to develop tourism activities such as cultural 'bomas' which is a step forward to alleviate poverty as they earn money through selling handcrafts, hiring of donkeys during walking safaris, providing local guides for walking safaris and collection of fees for traditional dances through close supervision from NCAA management. Besides all these benefits, only authorized bomas are allowed for the visitors.

To make all these successful, a support of the communities' economic development strategies, marketing segmentation of their products and available attractions are very important aspects. Many communities struggle on their own to set up marketing programs for their products. Communities' tourism marketing is difficult because it includes everything the community does in the sale or renting of products or services. It includes among other things, community beautification, infrastructure development, product development, quality of products, hospitality, positioning, advertising, personal sales, sales promotions, public relations, exposure and after sale services (Wearing *et al*, 1999).

The communities in Ngorongoro need to enjoy the advantages that are derived from rights of occupancy of the NCAA for their benefit. This will go hand in hand with

awareness and understanding among the communities. Better participation of the communities in NCA plans and programs will be a base of all kinds of development. Okello et al (2003) commented on the community tourism projects in the Maasai sanctuary in Tsavo - Amboseli Kenya that it failed to set up a proper marketing programs because of limited understanding.

The NCAA markets both its resources and community products in and outside the NCA and involves the community's field team which boosts revenues at minimum costs. There is no any tourism partner is allowed to run the projects, and if one were allowed, it must be assessed by the NCAA management to minimize leakage. When there is no clear mechanism to lead the community tourism projects, then no one will be sure of what is going on and therefore community exploitation.

Literature gives a strong argument on the existing linkage between community and management. It further argues that many of the benefits from tourism go to the world as a whole, while the cost is usually borne at national and local level. These costs to community are the loss of access to the protected areas land and damage caused by wildlife, the heaviest burden tend to be borne by poorer countries and especially by impoverished people living in rural areas.

This often proves a powerful disincentive to local support for conservation and many protected areas are unlikely to be able to secure their future without finding role to play in supporting local socio-economic development, many protected areas face constraints to linking biodiversity and poverty reduction in these areas. The indigenous community in Ngorongoro stands on the advantage of having the Ngorongoro Conservation Authority that supports the indigenous Maasai and Datoga living in NCA.

The market accessibility is another important alternative situation for profit maximization to community in and out of the protected areas. The inaccessibility to small-scale businesses may have contributed a lot to decline of local traditional economic base, but it should be controlled so that it cannot controversy the management of natural resources. In the case of NCA once farming was set as an alternative to the decline of livestock in the early 1990's, it was not compatible with conservation of natural resources. The

alternative to this aspect will be properly planned tourism, managed and best marketing structures to change people's attitude and minds to conservation of natural resources (Nyerere, Arusha Manifesto, 1961). NCAA as a tourism corporation is therefore legible to take care of the local community through CSR concerns.

2.3 Literature Review from Earlier Studies

One of the chief reasons that governments support and promote tourism throughout the world is that it has a positive impact upon economic growth and development. Tourism should generate employment and income, lead to a positive tourism balance of payments, stimulate the supplying sectors of tourism, and lead to a generally increased level of economic activity in the country. Thus, tourism should have an impact on the frequently used quantitative measure of the economic development, gross domestic product (GDP). As a result, a specialized literature has developed to measure the impact of tourism upon GDP to deal with measuring how tourism contributes to economic growth.

However, the problem of measuring the economic impacts of tourism requires a broader view on the analysis of the interaction between tourism and GDP. For example, the increase of tourism share in GDP may be a result of the stagnation of other industries and/or their replacement/ousting by tourism. Therefore, as an economic benefit of tourism we do not perceive the GDP generated by tourism and its share in country's GDP but the stimulation of the economic growth by tourism. This research note is an attempt to measure more adequately the impact of tourism upon economic growth than previous models, allowing for a more accurate measure for the impact of tourism on the economy and especially for the Maasai community living within the NCA.

One leading study on the impact of tourism and economic development is by Protença and Soukiazis (2005). In their investigation, the correlation between the bed capacity of Portuguese regions and the regional economic growth measured by GDP per capita growth. They find that 1% increase in accommodation capacity in tourism sector induces 0.01% increase in per capita income. Tourism also increases the convergence rate of per capita income in Portuguese regions.

Using a different methodology, Lanza and Pigliaru (1999) examine the tourist specialization of the country and its effect of the economic growth based on Lucas's two-sector endogenous growth model. The authors states that countries with endowments of suitable natural resources large relative to the size of their labour force, are likely to develop a comparative advantage in tourism and will grow faster than those who specialise in the manufacturing sector (p. 12).

In a similar fashion, Brau *et al.* (2003) further discuss the problem observing the correlation between the tourism specialization of the country (the ratio between international tourism receipts and GDP at market prices) and the real per capita GDP growth rate. They find that small tourism countries grew faster during the period 1980-1995 than countries from OECD, oil producers, least developed countries or other small economies, and conclude that although smallness of a country is detrimental to growth, the opposite is true if it is combined with tourist specialization.

Some recent studies focused on the contribution of tourism to the economic growth on several countries and regions. Among these studies, we can quote the following: Eugenio-Martin *et al.* (2004) investigate the relationship between tourism and economic growth for Latin American countries from 1985 through 1998. The empirical results show that tourism development can contribute to the economic growth of medium or low-income countries, while such a role is unclear for developed countries. Lee and Chang (2008) reached the conclusion that there is a unidirectional relationship running from tourism towards growth for OECD countries whereas a bidirectional causality relationship exists for non-OECD countries.

In Africa, Fayissa *et al.*, (2007) using a panal data of 42 African countries, their results showed that receipts from tourism industry significantly contribute to economic growth of Sub-Saharan African countries. Finally, Skerritt and Huybers (2005) investigate the effect of International Tourism on GDP per capita of 37 developing countries, the results indicate that tourism positively affect economic development in these countries. From what has been discussed, many developing countries have thus started to consider tourism as an important and integral part of their economic growth and development strategies.

Godwin in Robinson *et al* (2000) argue that, tourism is one of the few forms of sustainable use that can be used to enable local people to derive economic benefits from the protected areas and view the area as an asset that brings additional economic opportunities to the community. The community behaviour/culture towards development, customer preference and satisfaction as well as legal framework becomes basic concepts for resident's welfare in the conservation area.

One cannot speak of peoples' access to development in conserved areas unless there is a concern in development administration concepts. Development is ultimately aimed to the people; hence it should accord primacy to the public. The administration should be client oriented and not profit oriented. People in protected areas are demanding recognition and a share in the revenue collected.

For the development functions to be effective and for it to be people oriented, participation of people is emphasized in formulating plans, implementation and sharing the benefits derived. Thus Development administration should focus on "planning with people" rather than "planning for people". It should be people centred rather than productions centred, that is, not in maximizing production, goods and services but to address the needs of people, empower people.

Development administration has two concepts; administration of development and administrative development. Administrative development is increasing and improving the capabilities of administrative system. It involves modernization of administrative structure, capabilities of personnel, attitudinal and behavioural changes among the administrators. Development administration is concerned with plans, policies, programmes and projects which focus on community and nation building as well as socio-economic development. It aims to achieve socio-economic goals through the talents and expertise of bureaucrats. (<http://wiki.answers.com/Q/What> is the meaning of development administration #ixzz1iy7k8Oxb, accessed on 28th March 2013)

Development administration focuses on the results to be achieved rather than the traditionalist view of strict adherence to rules and hierarchy. Strict adherence to rules creates rigidity, delay and procrastination. Development per se is oriented towards change in a destined direction. This means that, there must be a goal towards which, the

organizations in concerned; though these goals might be multiple, but supremacy of one goal to another has to be considered. Thus, development administration is change oriented and rejects status quo. Every development functions have a goal to be achieved. Economic Development has the goal to improve the quality of life such as better literacy rate, life expectancy and reduction in poverty rates.

For the goals to be achieved, to relate the means to ends, planning and temporal dimension is a salient feature. Planning aids in deciding the resource required for the goal, the time in which it needs to achieve. Development administration has an innovative dimension; it is flexible enough to design new methods, procedures, policies which would save time, increase effectiveness and quality. Administrators under this concept are required to be committed to the policies, plans and programmes. The commitment is not necessarily to the political parties, who enacts the policies but to the values that an administrator should upheld in his/her profession.

2.3.1 The CSR Theories

The Corporate Social Responsibility (CSR) field presents not only a landscape of theories but also a explosion of approaches, which are controversial, complex and unclear. This part tries to clarify the situation, “mapping the territory” by classifying the main CSR theories and related approaches in four groups:-

Instrumental theory is a theory in which the corporation is seen as only an instrument for wealth creation, and its social activities are only a means to achieve economic results and social responsibility. Only the economic aspect of the interactions between business and society is considered. So any supposed social activity is accepted if, and only if, it is consistent with wealth creation. This group of theories could be called instrumental theories because they understand CSR as a mere means to the end of profits. This concept was in the early years of the NCAA, very widely used since the concern for the welfare of the Maasai community living within the area was just regarding them as part of tourists’ attraction like other attractions. So regarding people as instruments of wealth creation could not open up concern for social welfare and advocacy.

Representative of this approach is the well-known Friedman's view that "the only one responsibility of business towards society is the maximization of profits to the shareholders within the legal framework and the ethical custom of the country" (1970). Instrumental theories have a long tradition and have enjoyed a wide acceptance in business so far. As pointed out recently, "a leitmotiv of wealth creation progressively dominates the managerial conception of responsibility" (Windsor, 2001, p. 226).

Concern for profits does not exclude taking into account the interests of all who have a stake in the firm (stakeholders). It has been argued that in certain conditions, the satisfaction of these interests can contribute to maximizing the shareholder value (Mitchell, *et al.*, 1997; Ogden and Watson, 1999). An adequate level of investment in humanity and social activities is also acceptable for the sake of profits (McWilliams and Siegel, 2001), as is the case in Ngorongoro conservation area.

Political theories, which concern themselves with the power of corporations in society and a responsible use of this power in the political arena; at this level, the social power of corporation is emphasized, specifically in its relationship with society and its responsibility in the political arena associated with this power. This leads the corporation to accept social duties and rights or participate in certain social cooperation in view that politics plays a major role to influence decisions of politicians in relation to the communities.

Corporations will not operate unless adheres to political demands and lobbying that underlie the operations through which it can be seen as a potential partner in meeting society's goals. This can be exemplified in cases whereby, while the law prohibits farming in the conservations, the Maasai community have been demanding small scale farming in the area by lobbying politicians especially during election campaigns to allow farming. So as to ease operations and relationships of the organisation and the community; politicians find themselves compelled to allow farming in the area as Samuel Malechela, the then Prime Minister allowed it in 1992, but was prohibited again by Minister of natural resources and tourism in 2009, Ms Shamsa Mwangunga. Presently there is still great demand for such small scale farming and the Maasai elders have had lobby plans with politicians to persuade the government to act on their favour.

Integrative theories, in which the corporation is focused on the satisfaction of social demands, whereby a corporation strives to make sure that community around it are well off and have capacity to run their life smoothly and social empowerment becomes an obligation. Plans for community decision making are reflected even in their vision and mission. This is supposed to be the real case since among the obligations that the NCAA is supposed to perform is empowering the local community with and without the area.

This becomes part of this study through which the capacity to which the organisation strives to empower people within the area is to be measured. The NCAA as a corporation behind all conservation concerns and demands is supposed to look also for the well being of residents who, for a long time have been conserving wildlife and environment even before conservations were established.

Ethical theories bases on ethical responsibilities of corporations to society; ethical theorists understand that the relationship between business and society is embedded with ethical values. This leads to a vision of CSR from an ethical perspective and as a consequence, firms/organizations ought to accept social responsibilities as an ethical obligation above any other consideration.

This ethical obligation goes further to set some standards through which the managers of the corporation to feel concern to have a well stipulated norms between the community and the firm/organization. These are reflected in the vision and mission of the organisation as well as in the administered programmes to the community. It goes further to make sure that all the projects that are directed to community are to a greater extent, community's demands, and not manager's feelings and concerns.

In practice, each CSR theory presents four dimensions related to profits, political performance, social demands and ethical values. The findings suggest the necessity to develop a new theory on the business and society relationship, which should integrate these four dimensions. Since the second half of the 20th century a long debate on corporate social responsibility (CSR) has been taking place. In 1953, Bowen (1953) wrote the seminal book 'Social Responsibilities of the Businessman'. Since then there has been a shift in terminology from the social responsibility of business to CSR.

Additionally, this field has grown significantly and today contains a great explosion of theories, approaches and terminologies.

Society and business, social issues management, public policy and business, stakeholder management, corporate accountability are just some of the terms used to describe the phenomena related to corporate responsibility in society. Recently, renewed interests for corporate social responsibilities and new alternative concepts have been proposed, including corporate citizenship and corporate sustainability. Some scholars have compared these new concepts with the classic notion of CSR (van Marrewijk, 2003 for corporate sustainability; and Matten et al., (2003) and Wood and Lodgson, (2002) for corporate citizenship).

Furthermore, some theories combine different approaches and use the same terminology with different meanings. This problem is an old one. It was 30 years ago that Votaw wrote: “corporate social responsibility means something, but not always the same, to some it conveys the idea of legal responsibility or liability; to others, it means socially responsible behaviour in the ethical sense; to still others, the meaning transmitted is that of ‘responsible for’ in a causal mode; many simply equate it with a charitable contribution; some take it to mean socially conscious; many of those who embrace it most fervently see it as a mere synonym for legitimacy in the context of belonging or being proper or valid; a few see a sort of fiduciary duty imposing higher standards of behaviour on businessmen than on citizens at large” (Votaw, 1972, p. 25).

Nowadays the view is not much better. Carroll, one of the most prestigious scholars in this discipline, characterized the situation as “an eclectic field with loose boundaries, multiple memberships, and differing training/perspectives; broadly rather than focused, multidisciplinary; wide breadth; brings in a wider range of literature; and interdisciplinary” (Carroll, 1994, p. 14). Actually, as Carroll added (1994, p. 6), the map of the overall field is quite poor. However, some attempts have been made to address this deficiency. Frederick (1987, 1998) outlined a classification based on a conceptual transition from the ethical–philosophical concept of CSR (what he calls CSR1), to the action-oriented managerial concept of social responsiveness (CSR2). He then included a normative element based on ethics and values (CSR3) and finally he introduced the

cosmos as the basic normative reference for social issues in management and considered the role of science and religion in these issues (CSR4).

In a more systematic way, Heald (1988) and Carroll (1999) have offered a historical sequence of the main developments in how the responsibilities of business in society have been understood. Other classifications have been suggested based on matters related to CSR, such as Issues Management (Wartick and Rude, 1986; Wood, 1991a) or the concept of Corporate Citizenship (Altman, 1998). An alternative approach is presented by Brummer (1991) who proposes a classification in four groups of theories based on six criteria (motive, relation to profits, group affected by decisions, type of act, type of effect, expressed or ideal interest).

These classifications, in spite of their valuable contribution, are quite limited in scope and, what is more, the nature of the relationship between business and society is rarely situated at the centre of their discussion. This vision could be questioned as CSR seems to be a consequence of how this relationship is understood (Jones, 1983; McMahon, 1986; Preston, 1975; Wood, 1991b).

The resource-based view of the firm/organization (Barney, 1991; Wernerfelt, 1984) maintains that the ability of a firm/organization to perform better than its competitors depends on the unique interplay of human, organizational, and physical resources over time. Traditionally, resources that are most likely to lead to competitive advantage are those that meet four criteria: they should be valuable, rare, and inimitable, and the organization must be organized to deploy these resources effectively.

The “dynamic capabilities” approach presents the dynamic aspect of the resources; it is focused on the drivers behind the creation, evolution and recombination of the resources into new sources of competitive advantage (Teece, *et al.*, 1997). So dynamic capabilities are organizational and strategic routines, by which managers acquire resources, modify them, integrate them, and recombine them to generate new value-creating strategies. Based on this perspective, some authors have identified social and ethical resources and capabilities which can be a source of competitive advantage, such as the process of moral decision-making, the process of perception, deliberation and responsiveness or capacity

of adaptation (Litz, 1996) and the development of proper relationships with the primary stakeholders: employees, customers, suppliers, and communities (Harrison and St. John, 1996; Hillman and Keim, 2001).

A more complete model of the 'Resource-Based View of the Firm' has been presented by Hart (1995). It includes aspects of dynamic capabilities and a link with the external environment. Hart argues that the most important drivers for new resource and capabilities development will be constraints and challenges posed by the natural biophysical environment. Hart has developed his conceptual framework with three main interconnected strategic capabilities: pollution prevention, product stewardship and sustainable development. He considers as critical resources continuous improvement, stakeholder integration and shared vision.

In practice, a number of studies have been carried out to determine the correlation between CSR and corporate financial performance. Of these, an increasing number show a positive correlation between the social responsibility and financial performance of corporations in most cases (Frooman, 1997; Griffin and Mahon, 1997; Key and Popkin, 1998; Roman et al., 1999; Waddock and Graves, 1997). However, these findings have to be read with caution since such correlation is difficult to measure (Griffin, 2000; Rowley and Berman, 2000).

Three main groups of instrumental theories can be identified, depending on the economic objective proposed. In the first group the objective is the maximization of shareholder value, measured by the share price. Frequently, this leads to a short-term profits orientation. The second group of theories focuses on the strategic goal of achieving competitive advantages, which would produce long-term profits. In both cases, CSR is only a question of enlightened self-interest (Keim, 1978) since CSRs are a mere instrument for profits. The third is related to cause-related marketing and is very close to the second.

Let us examine briefly the philosophy and some variants of these groups. Maximizing the shareholder value; a well-known approach is that which takes the straight-forward contribution to maximizing the shareholder value as the supreme criterion to evaluate specific corporate social activity. Any investment in social demands that would produce

an increase of the shareholder value should be made, acting without deception and fraud. In contrast, if the social demands only impose a cost on the company they should be rejected. Friedman (1970) is clear, giving an example about investment in the local community: ‘It will be in the long run interest of a corporation that is a major employer in a small community to devote resources to providing amenities to that community or to improving its government. That makes it easier to attract desirable employees, it may reduce the wage bill or lessen losses from pilferage and sabotage or have other worthwhile effects.’ So, the socio-economic objectives are completely separate from the economic objectives. Currently, this approach usually takes the shareholder value maximization as the supreme reference for corporate decision-making.

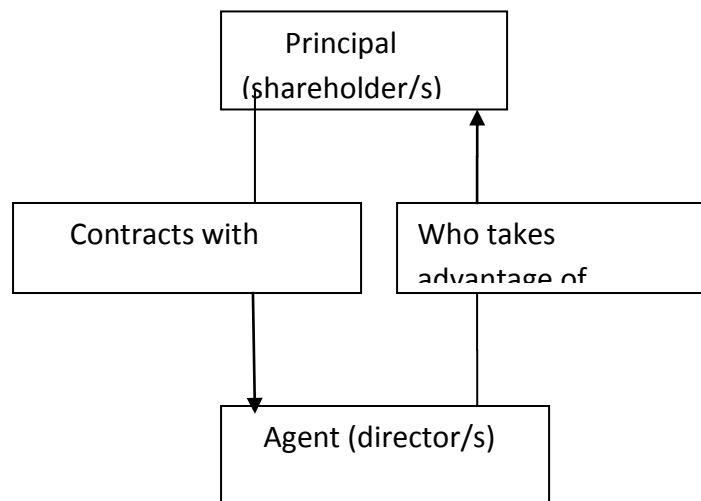
The Agency Theory Corporate Social Responsibility (Jensen and Meckling, 1976; Ross, 1973) is the most popular way to articulate this reference. However, today it is quite readily accepted that shareholder value maximization is not incompatible with satisfying certain interests of people with a stake in the organization. In this respect, Jensen (2000) has proposed what he calls ‘enlightened value maximization’. This concept specifies long-term value maximization or value-seeking as the firm’s objective. At the same time, this objective is employed as the criterion for making the necessary tradeoffs among its stakeholders. So going beyond, the theory perceives the governance relationship as a contract between shareholder (the principal) and director (the agent). Here the agents (directors) fight to realize profit for themselves while at the same time don’t harm the interests of the principal (shareholders).

This theory was established by Jensen and Meckling (1976) as follows: ‘agency theory involves a contract under which one or more persons (shareholders) engage another person/s (directors) to perform some service on their behalf which includes delegating some decision making authority to the agent. If both parties to the relationship are utility maximizers, there is good reason to believe the agent will not always act in the best interests of the principal’, though the opposite can be true.

The community as a principal, there must be an understanding on how much stake do they have in the corporation and make sure the agent does not deprive them on the returns and on the allocation of funds directed to community’s projects. Nowadays there is a

demand that the NCAA should give to the NPC 30% of total revenue for them to plan and implement projects for their preferences. This shows that there is a failure between governance processes and corporate performance.

Fig.3. The Governance Relationship



Source: *The Governance Relationship*

2.3.2 Conceptual Framework

The theoretical frame work of this study is derived from corporate social responsibility theory. The Corporate Social Responsibility Theory was the basis on the emphasis that organizations have the role to play for the community's welfare. Tricker (2009).

Here there is what the researcher considered as independent variable (The provision of social services) and dependent variable (residents' welfare) which were used as tools for probing ideas in this particular case study.

The Ngorongoro Conservation Area Authority has been subject to a long and varied history of externally-imposed wildlife management regimes, starting in the midst of the last century. Wildlife and tourism provides a major source of revenue for the Tanzanian government. When it comes to wildlife and tourism expectations are not only allocating a proportion of tourist and hunting revenues to rural development activities, mainly the construction, rehabilitation and maintenance of infrastructure such as schools, bridges,

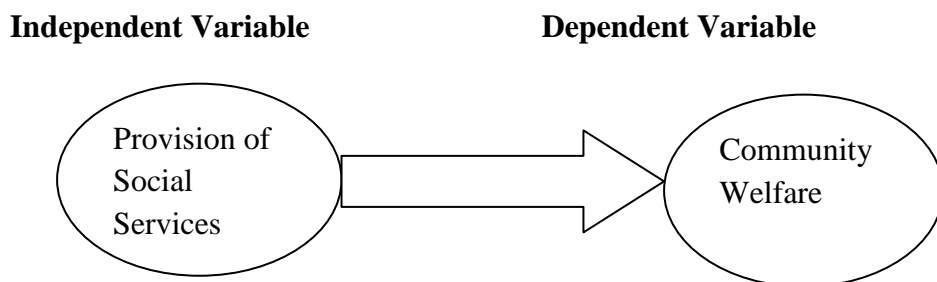
roads, dispensaries and water supplies, but also including some support to small enterprise development aims to ensure that some level of community benefit accrues from wildlife. How these expectations are fulfilled in NCAA is not clearly documented. Therefore, this study seeks to assess and document on the contribution of tourism to the community's welfare through the provision of social services.

It is basically known that, tourism as an industry has multiplier effects, meaning that it is influenced unevenly by either internal or external factors. For this particular case every single cent that NCAA injects/uses in the provision of social services is derived from tourism. The revenues when used properly with commitment and concern for the wellbeing of the community, there is in no way that the Maasai community can remain or become poor. The provision of social services should aim in the first place in poverty eradication and community empowerment.

The communities in the NCA depend much on livestock keeping as the main activity, but it should be noted that with the current trend of climate change and fragile nature of livestock-easily susceptible to drought and animal diseases- welfare of the communities cannot be attained unless emphasis is placed on the provision of social services like water, health, education and infrastructure.

The diagram below summarizes the results.

Fig: 4 Conceptual Framework



Source: Adopted from Tony Saich - *Social Welfare Provision and Economic Transition: Pluralism and Integration of service Delivery.*

2.3.3 The Impact of Tourism on Maasai Culture and Behaviour.

Traditionally, the Maasai are nomadic people, travelling in extended family units. They travel extensively together with herds. The Maasai diet consists almost of milk, blood and meat from their livestock.

Raymond de Chavez et al (2011) noted that indigenous people are paying high price for tourism, in the sense that it has brought about a wide scale eviction from their lands, economic dislocation, breakdown of traditional values and environmental degradation. The traditional economic activity – pastoralism has been claimed as primitive and destructive. Even the Maasai traditional social - political institutions have suffered as a consequence of tourism activities.

What makes them bitter and sad in most of these scenarios is the attitude of exploitation that tourism carries with it. Exploitation of natural resources, of traditional values, of trust between cultures and yet there is no generation of something positive out of these operations and activities. The money it generates for the local indigenous economy more often than not is not enough to take to another level peoples' wellbeing. Tourism generates money which in most cases goes to head offices of the tour corporations. Unless benefits sharing mechanisms are put in place there is no way tourism will ever help the indigenous peoples.

Maasai culture has further been threatened and commercialized. Negative western values have influenced the Maasai youths, leading to loss of traditional values, prostitution (commercial sex) and the spread of HIV/AIDS. Other worse western influences on the local community are the production, distribution and use of prohibited drugs such as marijuana and hashish and taboos have constantly been broken by foreign tourist (Runyoro 2009).

Tourism has facilitated further disintegrations of the peoples' indigenous way of life. Cash produced from the tourism industry has led to the commercialization and individualization of the indigenous' ways of simple living and mutual cooperation. The Maasai presently regard themselves as tourism commodity and as in demand like rhinos, elephants and other rare beasts in matters of tourism attraction. Likewise the

commercialization of their culture has led to undignified ways of seeking a livelihood such as allowing them to be photographed as souvenirs or do indigenous dance for a fee (Kaswamila, A.L.2003).

Maasai in their traditional culture, the number of cattle that a Maasai man owns as well as the number of wives that he has is an indication of status and wealth. However the severe droughts in Tanzania over the recent years have made it very difficult for the Maasai since many cattle have died and it has been hard for them to keep their remaining livestock healthy (Kaswamila,A.L.2006). With the questions of climate change, this case will continue to have an effect on the life of these communities.

On the other hand, the World progress (technological, medical, social and so on) has also had a large impact on the Maasai. They have not been exposed to the demands of the outside world, nor do they isolate themselves from it the way they once did. Once in a while you'll see a Maasai on a cell phone, or listening to a portable radio. The number of Maasai leaders that use the same non-sterilized knife to circumcise a whole group of boys is declining. From boyhood to adulthood young Maasai boys begin to learn the responsibilities of being a man and a warrior-moran. The role of a warrior is to protect their animals from human and animal predators, to build Maasai homes (kraals) and to provide security to their families. Through rituals and ceremonies, including circumcisions, Maasai boys are guided and mentored by their fathers and elders on how to become warriors.

Globalization and tourism has become a deadly mix for the indigenous people. It is an established fact that tourism has brought a long term damaging effects on the indigenous people even prior to globalization (Runyoro, 2009).

The Maasai culture however is changing rapidly. Some groups (termed "semi-nomadic Maasai") now stay in one location for much longer seasons or years or even completely stationary. This allows their children to attend schools, though sometimes only for short periods. Schooling is a new concept for the Maasai and many still don't do it as children traditionally help tend cattle, but it is gaining momentum (Kaswamila, A.L.2006).From

one perspective, it's sad to see a Maasai losing some of their traditional way of life, but on the other hand, it's easy to see why.

A good thing to learn is that the Maasai do not by nature seek to harm wildlife as they greatly understand the traditional importance of wildlife and conservation in general.

2.4 The Synthesis

The need to balance the communities' needs as well as tourism activities, together with conservation services should be a foundation towards which the welfare and plans of the community are placed at the centre of the NCAA.

In a nutshell, there is no clear assessment on the impact of tourism revenue to the socio-economic development of the NCA indigenous communities. Lack of documentations indicates that there are many challenges that face the tourism revenue directed to the Maasai community and the community development in general.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this section, various methodological issues pertaining to this study are presented and described. The chapter provides details about the techniques and methods used in the study while at the same time giving reasons to justify why they have been chosen.

The chapter is organized into several sections namely; study area, research design, description of the study population and sampling strategies, sources and methods of data collection, data analysis techniques.

3.2 Study Area

The study was conducted in the Ngorongoro conservation Area. The NCA is situated in Northern Tanzania Approximately 35° 30' East and 3°15'south of the Equator, at a distance of 185 Km from Arusha City. It lies within the Great Rift Valley which can be traced all a long way from Turkey, at 1430 mts to 2430 mts altitude from the sea level (NCAA, 1994).

The area is bordered mainly by the wildlife management areas, which are important as refugee areas for the survival of the wild animal species during the normal movements in the ecosystem.

On the west, the area is bordered by the SENAPA and the Maswa Game Reserve, on the south by Lake Eyasi escarpment and the agricultural communities of Karatu, Oldean, and Mbulumbulu and on the North by the Loliondo Game Control Area, the Silalei plains and the Lake Natron Basin. The area has exceptional resources that maintains its uniqueness including Ngorongoro Crater situated at the centre of the area with about 250 Km² and 610mts deep. Empaakai Crater situated on the northern zone of NCA with an area of 35 Km² and 300mts deep and a lake of about 85 mts depth, and Olmot Crater situated on the Northern Zone of NCA. The Ngorongoro Crater is internationally renowned for its rich wildlife spectacular scenery (Bygot, 1989). The study is concerned with two villages

(Ngorongoro and Endulen) among seventeen villages that make the Ngorongoro division, which is also the NCA.

Also the villages have been selected because most of the NCAA programs are directed to those areas including pilot exercises and these areas have large population. The villages are of preference too since they are easily accessible and close for the researcher since the area is a conservation area with wild animals which does not allow free movement.

3.3 Research Design

The research design indicates the various approaches to be used in solving the research problem, sources and information related to the problem and in time frame and the cost budget. It essentially creates foundation for entire research work. The design enables the researcher to perform the chosen task easily and in a systematic way.

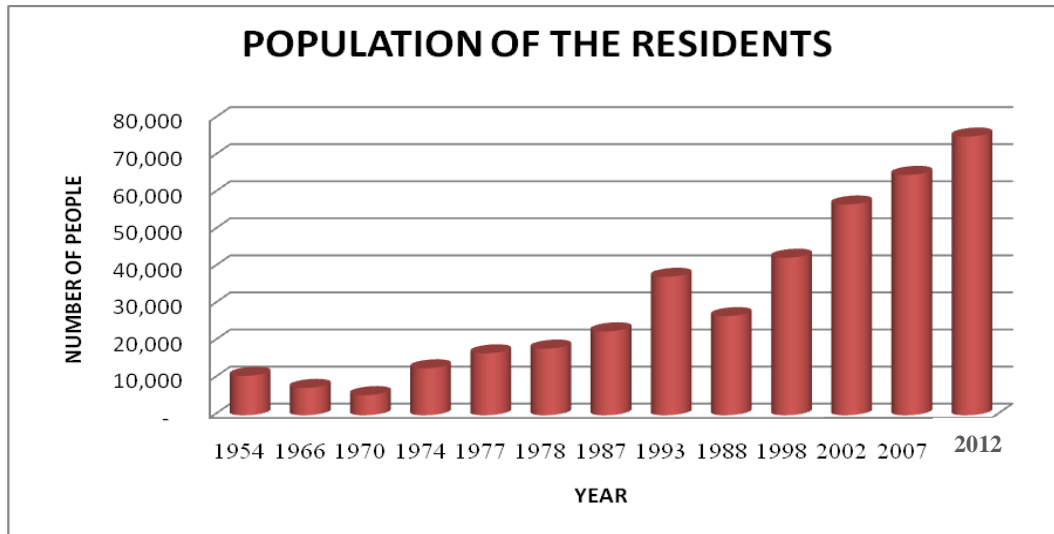
This study used a case study research design. The research design basically gives explanation of the phenomenon in depth and is a method used to narrow down a very broad area of research to make it small so as to be manageable per the resource available to the researcher.

This study involved a combination of quantitative and qualitative approaches to obtain quantitative and qualitative data. The quantitative approach was adopted to collect data from the community members from the two villages by the use of questionnaires. Qualitative data were collected from staffs in Ngorongoro Conservation Areas Authority (NCAA) and from Ngorongoro Pastoralist Council (NPC) by use of interviews and observation. The combined approach was desired because it makes it possible for qualitative to complement quantitative data and vice versa and in that way increase the validity of data.

3.4 Population and Sample Size

Due to the controversy about the exact number of people in the NCA caused partly of the pastoral people remaining mobile, the NCAA finds that it is difficult to enumerate.

Fig.5 Local Community Population Trend in NCA



Source: *Local community population trend in NCA*

Nevertheless, about 22,637 Maasai were counted living in Ngorongoro in 1987 (one quarter of those living in Tanzania) with some 275,000 head of livestock, (Information Based by World Conservation Monitoring Centre (WCMC), January 1992) which graze approximately 70-75% of the conservation area. The human population has increased by 26% between 1978 and 1987 (Kayera, J.N.D, 2006). By 2006, about 62,000 people inhabited the NCA, whereby the most populated areas were those that host large number of tourists.

There are no inhabitants in Ngorongoro and Empaakai Craters or in the forests. The vast majority of the populations are the pastoral Maasai people, keeping roughly 300,000 head of cattle, sheep, and goats (MNRT and NCAA 1996). It is estimated at the moment that the population has grown up to 75,000 inhabitants. (Figure 5). These features combined together warrant the NCA for its listing as a World Heritage Site in 1979 and as an International Biosphere reserve in 1981.

3.5 Sampling Procedures and Sample Size

The constraints of the budget limited the level to which the sample size was be employed. The study used random sampling and purposive sampling techniques to obtain the sample size. The researcher applied random sampling technique because it is the best techniques

to obtain an optimum sample. Kothari (1990:56) stipulates that random sampling design that, every item of the universe has an equal chance of inclusion, and the results obtained from probability or random sampling can be assured in terms of probability i.e., we can measure the errors of estimation or the significance of results obtained from a random sample, and this fact brings out the superiority of random sampling design over the deliberate sampling design. In this study the respondents were chosen randomly by visiting their households and providing questionnaires to them. Any matured person could be interviewed regardless of her status and position in the household. Purposive sampling in this study was used for the interviews with the people who had relevant information to the study. NCAA and NPC staffs were interviewed as they were considered to have the key information for the study.

Table: 1. Categories of Respondents

S/n	Category of Respondents	Number of respondents	Sampling technique
1	NCAA staff	30	Purposive
2	NPC staff	30	Purposive
4	Local Leaders	20	Random
5	Local community	100	Random
	TOTAL	180	

Source: *Field Data 2013*

3.6 Data Collection Methods

The research was designed to be conducted based on three methods of data collection so as to obtain the information that could show the way in which tourism revenue impacts on the livelihood economy of the communities of NCA and whether the Maasai community have any stake in decision making. Questionnaires were the main way to data collection, however the interview and literature review were also deeply analyzed to collect information that would support the questionnaires and findings.

Primary and secondary data collection methods were used to get information from respondents and other sources. The questionnaires were made and before data collection, they were piloted and made some corrections where necessary to allow proper information collection to be available before the actual data collection begun. There was a selection of samples in the community for the two villages from the local community

and the NCAA/NPC staff. This helped to clear out minor mistakes that could cause difference in meaning and interpretation of data. Interviews were conducted to the targeted sample in the NCAA. Basing on the research questions, the persons interviewed were notified in advance for them to be available for the interview, and the proposed list of questions were used to keep on the subject.

3.6.1 Primary Data Collection Methods

Both primary and secondary data collection methods were employed. Therefore questionnaires, interviews and observation were used.

3.6.1.1 Interviews

The researcher used interviews to some of the NCAA and NPC staff as well as community in probing on service provision in order to solicit information regarding the procedures used as well as the terms. Based on the list of questions for the semi-structured interview, persons to be interviewed were informed in advance for them to be available for the interview, and some appointments through mobile phones on the time, day and place of the interview were made. Proposed list of interview questions were used to keep on the subject. About 10 questions were developed so as to guide the discussion which could take not more than five minutes. About 20 people were interviewed and notes were successfully taken and justified during compiling. The information from the interviews were rated and stratified to create the required notes to be included in the thesis.

Table 2 Community Sexes of respondents

S/N	Sex	Frequency	Percent (%)
1	Male	90	75
2	Female	30	25
3	Total	120	100

3.6.1.2 Questionnaires

Questionnaires were used to obtain information from all key respondents (staff and community) as shown above. This complemented and supplemented information obtained under interview; observation and documentary review.(See appendix 3 and 4)

3.6.1.3 Observation

Since the above two methods of data collection could not suffice the requirements of data collection, the researcher used observation (practical observation) method in data collection in order to complement information that was not obtained from the interviews and questionnaires.

This method was helpful in the sense that, the researcher could only be concerned with the data needed for the study and therefore complement what was deduced and interpreted from the interviews and questionnaires. It was also best since in observation, one could see the real situation of the respondents with regard to the projects mentioned and support given by the NCAA in meeting their daily life demands.

3.6.2 Secondary Data Collection Methods

The researcher used different documents in order to access accurate and reliable data. Documents comprised of personal profiles, guidelines, directives, policies, regulations, books, journals and NCAA provision performance reports from different areas of which it has been performing. This went hand in hand with the understanding of the future plans aimed at community's support.

3.7 Data Analysis

The collected data were analyzed in accordance with the purpose of the research plan. Data processing were done like editing, coding, classification and tabulation of the collected data so that they could be analysed (Kothari 2004) by Statistical Package for Social Science. These data were analyzed from both data collection sources whereby major variables were analysed. Data collected from a sample size of about 180 with a 90% degree of confidence, and the results were available through SPSS descriptive analysis. All the variables were computerized and entered in SPSS 16.0 data editor.

Data were coded and assigned numerical values and entered into computer for SPSS analysis. Descriptive statistics were run for all questions to generate statistical information using independent and grouped variables. Aggregate analysis was done to the whole data from two villages; Ngorongoro and Endulen. The relationships through cross

tabulation were disaggregated by villages. Aggregate analysis were done to the whole data from NCAA Staffs and NPC members' questionnaires and thereafter disaggregated by sex.

From SPSS data editor, descriptive statistics analyses were run and frequency tables were formulated from the questionnaires to generate statistical information. Chi-square test was run for the variables that required comparisons; for example male and female respondents and villages where data were collected. Data were presented in pie, cylinder and 3-D Column charts to ease interpretation whereas percentage labels from different responses were expressed on the charts.

Some of the responses were run by comparing (n)-random samples to measure the interaction of tourism activities and other communities' economic activities. A table of information available from the interview was prepared by using an interview guide and given annotations related to questionnaire codes. The semi-structured interview information which was used to complement the questionnaire data information is provided in Appendix 1:01 and 1:02

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents and analyzes the findings of this study, and it gives some interpretations of the findings according to the objectives, research questions and theoretical framework of the study. The variables presented and analyzed are of demographic which investigate respondents' characteristics and distributions, as well as other variables and theoretical framework of the study.

4.2 Socio-economic Characteristics of Respondents

Data in Table: 3 show that majority of respondents (73.3%) were males while (26.7%) were females. The study also found that majority of respondents (32%) had their age ranging from 31 to 40. Further, data in Table: 3 show that majority of respondents (27%) had secondary as their level of education. It was also found that the major economic activity was pastoralism (70%) though other economic activities such as employment by NCAA and NPC were (30%). This indicates that pastoralism was the main economic activity in the study area. Table: 3 below summarize the results.

Table 3: Socio-economic Characteristics of the Respondents

Variable	Category	Percent (%)
Gender	Male	26.7
	Female	73.3
Age (Years)	18-28	10
	29-30	12
	31-40	32
	41-50	19
	51-60	20
	60 and Above	7
Education Level	None	30
	Primary	25
	Secondary	27
	Adult Education	0
	College/University	18
Occupation	Pastoralism	70
	Employed by NCAA	5
	Employed by NPC	25

4.3 Services Provided by NCAA to the Community as Measures of Welfare

The study aimed at identifying the services which were provided by NCAA to the community with the aim of improving their welfare. A number of services were found in the study area as follows;

4.3.1 Water Services

The study was interested to understand if people in the study area access water under the support of NCAA. It was found that water services were provided in the study area to both villages of Endulen and Ngorongoro. The NCAA had supplied water taps to the Maasai community in which the water taps and troughs are supplied after three hundred *bomas*. This was due to the fact that the Maasai are scattered so as to ensure the availability of pastures for their cattle and wild animals. In an interview with the people it was found that water is used by the community for domestic and their cattle as well as wild animals.

In interviews with the with NPC leaders it was revealed that the use of water was on rotational bases in which a group of bomas would send their cattle once for accessing water in case of watering animals. The local leaders-*alaigwanan*- and elders established by-laws that govern water users as well as penalties in case one or a family bleaches the agreed plans. This ensured that water taps and trough are not easily damaged.

Interviewing the NCAA officials it was stipulated that the NCAA takes all responsibilities in managing all the related cases of maintenance activities in ensuring that the projects are sustainable. Through observation it was found that water was readily available at all the time and run short in periods of drought. Some respondents could tell that during severe drought, people are allowed to water their cattle in the crater where water is available throughout. Water is of good quality since the area is conserved and therefore less polluted materials in the area that can pollute water.

4.3.2 Health Services

The study found that one among the obligations that NCAA is concerned is the provision of health services. The interviewed NCAA officials contended that NCAA provides support to all medical services for both people and animals in the area. It was further reported that Endulen hospital receives Tshs 60 million per year as supplement for medics so that it can meet medical demands of the residents. In an interview with the NCAA community development manager said:

The fund provided for health services aims at making sure that people and animals are healthier. This means that health is one among our priorities in realizing community's welfare.

Moreover, due to discouragement of more buildings in the area, the NCA saw it fit to collaborate with the private sector (Roman Catholic Church) for the case of Endulen hospital and the government in making sure that residents do get quality services possible in the already available centres. This goes hand in hand with the reduction of costs of managing health services if it were to build hospitals and operate.

It was in addition reported that health services are provided free of charge for residents in all local health centres within the study area except some little contribution for Endulen hospital. The problem only available here is the little number of health centres and hospitals in the area in relation to the number of people. This was in line with NCAA Accounts Database, (2008-2012) that the revenues are mostly directed to the primary economic activities, mainly livestock services, health, food security and others.

From the year 2008 to 2012 NCAA spent about Tshs 6,980,404,920/- equivalent to USD 5,471,951 for the communities' services development programmes. It was found that people do enjoy free medical services. Livestock also are treated free of charge for vaccination with little/subsidized payment in case of illness. This has contributed much in the reduction of livestock diseases and therefore number of cattle has increased tremendously; giving rise to economic power of the residents but a threat to conservation due to the increased number of cattle against the carrying capacity of the area.

4.3.3 Education Services

Education is important for the development of any community. Bearing this in mind the NCAA ensures that the pastoral community in the area gets quality and equitable education with much concern and emphasis on poor families. This is done through the provision of tuition fee to the children. In an interview with the manager of the Pastoral Council it was testified:

We pay school fees, fare and other expenses to about 800 students ranging from primary school to university level yearly. This shows the commitment of NCAA in ensuring that the Maasai community is educated and can compete in labour market. Despite the fact that the government gives sponsorship to all students in the country, student from Ngorongoro are sponsored by NCAA through NPC which performs administrative matters of the case.

The study also found that the students who performed well were given priority to be sponsored for best private and special schools and universities for further studies. Further, it was reported that the revenue is shared equitably by the villages and work for the communities' development. Some of the money engaged within NPC for supporting

social activities including education and availability of food, especially maize for the community. Presently, NPC Supports about 96 students in various Universities inside and outside of the country, 144 students in various colleges, 120 in vocational education and training authority institutions, 600 students in Secondary schools and 10 in English medium Primary Schools (with special requirements and disabled) (Table 4).

Table: 4 Students Sponsored by NPC

TYPE OF EDUCATION/TRAINING INSTITUTION	NO.OF STUDENTS SPONSORED BY NPC
UNIVERSITY	96
OTHE HIGHER LEARNING	144
TECHNICAL	120
SECONDARY SCHOOL	600
PRIMARY (Special Requirements/ Needs)	10

Source: NPC Student Database 2012

In interview with NCAA officials it was reported that NCAA had constructed several schools such as Embarway Secondary School in Endulen village to enrol students for both O’level and A’levels and Oloirobi Primary School in Ngorongoro village.

4.3.4 Maintenance and Repair of Infrastructure

The NCAA dealt with the construction and repair of the roads, water dams, cattle troughs and electricity supply to Embarway secondary schools. It ensured all management and sustainability of the services; this was done through the opening of new roads, Esere to Laetoli with 10.8 km that cost 400.25million, Kimba to Oloirobi with 1km that cost 4million and Misigio to Kaitekteng with 5km that cost 200.12million (*NCAA financial year report 2012*). All these roads were on rough roads level. All these were done to ensure that the citizens can easily move from place to place safely since the area was inhibited by wild animals.

4.3.5 Handcrafts

It was also found that there were projects basing much on the empowerment of women so as to diversify the economy. This was done through provision of fund to two women groups. These groups of women provided a variety of things including hand rings, ear rings, cultural souvenir, and necklaces. These were sold in cultural bomas where the

tourists were paying visit and buy the articles. Cultural bomas complement local economy directly and a noticeable livelihood improvement has been noticed in the communities- individually as well as a group. These women groups got a total of Tshs. 6 million per year (*NPC financial report 2012*).

Through interviews with NPC leaders it was stipulated that people who stay in the cultural bomas are selected by village authorities and they stay for 12 months. And those who are selected to stay in cultural bomas are those considered poor. By staying in the cultural bomas, a Maasai is economically empowered since she/he will have the opportunity to make goods (handcrafts) and sell to visitors in the cultural boma.

The researcher could learn that there was division of labour in the cultural bomas, where Morans-warriors perform dance to welcome visitors, women make handcrafts and sell traditional goods. They also sing to welcome visitors together with morans-worriors. The study found that there were many handcraft materials that were sold in cultural bomas include; Sasin (Necklaces), Orkuma (Clubs), Irneta or Embere (Spear), Ndalane (Rings), Swords Belts, Tunics and Ear-rings. The cultural bomas program is a useful tool for economic empowerment among the Maasai communities.

4.4 Involvement of people in prioritizing services

The study also longed to understand the involvement of people in the services provided by NCAA. The researcher used the questionnaire and interview to extract the information from the respondents as is shown below.

4.4.1 Economic activities performed by the respondents

Data in Table: 5 below show that majority of respondents 78 (65%) had livestock keeping as their main economic activity. Other economic activities performed in the area included land cultivation 2 (1.7%), small scale business 16 (13.3%) and beekeeping 24 (20%).

Table 5 Economic Activities performed by respondents

Type of activity	Frequency	Percent
livestock-keeping	78	65.0
Cultivation	2	1.7
small scale	16	13.3
Beekeeping	24	20.0
Total	120	100.0

Source: *Field data, 2013.*

This could imply to the researcher that apart from tourism activities people of the area participated in some other economic activities to generate their income for their family and community's welfare. In line with this, the study by Kipuri and Sørensen (2008) argues that pastoralism and agro-pastoralism are vital to the Tanzanian economy. In fact, the country relies on pastoralists and agro-pastoralists for most of its meat and milk.

Extensive research conducted over several decades in arid and semi-arid rangelands has demonstrated that in terms of both protein production per hectare and environmental benefits, pastoral systems are more productive and viable than the ranching and group ranching or sedentary livestock production systems currently promoted by government and other development agents. Therefore, providing appropriate support for pastoralist livelihoods and economies could generate considerable economic benefits at both the local and the national level.

4.4.2 Community involvement in tourism activities

Data in Table: 6 indicate that of all respondents majority of respondents 77 (64.17%) disagreed that they were being directly involved in tourism activities while other respondents 43 (35.83%) agreed that they were directly involved in tourism activities. In Ngorongoro village 91(75.8%) respondents are considered to be direct involved in tourism operations in their village while in Endulen village only 29 (24.2%) respondents are considered to be involved in tourism activities.

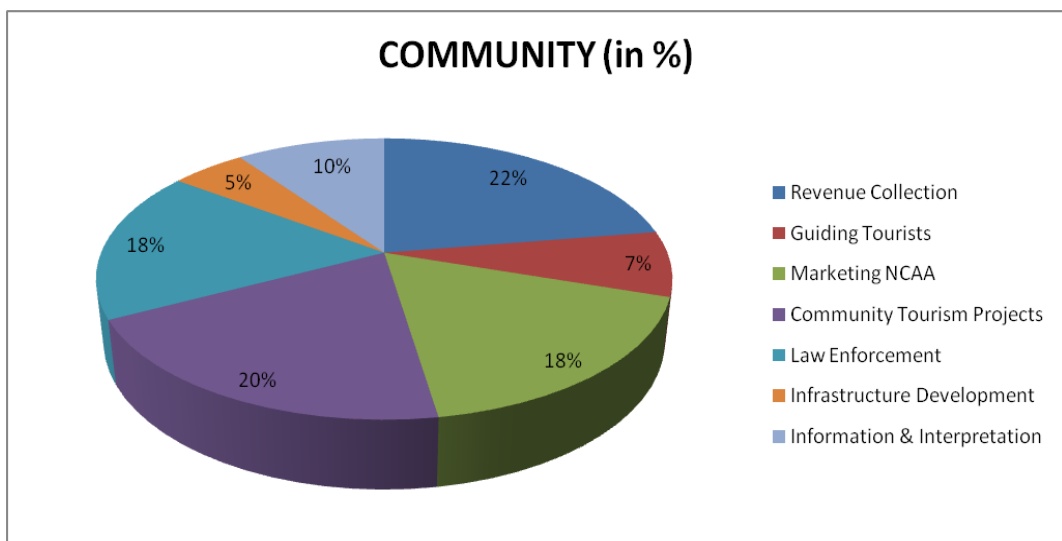
Table: 6 Community Involvement in Tourism (Community Sex Wise)

Response	Frequency	Percent
Yes	43	35.8
No	77	64.2
Total	120	100.0

Source: *Field Data, 2013.*

The participation of the communities in tourism was determined according to the nature of activity the respondents were engaged in. Results showed that 21 (17.5%) responded that they were engaged in improving security in the area, 21 (17.5%) were on marketing NCAA and its culture especially the cultural bomas, others stressed on better and improved collection methods to avoid pit holes as 27 (22.5%) of the respondents responded, 24 (20%) and 9 (7.5%) of the respondents urged that Community Tourism Projects to be enhanced for example strengthen village walking safaris and guiding tourists, campsites activities, sale of cultural souvenir, other respondents 6 (5%) stressed on improving infrastructure, while 12 (10%) of the respondents stressed information is power so more efforts on information and interpretation for better maximization of their profit.

Fig: 6 Community Involvement in tourism activities



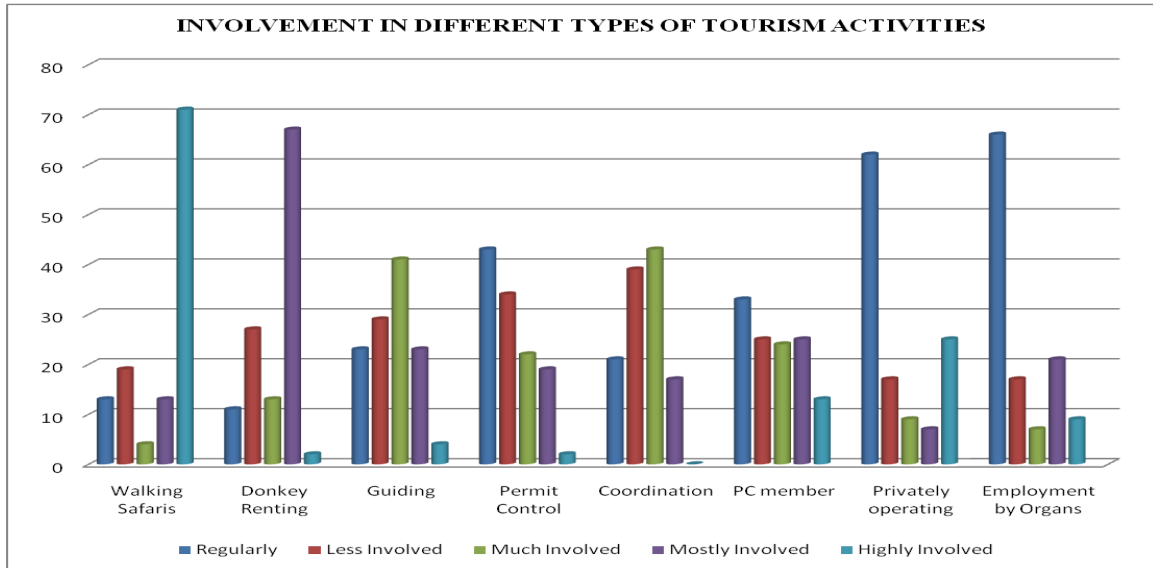
Source: *Field Data, 2013.*

This could imply to the researcher that the people participated and they were involved in tourism activities so that to take part in development issues for the improvement of their welfare and the welfare of the community at large. This is supported by United Republic of Tanzania-URT (2010) that participation of the community in development provides means to empower people and build government capacity for future revenue generation from land and support further growth. This will also increase resources available for accelerating basic investment in the land sector (an important sector to all sectors) through public-private partnership initiatives.

4.4.3 The extent to which the community is involved in tourism activities

Data in figure in Figure: 7 show that respondents were involved in different tourism activities at different extent as follows; in walking safari responded by 19 (15.83%) respondents little or not involved, 13 (10.83%) respondents regularly involved, 4 (3.33%) respondents much involved, 13 (10.83%) respondents mostly involved and 71(59.17%) highly involved. Thus, the majority of respondents were highly involves in the tourism activities. In donkey transport renting is an alternative activity to their economy 27 (22.5%) respondents were little or not involved, 11(9.2%) respondents regularly, 13 (10.8%) much involved, 67 (4.5%) mostly involved and 2 (1.7%) highly involved. In guiding tourists 29(24.2%) respondents responded little or not involved, 23 (19.2%) respondents regularly, 41(34.2%) much involved, 23 (19.2%) mostly involved and 4 (3.3%) highly involved.

Fig: 7 Involvement in different types of tourism activities



Source: *Field Data, April 2013*

About 8 (13.33%) respondents, responded little or not involved, 11(18.33%) responded somehow involved, 13 (34.2%) respondent involved, 9 (23.7%) responded highly involved regularly, 33 (55%) responded much involved and 8(13.33%) respondents responded mostly involved. In coordination respondents were involved regularly (17.5%), less involved (32.5%), much involved (35.8%), mostly involved (14.2%), and highly involved (0%). In permit control respondents were involved regularly (35.8%), less involved (28.3%), much involved (18.3%), mostly involved (15.8%), and highly involved (1.7%).

In NPC members respondents were involved regularly (27.5%), less involved (20.8%), much involved (20.0%), mostly involved (20.8%), and highly involved (10.8%). In privately operating respondents were involved regularly (51.7%), less involved (14.2%), much involved (7.5%), mostly involved (5.8%), and highly involved (20.8%). In Employment by organs respondents were involved regularly (55.0%), less involved (14.2%), much involved (5.8%), mostly involved (17.5%), and highly involved (7.5%). From these results it could be learned that majority of respondents were involved at medium level in tourism activities. This can imply that people can eagerly participate in sharing with the development organs to create and improve their welfare. According to

Kipuri and Sørensen (2008) participation and community involvement leads to people's self-mobilization in building and sustainability of new development projects and positive effect on the community's capacity to mobilize for other things; and levels of trust, responsibility and organizational skills are enhanced through project efforts.

4.5 Effectiveness of services provided for the community welfare

Most of the protected areas are facing challenges over the use of natural resources for the socio-economic values as supplement to the community economy. Hence tourism which is one of the economic aspects in the protected areas has been used as an alternative measure to save the resources for unsustainable utilization. NCA is one among several protected areas in Tanzania, in Africa and in the world where people are facing such challenges since its establishment, where co-existence of people and wildlife makes the area very unique. For better management of this area, NCA management through its General Management Plan 2006, revised 2010, designed programmes to make sure that tourism related income do supplement the local communities' declining livestock economy, as well as to acquire the licence to operate from the community.

Nevertheless there have been little or no research studies that aimed at understanding the impacts of tourism economy to the indigenous Maasai living in the NCA since its establishment in 1959. In addition to this the researcher wanted to know the future communities' development projects and their economic sustainability. Furthermore there has been no clear understanding of the level of success has tourism revenue brought to communities within NCA.

The communities livelihood economy in and around protected areas is mainly supported by those kind of activities like farming and pastoralism, but are highly susceptible to natural disasters like livestock diseases and drought. Livestock keeping depend mainly on range lands which are affected by all the natural environmental calamities (Runyoro et al, 1997, McCabe et al, 1992). The communities which are neighbouring or live in the protected areas, have conservation and tourism activities which are added disadvantages to decreasing economic activities.

The decrease of communities' economy has a high impact on the natural resources preservation (Stem et al, 2003). The only alternative economic activity to complement their economy is to involve them in tourism activities. The conservation strategies should be integrated into tourism to provide local economic benefits while maintaining ecosystem integrity.

Tourism can be the best alternative and complementary to communities livelihood if benefits will be equitably shared among the communities (Mvula, 2001, Ashley et al, 1998 and Mbaiwa, 2004). At the same time if outflow of funds is properly managed, tourism industry could allow more revenue from tourism to support communities' basic life. NCAA has been trying to involve communities in tourism activities; however some of the indigenous people are not aware of such tourism activities as well as the share of revenue which is supposed to be given to villages.

The more transparent tourism benefit sharing to the communities becomes the greater respect for tourism and the realization of the impact to their livelihood will be.

This study is strongly arguing that tourism revenue is a complementary source to the economic balance and stability of the communities, but it is not an alternative for everybody because some still don't know what it takes to engage in tourism activities; therefore very few people do benefit noticeably when compared to other sources. Nevertheless, tourism being a highly growing activity will cause a decline in livestock keeping, which is the primary economic activity of the communities by the shift of interest with regard to the revenue it generates.

The study findings concluded that, communities value tourism because of the present benefit which possibly will not be sustainable because of the fragile nature of the tourism business. Nevertheless, if the value of tourism is to be appreciated by the communities, the benefits of keeping the resources should exceed the costs it causes and be able to reduce the level of poverty while complementing the communities' livelihood economy.

Monitoring of the benefits sharing and proper management of communities' funds is an important aspect in the projects. Hulme *et al* (2006) urged that wherever these revenues

are misused, it will bring a lot of confusion and disagreements among the communities and it may cause a decline in the economic development initiatives.

Hence there should be a procedure whereby communities' funds will be audited, especially funds from cultural bomas and also a fair distribution of the revenue from walking safaris and campsites in NCA. The NCAA and NPC should schedule meetings with communities at the village levels to broaden their understanding and create trust to both administrations. It is obvious that the current scheduled conservation and tourism meetings with NCAA tourism department offer no feedback to the communities in the villages.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the findings and conclusions as well as recommendations on the socio-economic contribution of the Ngorongoro Conservation Area Authority to the Communities in improving their welfare: A Case Study of Ngorongoro and Endulen Villages.

The research also aims at providing solutions to many of the challenges that face conservations within which human and wild animals co-exist. It goes further to highlight and suggest some solutions on how best the management of natural resources cannot bring about positive impact to communities within and outside conservations and protected areas unless corporate acquire license of operations from the communities.

Also the study puts to light how best resources derived from tourism can be used to improve communities' welfare through participatory approach methodologies whereby decisions are, in the first place derived from communities.

5.1 Conclusions

Tourism has been and will continue to be the backbone component of the socio-economic and environmental heritage. Tourism development in the NCA villages needs to be well structured with proper understanding of the value by the communities in the area. If tourism development and its impacts are acknowledged by the communities in the area, this will help planners and developers to identify real concerns and issues that can optimize the benefits and minimize the problems or misunderstandings among stakeholders. Since communities have prioritized tourism as an alternative activity complementing their livelihood economy, it is high time for NCA to design activities within the area, develop new programmes that will directly or indirectly improve communities' wellbeing. Communities in NCA are well aware of the more attractions available in the area; hence NCAA has to make sure that citizens are engaged in all plans of identifying these attractions. These attractions if identified can provide accessibility

and promote for longer stay of the tourists in the area and hence more revenue that will further complement the communities' economy within the area.

Monitoring of the benefits sharing and proper management of communities' funds is an important aspect in the projects. Hulme *et al*, (2006), urged that wherever these revenues are misused, it will bring a lot of confusion and disagreements among the communities and it may cause a decline in the economic development initiatives. Hence there should be a procedure whereby communities' funds will be audited, especially funds from cultural bomas and also a fair distribution of the revenue from walking safaris and campsites in NCA.

Many community members have very little or no information at all on the revenues available or collected, its distribution and the available amount for some other activities if required. The NCAA and NPC should schedule meetings with communities at the village levels to broaden their understanding and create trust to both administrations. It is obvious that the current scheduled conservation and tourism meetings with NCAA tourism department offer no feedback to the communities in the villages.

5.2 Recommendations

NCA has been an experiment for the coexistence of nature, human pastoral activities and wildlife for a long time since 1959. Tourism has been acknowledged to be a fast growing activity within the area whereas livestock keeping has been declining. It is the matter of fact that tourism cannot be done by every individual within the area, once it is through groups, then close supervision and transparency of benefit sharing should be in place. However the revenue from tourism activities should mainly be used to restock the livestock because that will be recognized by everyone in the family. Runyoro *et al*, (1997), recommended that NCAA should look on the alternative to help the destitute to rebuild their livelihood.

While NCAA is based on the success of the tourism communities' projects and communities assuming to have managed sharing the tourism revenue directly or indirectly, there are needs to look at and emphasize on the following:-

Information of Tourism activities between NCAA, NPC and the Communities

The information on tourism activities in NCA seems to have not well communicated to individuals at low level in the villages apart from the members of the NPC conservation and tourism committee. The research revealed there is low understanding of the communities' tourism activities in the two villages during the study. Since we all believe that information is power, the NCAA through its public relations department should make sure that communities at the lower level get the message about tourism activities and the way share is distributed. Public relations department is responsible for awareness and the NPC should be the best link of the communities to the NCAA management.

Tourism Revenue Sharing and Distribution

The focal point of all the communities in the protected areas involved in tourism activities in the world is the benefit sharing. Responsible management of NCA and elsewhere should consider fair distribution of the benefits and shares from Tourism. It should make a proper link and create the transparent information sharing at the low level (village level or individual) so as to achieve a fair and equitable distribution of the benefits from tourism.

The interaction between the institutions responsible will therefore help to better understanding of tourism benefits and improve performance resulting in more revenue to the communities. What has been noticed in this study is that there is little or a lack of understanding of the procedures and criteria that are used by the NCAA and NPC in the distribution of revenue shares to the communities at the village in NCA. Mbaiwa (2004) and Ashley *et al* (1998) argued that for the tourism to bring more benefits for locals, more interaction is needed between them and the corporate management.

NCAA should prepare a transparent information sharing structure at the village level through public relations office, to educate, create awareness and more interactions between NCAA, NPC and communities at the low levels as well as a corporate

management. They should create awareness programs for the village members through the conservation and tourism committees. However revenue sharing should be reviewed and re-structured to benefit communities directly at the village bottom levels.

Level of the tourism activities among the communities

Higher realization of tourism revenues depends much on the competition which is mainly based on the standard of the goods and services available on the destinations and also the management structures of the host communities.

NCAA should produce high standard souvenir similar to those which are found outside the NCA. In order to compliment more of the livelihood of the economy of the communities in NCA, NCAA should do the following:-

- i. Revive the leather craft that was owned by NCAA and handle it over to the communities.
- ii. Information to the lodges and other operators about the merchandises that are produced by the communities
- iii. NCAA and NPC should try to prepare a structure that will better market communities products including meat, milk etc. Educate and empower communities to produce the best standards of the products.
- iv. NCAA should assist on educating the people around (Tour operators and Lodge Investors) about the communities and their activities within the area of conservation.

The study also realized some abnormalities on the communities' leadership of the communities' projects. It was revealed that some leaders have stayed for too long in their positions and suggested that there should good succession programs to allow experience and new innovative ideas of the project's development for improvements. NCAA and NPC should describe clearly the succession period for leadership especially on the communities projects.

Tourism development within the NCA Community villages

Tourism has been and will continue to be the backbone component of the social economic and environmental heritage. Tourism development in the NCA villages needs to be well structured with proper understanding of the value by the communities in the area. If tourism development and its impacts are acknowledged by the communities in the area, this will help planners and developers to identify real concerns and issues and therefore optimize the benefits and minimize the problems or misunderstandings.

Since communities have prioritized tourism as an alternative activity complementing their livelihood economy, it is high time for NCA to design activities within the area, develop other new sites for visitation and improve accessibility. Communities in NCA are well aware of the more attractions available in the area. All these if identified can provide accessibility and promote for longer stays of the tourists in the area and hence more revenue that will further complement the communities' economy within the area.

NCAA encourages and prioritizes proper coordination and collaboration on tourism activities through public relations and joint meetings at the village level. This will avoid misunderstanding and hence hindering of tourism development activities whenever there are any new tourism activities developments. Communities in Endulen village for example were not happy with how the existing nature Laetoli footprints were opened in their area without their knowledge and proper consultation. However, communities accepted that more investments will provide employment opportunities which are considered to be among the reliable activities for the communities' livelihood support and development.

Monitoring and Auditing of the Communities Tourism Projects Revenue

Monitoring of the benefits sharing and proper management of communities' funds is an important aspect in the projects. Hulme *et al*, (2006), urged that wherever these revenues are misused, it will bring a lot of confusion and disagreements among the communities and it may cause a decline in the economic development initiatives. Hence there should be a procedure whereby communities' funds will be audited, especially funds from

cultural bomas and also a fair distribution of the revenue from walking safaris and campsites in NCA.

Many community members have very little or no information at all on the revenues available, its distribution processes and the available amount for any other activities if required. The NCAA and NPC should schedule meetings with communities at the village levels to broaden their understanding and create trust to both administrations. It is obvious that the current scheduled conservation and tourism meetings of NPC and NCAA tourism departments offer no feedback to the communities in the villages.

Marketing of NCA in and outside Tanzania.

For more revenue collections marketing to most of destinations is an important tool. The NCAA has marketing structures which requires the inclusion of the communities, **“Coexistence of humans and wildlife”** as a theme to encourage more tourists in the area. However, cooperation and agreements with local stakeholders is important. For all these to be achieved the following should be improved for the time being : -

- i. Communities should be empowered and participate in marketing Ngorongoro to attract more tourists who will pay more to improve the income expected from them.
- ii. Support from NCAA is necessary to facilitate communities' participation in tourism trade fairs.
- iii. Include and promote cultural activities in the NCA programs, brochures, newsletters and so on for easy marketing.
- iv. Provide training on tourism and hospitality to villagers so that they can improve the tourism handling in their places. Since is a fragile industry, communities should be better trained through tourism institutions on how to handle tourists and related businesses.
- v. Market cultural bomas activities to the tour operators, convincing them to include in their visit itinerary and charge during the entry points rather than at the exits to avoid leakage of funds that is caused by the tour drivers.

REFERENCES

- Altman, B. W.: (1998), 'Corporate Community Relations in the 1990s: A Study in Transformation', *Business and Society* 37(2), 221–228.
- Ashley C and Jones B (2001) Joint-Venture between Communities and Tourism Investor: Experience in Southern Africa. *International Journal of Tourism Research*, special Issue on fair Trade in Tourism, *Vol, 3pp 2 pg11-12*
- Ashley, C. and Jones, B., 2001. Joint-venture between communities and tourism investors: Experience in Southern Africa. *International Journal of Tourism Research*, Special issue on fair trade in tourism, Vol.3 pp.2 pg 11-12.
- Baldus et al (2003) Seeking Conservation Partnership in the Selous Game Reserve, Tanzania, *Journal of Parks* Vol 13 No 1:50-61
- Baldus, R., Kibonde, B. and Siege, L., 2003. *Seeking Conservation Partnership in the Selous Game Reserve, Tanzania*. *Journal of Parks* Vol. 13 No. 1: 50- 61 .World Commission on Protected Areas (WCPA) of IUCN
- Barney, J.: (1991), 'Firm Resource and Sustained Competitive Advantage', *Journal of Management* 17, 99– 120.
- Bowen, H. R.: (1953), *Social Responsibilities of the Businessman* (Harper & Row, New York).
- Brau, R., A. Lanza, and F. Pigliaru (2003); How fast are the tourism countries growing? The cross-country evidence. CRENoS Centro Ricerche Economiche Nord Sud, Working Paper №03- 09, <http://www.crenos.it/working/pdf/03-09.pdf> (Accessed 09 June 2012)
- Brummer, J(1991), *Corporate Responsibility and Legitimacy* (Greenwood Press, New York).
- Bygot, D. (1989) *Ngorongoro Conservation Area Guide Book*: Tanzania Printers Ltd

- Bygot, D. (2008) Ngorongoro Conservation Area Guide Book, Tanzania Printers Limited.
- Carroll, A. B.: 1994, 'Social Issues in Management Research', *Business and Society* 33(1), 5–25.
- Carroll, A. B.: 1999, 'Corporate Social Responsibility. Evolution of Definitional Construct'. *Business and Society* 38(3), 268–295. development in Africa", Middle Tennessee State University, Department of Economics.
- Dieke, P.U.C,(1998). *Regional Tourism in Africa: Scope and Critical Issues, Embracing and managing Changes in Tourism. International case Studies*, London Routledge.
- Eugenio-Martin, J. L., N. M. Morales, and R. Scarpa (2004) *Tourism and Economic Growth in Latin American Countries: A Panel Data Approach*. Fondazione Eni Enrico Mattei Working Paper Series, Nota di Lavoro 26.2004, <http://www.feem.it/NR/rdonlyres/881EB22A-4CF2-4FE8-9E78D8C9AB1E65FD/1057/2604.pdf> (Accessed 12 May 2012)
- Fayissa, B. C. Nsiah, and B. Tadasse, 2007. "The impact of tourism on economic growth and Finance, *Working Papers*, No. 16.
- Foan L and Franco R in Jensen K (2008) (Ed) *measuring the Local Economic Impact of Tourism: Local Tourism in Guatemala, Honduras and Nicaragua: Tech.Notes Number 2 The Seep Network*
- Foan, L. and Franco R. in Jessen, K (Ed) 2008. *Measuring the local Economic Impact of Tourism: Local Tourism in Guatemala. Honduras and Nicaragua: Tech. Notes Number 2 The Seep Network*.
- Frederick, W. C.: (1987), 'Theories of Corporate Social Performance', in S. P. Sethi and C. M. Flabe (ed.), *Business and Society: Dimensions of Conflict and Cooperation* (Lexington Books, New York), pp. 142–161

- Friedman, M.: (1970), 'The Social Responsibility of Business is to Increase its Profits', New York Times Magazine, September 13th, 32–33, 122, 126.
- Goodwin *et al* (2004) *Tourism and Local Economic Development*: International Centre for Responsible Tourism Department of Earth and Environmental Sciences, London.
- Goodwin H (2003) *Local Community Involvement in Tourism around National Parks: Opportunity and constraints*. Global Ecotourism Policies and Case Studies Perspectives and Constraints, Channel View Publications
- Goodwin, H., 2003. *Local community involvement in Tourism around National Parks: Opportunity and Constrains*. Global Ecotourism Policies and case studies Perspectives and constrains, Channel View publications
- Griffin, J. J.: (2000), 'Corporate Social Performance: Research Directions for the 21st Century', *Business and Society* 39(4), 479–493.
- Hulme D, and Murphree M (2006) (Ed) *African Wildlife and Livelihoods: The Promise and Performance of Community Conservation*, James Currey ltd
- Hulme D. and Murphee M. (ed), 2006. *African Wildlife & Livelihoods: The promise & performance of community conservation*. James Currey Ltd
- Jensen, M. C. and W. Meckling: (1976), 'Theory of the Firm: Managerial Behaviour, Agency Cost, and Capital Structure', *Journal of Financial Economics* 3(October), 305–360.
- Jensen, M. C.: (2000), 'Value Maximization, Stakeholder Theory, and the Corporate Objective Function', in M.

- Jigme, S. (2006), *Determinants Affecting foreign direct investment in Bhutan: Perception of Government Officers in “Bimst.Ec” Member Countries*: A Thesis submitted in Partial Fulfilment of the Requirements for the Degree of Master of Business Administration, Department of International Business Graduate School, The University of Thai Chamber of Commerce.
- Jones, T. M.: (1983), ‘An Integrating Framework for Research in Business and Society: A Step toward the Elusive Paradigm?’ *Academy of Management Review* 8(4), 559–565
- Kaswamila,A.L.(2003). *Impact of Community Conservation Services in Conservation*. Paper presented during TAWIRI Annual Conference, Arusha, Tanzania.3-4th December 2002.
- Kaswamila,A.L.(2006). *Evaluation of Rural Land –Use Plans in Protected Area Bio-networks in Northerneastern Tanzania*. PhD Thesis,University of Greenwich,UK.
- Kideghesho J (2006) Constraints in Implementing the benefit based approaches as a strategy for conserving wildlife in western Serengeti, Tanzania; A paper to be Presented at the 11th Biennial Conference of the International Association for the Study of common Property in Bali, Indonesia.
- Kideghesho, J. 2006. *Constraints in implementing the benefit-based approaches as a strategy for conserving wildlife in western serengeti, Tanzania*. A paper to be presented at the 11th Biennial Conference of the International Association for the Study of Common Property in Bali, Indonesia.
- Kijazi A (1997) *Principle Management Issues in the Ngorongoro Conservation Area*. Multiple Land Use: The Experience of Ngorongoro IUCN
- Kijazi, A.J., and 1997, *Principal Management Issues in the Ngorongoro Conservation Area Multiple Land use*. The Experience of the Ngorongoro IUCN.

- Kimbu,A.N,(2012) Attainment of MDGs Through Tourism in Central Africa Sub – region: Implications for local economic Development in Cameroon,10(2): 3-16
- Kothari (2004) *Research Methodology: Methods and Techniques*, New Age International(P) ltd
- Kotler, P and Nancy, L (2005), *Corporate Social Responsibility*, New York: John Willey and Sons, Inc.Lanza, A., and F. Pigliaru (1999) Why are tourism countries small and fast-growing. CRENoS Centro Ricerche Economiche Nord Sud, Working Paper №99-06, www.crenos.it/crenos/PDF/99-6.pdf (Accessed 09 May 2012)
- Lee, C-C. C-P Chang,(2008).“Tourism development and economic growth: a closer look at panels”, *Tourism Management*. 29, pp. 180-192.
- Mbaiwa J.E (2004) the social Economic Benefits and Challenges of a Community- Based Safari Hunting Tourism in the Okavango Delta: Botswana Journal of Tourism Studies Vol. 15 of December
- Mbaiwa J.E (2005) Wildlife Resource Utilization at Moremi Game Reserve and Khwai community area in the Okavango Delta: Botswana: journal of Environmental Management Elsevier
- Mbaiwa, J.E., 2005. *Wildlife resource utilization at Moremi Game Reserve and Khwai community area in the Okavango Delta, Botswana*; Journal of Environmental Management ,Elsevier
- Mbaiwa, J.E., 2005. *Wildlife resource utilization at Moremi Game Reserve and Khwai community area in the Okavango Delta, Botswana*; Journal of Environmental Management ,Elsevier.
- Mbaiwa,J.E. 2004 The Social Economic Benefits and Challenges of a Community-Based Safari Hunting Tourism in the Okavango Delta: Botswana Journal of Tourism Studies Vol.15 of December.

- McCabe J.T. Perkin, S. and Achofield, C. 1992. Can Conservation and Development be coupled Among Pastoral People? : An examination of the Maasai in the Ngorongoro Conservation Area, Tanzania. *Journal of Human Organization* Vol.51No.4 Pg.353-365, Society of Applied Anthropology.
- Mlengaya T, and Lyaruu, V (2003) Experiences and Challenges of Wildlife health Management in the National Parks of Tanzania-Paper presented in the Conservation and Development Interventions at the Wildlife/Livestock Interface in Durban, South Africa, (ed) Osofsky, S.A (2003).
- MNRT, (2002) *Tourism Plans (Strategy and Actions)*.
- MNRT, 2002, *Tourism Management Plans (Strategy and Actions)*, Ministry of Natural Resources and Tourism, Tanzania.
- Myers, B (1999) *Working with Poor; World Vision International* New York.
- NCAA (1996, 1998) *Ngorongoro Conservation Area General Management Plan (GMP)*
- NCAA, 1994. *Ngorongoro's Geological History*, Majestic Printing Work Ltd, Kenya.
- NCAA, 2001. *Ecological monitoring annual report*, Ngorongoro Ecological monitoring Unit, NCAA.
- NCAA, 2004, *Ngorongoro Conservation Area Authority Scheme of Service and Organization Structure*.
- NCAA 1996 and 2006, *Ngorongoro Conservation Area General Management Plans*.
- Okello, M., Seno, Ole S. and Wishitemi, B., 2003 *Maasai Community wildlife sanctuaries in Tsavo- Amboseli Kenya*. *Journal of Parks* Vol 13, No 1, pg 62- 75, USA.
- Proença, S., and E. Soukiazis (2005): *Tourism as an alternative source of regional growth in Portugal*. Centro de Estudos da União Europeia, Faculdade de Economia da Universidade de Coimbra, Discussion paper Nº34,
<http://www4.fe.uc.pt/ceue/working%20papers/EliasSara34.pdf> (Accessed 09 May 2012)

- Robinson M et al (2000) *Environmental Management and Pathways to Sustainable Tourism: Reflection on International Tourism*. Centre for Travel and Tourism/Business education Publishers ltd
- Robinson M., Swarbrooke J., Evans N., Long P. and Sharpley R. 2000. *Environmental Management and Pathways to Sustainable Tourism: Reflection on International Tourism*, Centre for Travel and Tourism/ Business Education Publishers Ltd.
- Runyoro, A.V. (2007). '*Analysis of Alternative Livelihood Strategies for the Pastoralists of Ngorongoro Conservation Area, Tanzania*.' PhD Thesis, Sokoine University of Agriculture.
- Runyoro, A.V. (2009). *Global Tourism Marketing Campaign: The Case of Ngorongoro Conservation Area*. Master Thesis, International University, Washington, USA.
- Skerritt, D. and T. Huybers, 2002. "Examine the effect of international tourism on GDP per capita", *Asia Pacific of Tourism Research*, pp. 23-43.
- Taylor, M. (1988), *Multiple Land use Planning and Management, A comparison of the British and Ngorongoro Conservation and Development Project Technical Report No.2 IUNC Eastern Africa*
- Thompson, M (2002) *Entrepreneur: Elite and Exclusion in Maasailand: Trend in Wildlife conservation and pastoral Development*. *Journal of Human Ecology*, Vol.30, No 1, March 2002:107-138
- Thompson, M and Homewood K., 2002. *Entrepreneur, Elite and Exclusion in Maasailand: trend in wildlife conservation and pastoral development*. *Journal of Human Ecology*, vol. 30, No 1, March 2002: 107-138
- Triker, B (2009), *corporate governance, Principles, Policies and Practices*, New York: Oxford University Press.
- Votaw, D.: (1972), 'Genius Became Rare: A Comment on the Doctrine of Social Responsibility Pt 1', *California Management Review* 15(2), 25–31.

- Wartick, S. L. and R. E. Rude: 1986, 'Issues Management: Corporate Fad or Corporate Function?' *California Management Review* 29(1), 124–132.
- Wearing S and Neil (1999) *Ecotourism: Impact, Potentials and Possibilities*, Reed Educational and Professional Publishing Ltd.
- Wearing, S. and Neil, J., 1999. *Ecotourism: Impact, Potentials and Possibilities*. Reed Educational and Professional Publishing Ltd pg 27 and 74-81.
- Wood, D. J and Lodgson (2002), "Business Citizenship: From individuals to Organization", *Business Ethics Quarterly*, Ruffin Series, No 3, 59-94.
- Wood, D. J.: (1991a), 'Social Issues in Management: Theory and Research in Corporate Social Performance', *Journal of Management* 17(2), 383–406.
- Wood, D. J.: (1991b), 'Corporate Social Performance Revisited', *Academy of Management Review* 16(4), 691– 718.
- [www.http://wiki.answers.com/Q/What_is_the_meaning_of_development_administration#ixzz1iy7k8Oxb](http://wiki.answers.com/Q/What_is_the_meaning_of_development_administration#ixzz1iy7k8Oxb), accessed on 28th March 2013)

APPENDICIES

Appendix 1:01 Communities /Village Member Questionnaires

THIS QUESTINAIRE IS TO ALLOW UNDERSTANDING ON THE IMPACT THAT THAT TOURISM REVENUE HAS ON THE SOCIO-ECONOMIC CHANGES OF THE NCA COMMUNITY FOR BETTER CONSERVATION OF NATURAL RESOURCES IN NGORONGORO. BECAUSE YOUR FEELINGS ARE VERY VALUABLE IN THIS SURVEY, PLEASE PROVIDE YOUR FEW MINUTES TO FILL IN THIS QUESTIONAIRE. THANK YOU.

SOCIO-ECONOMIC AND DEMOGRAPHIC CHARACTERISTICS

(A) PERSONAL ATTRIBUTES

FIRST NAME.....SURNAME.....

SEX: M

F

1.0 Ward (Zone).....

(B) LENGTH OF STAY

2.0 How long have you stayed in your ward.....

3.0 Do you have your own house/home.....

(C) ACTIVITIES

4.0 Are you involved in Tourism activities in your ward/zone

YES NO

5.0 If YES, how are you involved in tourism activities? If NO go to question No.6.....

6.0 What is the other economic activities in your Ward/Zone

(i) Livestock Keeping (i) Farming (ii) Small Scale Business

(iv) Beekeeping (v) Others

7.0 (i) Is tourism activities look an alternative to your basic economic activities? YES NO

(ii) If YES, give reason why you think tourism is an alternative economic activity? If no go to the next question.....

(D) REVENUE FROM TOURISM AND SHARING

9.0 Where do you get your tourism share of revenue (Tick One)

- a) Through the Village
- b) Through the ward
- c) Through the partnership
- d) Through your personal initiatives (private marketing)

10.0 Are you a member of any Tourism Committee

YES NO

11.0 If YES, how do you participate in the process to maximize the profit for your village members?

.....

.....

If NO go to the next question.

12.0 How and what type of tourism activity do you involve mostly in any level (Rank Accordingly)

(1) Regularly (2) Less involved (3) Much Involved (4) Mostly Involved (5) Highly Involved

Walking Safaris	1	2	3	4	5
Donkey/Camel Renting	1	2	3	4	5
Guiding	1	2	3	4	5
Tourists Permit Control in the ward	1	2	3	4	5
Coordination	1	2	3	4	5
Pastoral Council Member	1	2	3	4	5
Privately Operating	1	2	3	4	5
Employed by any Organization	1	2	3	4	5

13.0. How do you prioritize the community economic activities? (Circle one)

(1) Less Prioritized (2) Prioritized (3) Much Prioritized (4) Mostly involved (5) Highly Prioritized

Livestock keeping	1	2	3	4	5
Tourism	1	2	3	4	5
Small Scale Business	1	2	3	4	5
Employment	1	2	3	4	5
Farming	1	2	3	4	5

14.0 Among these activities which one do you think is the immediately alternatively to the community economy? Please tick one.

Livestock keeping	<input type="checkbox"/>
Tourism	<input type="checkbox"/>
Small Scale Business	<input type="checkbox"/>
Employment	<input type="checkbox"/>

(E)MARKETING AND LEVEL OF ECONOMIC GROWTH

15.0 What is the marketing point of the other economic products from the community?

(i) Meat Selling in -

Hotels	<input type="checkbox"/> Private	<input type="checkbox"/> Public	<input type="checkbox"/>
Auctions	<input type="checkbox"/> No Idea	<input type="checkbox"/>	

(ii) Milk Supply -

Hotels	<input type="checkbox"/> Private	<input type="checkbox"/> Public	<input type="checkbox"/>
Auctions	<input type="checkbox"/> No Idea	<input type="checkbox"/>	

(iii) Agricultural Products –

Hotels	<input type="checkbox"/> Private	<input type="checkbox"/> Public	<input type="checkbox"/>
Auctions	<input type="checkbox"/> No Idea	<input type="checkbox"/>	

(iv) Small Scale Business -

Hotel	<input type="checkbox"/> Private	<input type="checkbox"/> Public	<input type="checkbox"/>
Auctions	<input type="checkbox"/> No Idea	<input type="checkbox"/>	

(v) Cattle/Small Shorts Selling -

Hotels	<input type="checkbox"/> Private	<input type="checkbox"/> Public	<input type="checkbox"/>
Auction	<input type="checkbox"/> No Idea	<input type="checkbox"/>	

16.0 Accordingly to your economic rate of growing, show how strongly you agree or disagree with the following statements

Agree						Disagree
Tourism is fast growing economic activity	1	2	3	4	5	
Livestock is fast growing economic activity of the community in the area	1	2	3	4	5	
Farming is the most growing economic activity of the community in the area.	1	2	3	4	5	
Small Scale business is the mostly growing economic activity of the community in the area	1	2	3	4	5	

17.0 Tick one statement that is the best to express your views concerning the best approach to strength the community economy from tourism development in the area

- i. The present coordination of Tourism activities in the area is good and that should be maintained for the economics of the community.
- ii. The present structure of the tourism activities should be improved and coordination must be designed for better economy of the community.
- iii. Centralization of the tourism is important for the best supervision, benefit distributions and improve the community economy
- iv. A new structure and centralization is not important for the best performance of the tourism activities and economic of the community.

18.0 from your own views, propose the best approaches and structure that could be taken for the better tourism development and economic improvement to the community of NCA apart from the proposed list above

- i.....
- ii.....

19.0 How does the people benefit from tourism activities in the Ngorongoro
Conservations Area Authority (1=most often)

- i. Privately Tourism Involvement
- ii. Groups Tourism Involvement
- iii. Community Organized Committee Involvement.
- iv. Other Associated Activities Involvement.

20.0 Do you think that tourism revenue sharing will help in the economic development of
the local people in the conservation area?

YES/NO.....

How.....
.....

Appendix 1:02 NCAA and NPC Staff/Members Questionnaire

THIS QUESTIONNAIRE IS TO ALLOW UNDERSTANDING ON THE IMPACT THAT THAT TOURISM REVENUE HAS ON THE SOCIO-ECONOMIC CHANGES OF THE NCA COMMUNITY FOR BETTER CONSERVATION OF NATURAL RESOURCES IN NGORONGORO. BECAUSE YOUR FEELINGS ARE VERY VALUABLE IN THIS SURVEY, PLEASE PROVIDE YOUR FEW MINUTES TO FILL IN THIS QUESTIONNAIRE. THANK YOU.

(A) PERSONAL ATTRIBUTES

FIRST NAME.....SURNAME.....

1. SEX: M
F

(B) LENGTH OF STAY

2. How long have you stayed in your department/ward/zone.....
4. What is the role in the department/ward/zone.....

(C) ACTIVITIES

5. (i) Are you involved in Tourism activities in your department /ward/zone
YES NO

(ii) If YES, how are you involved in tourism activities? If NO go to next question.
.....
.....

6. What is the other economic activities in your department/ Ward/Zone

- (i) livestock-keeping (ii) Farming (i) Full Scale
Business (iv) Employed (v) Others (mention).....

7. (i) Is tourism activities look an alternative to your basic economic activities of the community?

YES NO

(ii) If YES, give reason why you think tourism is an alternative economic activity?
 If no go to the next question

.....

(D)REVENUE FROM TOURISM AND SHARING

8. How is the revenue distributed to the community? (Tick One)

- a) Issued to individuals
- b) Through the ward and the village to individuals
- c) Through the Pastoral Council, Ward and Village
- e) Other means (Mention).....

9. Are you a member of any Tourism Committee

YES NO

10. How do you participate in the process to maximize the income from tourism to the community in NCAA?.....

11. How and what type of tourism activity do you think the community is involved mostly in any level (Rank Accordingly)

(1) Regularly (2) Less involved (3) Much Involved (4) Mostly Involved (5) Highly Involved

a) Walking Safaris	1	2	3	4	5
b) Donkey/Camel Hiring	1	2	3	4	5
c) Guiding	1	2	3	4	5
d) Tourists Permit Control in the ward	1	2	3	4	5
e) Coordination	1	2	3	4	5
f) Pastoral Council Member	1	2	3	4	5
e) Privately Operating	1	2	3	4	5
g) Employed by any Organization	1	2	3	4	5

12. How do you prioritize the community economic activities (circle one)?

(1) Less Prioritized (2) Prioritized (3) Much Prioritized (4) Mostly involved (5) Highly Prioritized

i) Livestock keeping	1	2	3	4	5
ii) Tourism	1	2	3	4	5
iii) Small Scale Business	1	2	3	4	5

- iv) Employment 1 2 3 4 5
v) Farming 1 2 3 4 5

13. Among these activities which one do you think is the immediately alternative to the community economy? Please tick one.

- a) Livestock keeping
b) Tourism
c) Small Scale Business
d) Employment

(E)MARKETING AND LEVEL OF ECONOMIC GROWTH

14. What is the marketing point of the other economic products from the community?

(Tick in box)

- (i) Meat Selling in - Hotels Private Public
 Auctions No Idea

- (ii)Milk Supply - Hotels - Private Public
 Auctions No Idea

- (iii) Agricultural Products -Hotels Private Public
 Auctions No Idea

- (iv)Small Scale Business – Hotels Private Public
 Auctions No Idea

- (v)Cattle/Small Shorts Selling -Hotels Private Public
 Auctions No Idea

15. According to your economic rate of growing, show how strongly you agree or disagree with the following statements (circle one)

- | | Agree | Disagree | | | |
|---|-------|----------|---|---|---|
| a) Tourism is fast growing economic activity | 1 | 2 | 3 | 4 | 5 |
| b) Livestock is fast growing economic activity of the community in the area | 1 | 2 | 3 | 4 | 5 |
| c) Farming is the most growing economic activity of the community in the are..... | 1 | 2 | 3 | 4 | 5 |
| d) Small Scale business is the mostly growing economic activity of the community in the area..... | 1 | 2 | 3 | 4 | 5 |

16. Tick one statement that is the best to express your views concerning the best approach to strength the community economy from tourism development in the area.

i. The present coordination of Tourism activities in the area is good and that should be maintained for the economics of the community.

ii. The present structure of the tourism activities should be improved and coordination must be designed for better economy of the community.

iii. Centralization of the tourism is important for the best supervision, benefit distributions and improve the community economy

iv. A new structure and centralization is not important for the best performance of the tourism activities and economic of the community.

17. From your own views, propose the best approaches and structure that could be used for the better tourism development and economic improvement of the community within NCA apart from the proposed list above.

- i.....
- ii.....

18. How does the people benefit from tourism activities in the Ngorongoro
Conservations Area Authority (1=most often)

i. Privately Tourism Involvement

ii. Groups Tourism Involvement

iii. Community Organized Committee Involvement.

iv. Other Associated Activities Involvement.

19. Do you think that tourism revenue sharing will help in the economic development of
the local people in the conservation area? YES/NO.....

How.....

.....

20. What level of the impact do you think the tourism revenue has to the conservation of
resources and better management of NCA (Tick One)

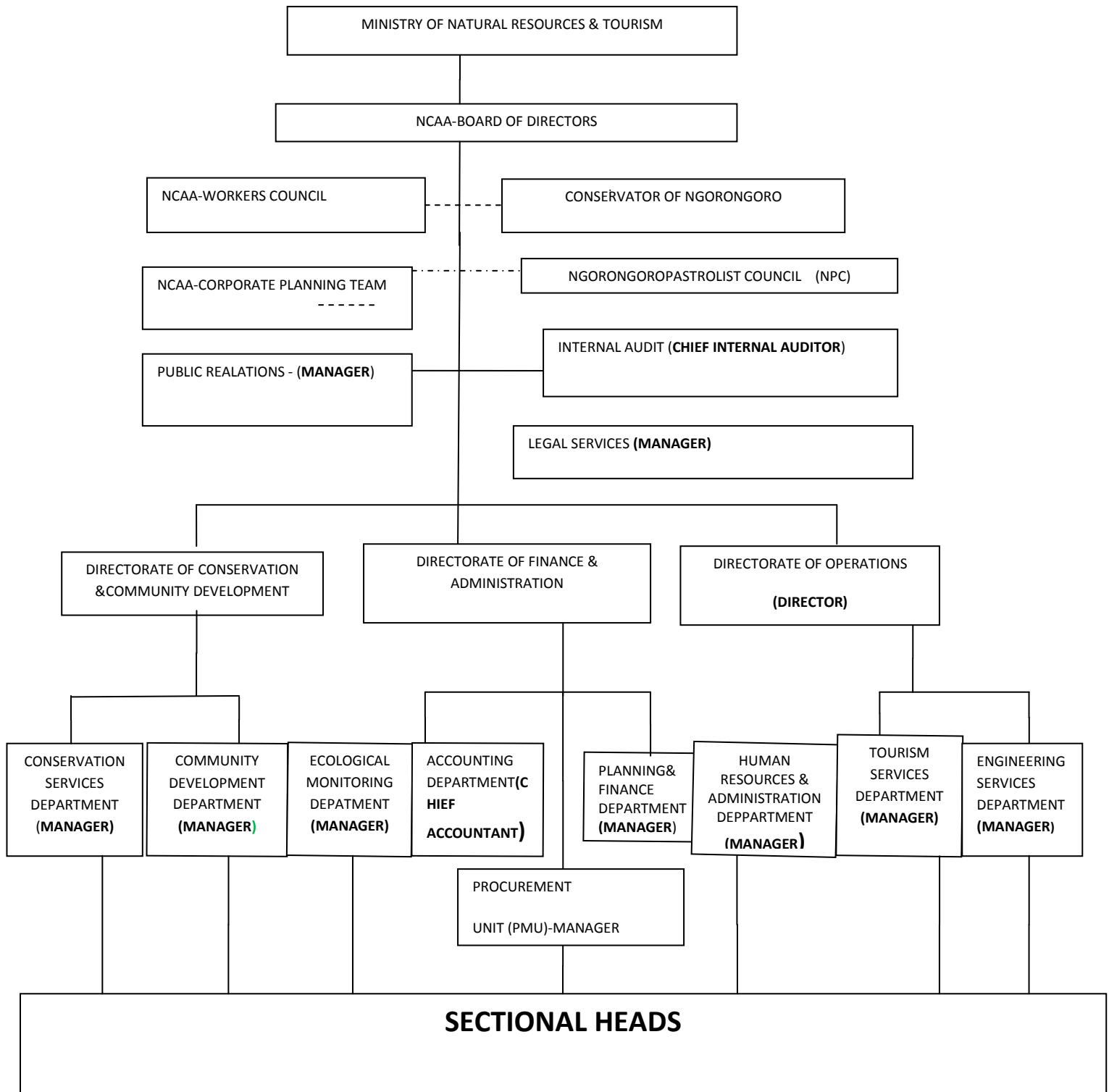
i) High

ii) Medium

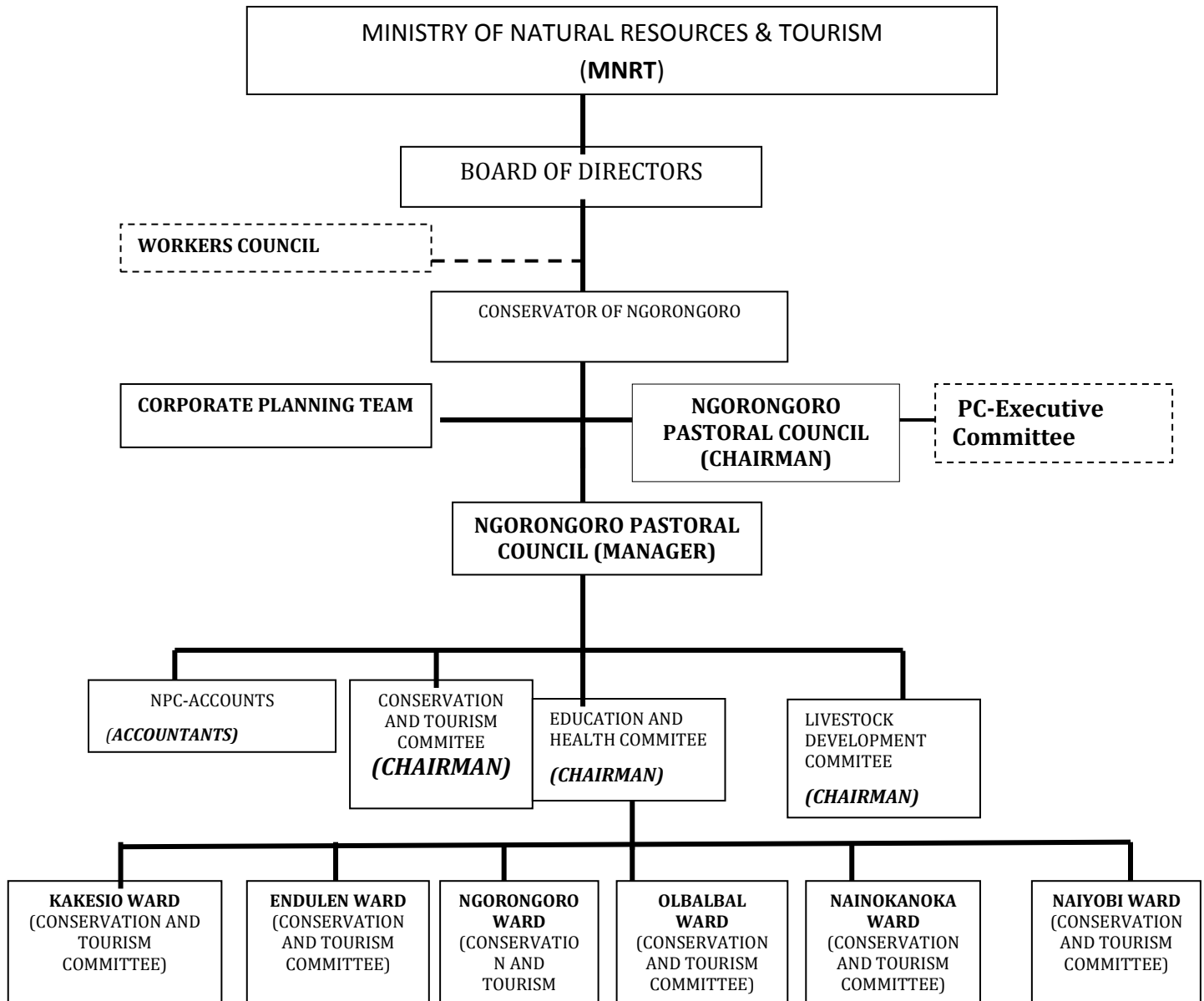
iii) Low

iv) No impact

Appendix 2:01 NCAA Organization Structure



Appendix 2:02 Ngorongoro Pastoral Council Organization Structure



Source:NCAA-NPC 2010

Appendix 3:01 THE ARUSHA MAIFESTO

FATHER OF THE NATION MWALIMU JULIUS K NYERERE

THE ARUSHA MANIFESTO

“THE SURVIVAL OF OUR WILDLIFE IS A MATTER OF GRAVE CONCERN TO ALL OF US IN AFRICA. THESE WILD CREATURES AMID WILD PLACES THEY INHABIT ARE NOT ONLY IMPORTANT AS A SOURCE OF WONDER AND INSPIRATION BUT ARE AN INTEGRAL PART OF OUR NATURAL RESOURCES AND OUR FUTURE LIVELIHOOD AND WELL BEING.

IN ACCEPTING THE TRUSTEESHIP OF OUR WILDLIFE WE SOLEMNLY DECLARE THAT WE WILL DO EVERYTHING IN OUR POWER TO MAKE SURE THAT OUR CHILDREN’S GRAND CHILDREN WILL BE ABLE TO ENJOY THIS RICH AND PRECIUOS INHERITANCE.

THE CONSERVATION OF WILDLIFE AND WILD PLACES CALLS FOR SPECIALIST KNOWLEDGE, TRAINED MANPOWER AND MONEY AND WE LOOK TO OTHER NATIONS TO CO-OPERATE WITH US IN THIS IMPORTANT TASK – THE SUCCESS OR FAILURE OF WHICH NOT ONLY AFFECTS THE CONTINENT OF AFRICA BUT THE REST OF THE WORLD AS WELL”

JULIUS K. NYERERE – SEPTEMBER 1961

Julius K. Nyerere.

7.9.61.

Abdul K. Nyerere

7.9.61

Blusa

Appendix 3:02 Responses in the Surveyed Area (In Tables)

Tourists in the cultural 'bomas' –NCAA Photo 2009

